

# Quality with quantity

A host of Indian B-schools either already have foreign campuses or plan to set them up

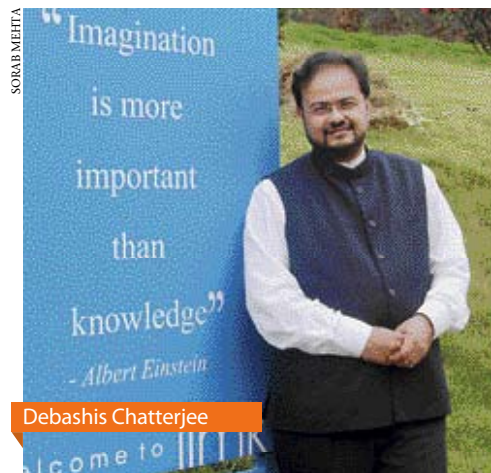
Last month's action by the Dubai education authority in asking two university branch campuses to close down has left the Indian institutions operating in the Emirate unruffled. The two – International Institute for Technology and Management (IITM) and Mahatma Gandhi University (MGU) – were found not to have met the University Quality Assurance International Board (UQAIB) criteria for operating in the Dubai Knowledge Village; so they had to shift to another Emirate, Ras Al Khaimah (RAK). "That's not an issue for us," says B. Ramjee, director, Manipal University, Dubai. "We make sure we follow the standards. We are a reputed educational institution; we've been here for almost a decade."

C.M. Chitale, dean, Faculty of Management, University of Pune, is equally unfazed. While Pune University's Department of Management Sciences – better known on and off campus as PUMBA – began with its MBA course in RAK, Chitale sees no problem in meeting the authority's requirements. "Each institution's norms differ; PUMBA can't be an

IIM!" he says. "Of course, the quality of education needs to be geared up; but there is the impossible triangle of quality, quantity and affordability that needs to be balanced."

Are the standards in RAK, a lesser-known Emirate about 100 km from Dubai, lower than those of its better-known neighbour? Nobody is prepared to go on record. Its own free zone for knowledge has attracted a number of institutions like Bolton University of the UK, Birla Institute of Technology (Mesra, Ranchi) and Vinayaha Mission University in Salem, besides Pune University. It is, however, expected to take a few more years before RAK emerges as a challenger to Dubai.

Manipal, meanwhile, is reinforcing its position as one of the top-notch institutions in the Gulf, with plans to build what Ramjee describes as a "huge" permanent complex. "Ours will probably be the largest in Dubai," he says of the 45,000 sq



Debashis Chatterjee

m campus, which aims to become fully operational by April 2011, in time for the next academic year. This is, of course, not just for management education, but a full-fledged, multi-discipline institution, he adds. PremjiInvest, a fund promoted by Wipro group chairman Azim Premji, is making a large investment in the project.

After setting up its Dubai and Singapore campuses, S.P.

Jain Center of Management is all set to open a residential campus with an investment of \$45 million in Sydney's Olympic Park by 2012. According to president Nitish Jain, the school's international students will

attend the Sydney campus for some portion of their education. The campus will open with 120 students, but the number is expected to peak at 600-700 by 2015-16. "We all know that businesses have gone global, so business schools should also go global. Students don't choose one of the campuses; they get to go to all of our campuses. As a result, they are exposed to different business environments and conditions, and learn about different cultures," he says.

A host of other Indian B-schools, including the Indian Institutes of



MANIPAL UNIVERSITY, DUBAI

## ♦ CAMPUSES ♦

Management, Ahmedabad and Bangalore, either have foreign campuses already or plan to set them up. While the UAE is the single largest host of international branch campuses, countries like Singapore, Mauritius, Malaysia, Nepal, China and even the US and the UK are on the list. The institutions include Amity University, BITS Pilani, IMT Ghaziabad, S.P. Jain Institute, and of course, Manipal.

But even while other IIMs are looking at establishing campuses abroad, the newest of the breed, IIM Kozhikode, has no such plan. "It's a silly idea to set up a physical campus in a foreign country; it doesn't further either an economic or national objective!" says institute director Debashis Chatterjee. "India needs a lot of knowledge inputs from foreign schools, but this knowledge must be conceptualised to solve problems in the local context. The current issues

with the Commonwealth Games are a case in point; we need solutions where the problems are." IIMK itself is a partner in the Yale-India Leadership Programme and is looking at other tie-ups to "get the knowledge seamlessly," says Chatterjee.

**Island campus**

Sri Lanka, which has opened up after decades of civil war, is another destination. While Manipal has plans for a campus in the island country, PUMBA too sees "lots of opportunities" there. "We will, of course, weigh the pros and cons – we need to do a SWOT (strengths, weaknesses, opportunities and threats) analysis and go cautiously," Chitale says. "I have suggested that we start with MDPS (management development programmes) to test the waters. We can look at setting up a campus if the response is good." PUMBA was also looking

at entering Bahrain, but has not received any further communication from its consultant there after the initial approach.

It was only last year – when Dubai was facing major financial problems and needed to be bailed out by Abu Dhabi – that both Indian and Western universities and management schools setting up campuses there felt the pinch. Ramjee, however, says that Manipal, which has seen a dramatic increase in student numbers, did not have such a problem. "Even though many other universities were having trouble getting students, we got more than 90 per cent of the previous year's enrolments," he says. Given that, and given strict adherence to quality standards, the gradual return to economic normalcy augurs well for the Indian institutions that want to go – and grow – abroad.

♦ SEKHAR SESHAN

## The more the merrier

### Market savvy B-schools are looking at setting up multiple campuses in India

**B**usinesses have to diversify and grow – and B-schools are no exception. Whether it is the group of state-owned IIMs or market-savvy B-schools like Wigan Leigh; the heavyweight Indian School of Business (ISB), Hyderabad; IMT Ghaziabad; Amity International; or Welinkar – everyone is looking at setting up multiple campuses in India as business education has become a passport to lucrative jobs anywhere in the country. There are all sorts of models to guide the location of a campus in another city. "Our consideration was proximity to Delhi, where a large pool of working executives needed a strong choice," says Devi Singh, director, IIM Lucknow, commenting on his choice of Delhi to locate an additional campus.

Its Noida campus in the National Capital Region (NCR) also marks the first off-campus location by any IIM. The second one is likely to come up in Hyderabad, this time by IIM



Ahmedabad. The land for the 150-acre campus has been earmarked by the Andhra Pradesh government and work is likely to begin soon, says Samir Barua, director, IIMA. The HRD ministry, which nominally oversees

this, has stolen the thunder by announcing seven more IIMs, adding to the existing seven. It is another matter that each IIM claims to be independent, while sharing a common brand name – a model that is quite common among the engineering and MBA network of colleges in India.

Among the cities chosen for locating campuses, Bangalore seems to be well ahead of the rest, followed by Hyderabad and Noida. "There was a huge influx to locate in Noida a while earlier, when we also set up our campus," says H. Chaturvedi, director, Birla Institute of Management Technology (BIMTECH).

"In our case too, though we are located in Bangalore, it was Noida with its vast land reserves and a campus-friendly administration that decided our choice for the next campus," adds Manish Jain, director, Indus Business Academy, Bangalore.

Why Bangalore? "After all, it is the largest and fastest-growing IT



SAMAL ROSE

destination, with a promise of top careers,” says Uday Salunke, director, Welingkar Institute of Management Development, Mumbai, which opened its campus in the IT capital two years ago. For N. Jayashankar, former director of Bharathidasan Institute of Management, Tiruchirappalli, Bangalore was the best destination away from home base. The campus that came up almost five years ago now rivals its mother campus in every respect, the school authorities say.

In the case of IMT Ghaziabad, its Nagpur location and the proposed Hyderabad one were natural choices in its quest for expansion. The IMT group, owned by Union minister Kamal Nath, is already located in Dubai. Bangalore was also the first choice for Ramana’s Institute of Technology Management, Warangal, which is now based in four places – Navi Mumbai, Delhi and Chennai, apart from its base at Warangal. Symbiosis Institute of Business Management (SIBM), Pune, one of the country’s top schools, chose Bangalore because of its ideal location, high quality of faculty contacts and superior student pool. “We have never regretted the decision,” says its director Pankaj Gupta. For Biswajeet Pattanayak, director, Asian School of Business Management (ASBM), “Our second campus in Hyderabad, in quick succession after we developed our first in Bhubaneswar, was part of the initial growth scheme chartered for our group.”

The credit for floating the multi-locational campus model with a central command-and-control structure should go to N.J. Yayaswy, the maverick finance professional, who set up the Institute for Cost and Financial Accounting of India (ICFAI) two decades ago. ICFAI Business School, now IBS University, took up massive expansions, resulting in 15 campuses in quick succession; this was supplemented by over 100 ICFAI management colleges, which were rolled back later.

#### Unique model

The model was picked up by two other business schools – the Delhi-based Indian Institute of Planning and Management (IIPM) and its city cousin, Wigan Leigh. Both these groups are located in a number of key cities around the country with their unique model of management education. A more organised model, once again based on central control of curriculum, pedagogy and faculty support, has been introduced by Amity Business School, Noida, which is now situated in 13 different places in the country. “We have a strong presence around the country, aiding our growth,” declares Atul Chauhan, vice-chancellor, Amity University.

Locating at different cities also has its own issues. “Without a strong centralised command and control, quality suffers,” says V. Panduranga Rao, former vice-chancellor, ICFAI University, the architect who stood by

Yayaswy to develop the ICFAI model. The Institute of Business Studies & Research (IBSAR), Pune, chose to diversify to four different locations in Maharashtra to keep synergy with local demand, says M.L. Monga, director of the institute. In the case of TASMAC, Pune, the consideration was similar. As Sameer Dua, CEO of TASMAC, puts it, “Our expansion to three other places was dictated by market demand.”

TASMAC is the first Indian school to locate its campus in London. There are also models like Symbiosis University, which has many of its schools located in Pune itself. This is true of Balaji Society too, which has four B-schools in the same location. “We are now looking at Delhi for our external expansion,” says K. Balasubramaniam, founder, Balaji Society, Pune.

“In our case, our thrust on diversification into manufacturing management was a natural sync with the strong industry presence just outside our proposed campus,” says Ajit Rangnekar, director, ISB, Hyderabad, while commenting on its second campus choice of Mohali, the industrial estate near Chandigarh. “The best thing about a different location for a campus is the mobility of faculty, new learning and of course, strong networking,” says B.S. Sahay, director, MDI Gurgaon, who oversaw IMT’s diversification to Dubai, while he was its previous director. The more the merrier.

◆ A. THOTHATHRI RAMAN

# Top dons

**A**T BUSINESS INDIA, we have always been first at doing things. We were the first to do the B-schools survey and study. Now we are again the first to list selectively some of the Top Dons. But, unlike most lists which focus primarily on the teachers of Indian-origin at US

management schools, our list reveals that Indians are Gurus to the World – imparting management education at some of the world’s top B-schools not just in North America, but also in Australia, Belgium, China, France, Hong Kong, the Netherlands, Singapore, Spain, Switzerland and the UK.

SELECT LIST OF INDIAN-ORIGIN TEACHERS AT EUROPEAN, ASIAN AND AUSTRALIAN B-SCHOOLS\*

**UK**

Kunal Basu, reader in marketing, Saïd Business School and Templeton College, Oxford University

Namrata Malhotra, assistant professor, Imperial College Business School

Nirmalaya Kumar, professor of marketing and director, Centre for Marketing, London Business School

Navi Radjou, executive director, Centre for India & Global Business, Judge Business School, University of Cambridge



Shailendra Vyakarnam, director, Centre for Entrepreneurial Learning, Judge Business School, University of Cambridge

Sunil S. Poshakwale, professor of international finance, School of Management, Cranfield University



V.N. Balasubramanyam, professor of economics (emeritus), Lancaster University Management School



**Europe** (excluding UK)  
Arjan Sundardas Mirchandani, associate professor of IT management, Business School, Instituto de Empresa, Madrid, Spain

Ananth Iyer, professor of operations management, TiasNimbas Business School, Tilburg University, the Netherlands



Bala Chakravarthy, professor of strategy and international management and Shell professor of sustainable business growth,

International Institute for Management Development, Lausanne, Switzerland

Dipak Jain, dean, INSEAD, France

Jatinder Singh, assistant professor, department of marketing management, ESADE Business School, Barcelona, Spain

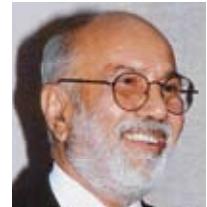
Niraj Dawar, Flanders DC faculty-in-residence, Vlerick Leuven Gent Management School, Belgium



Sanjay Peters, director, Center for Emerging Markets, IESE Business School, Barcelona, Spain

Shirish Srivastava, assistant professor, operations management & IT, HEC, Paris

*Attracting overseas teachers to India is imperative and it is happening to an extent. But we need flexible salary structures, freedom from rigid bureaucracy and greater autonomy. Only then will the trickle turn into a tide.*



Pritam Singh, ex-dean of IIM Bangalore, ex-director of IIM Lucknow and currently, the professor of eminence at MDI, Gurgaon



Hong Kong University Business School, Hong Kong

Kannan Sethuraman, associate professor, operations management, Melbourne Business School, Australia

Murali Chandrashekar, professor and member of the school of marketing, Australian School of Business, Sydney, Australia



Naresh K. Malhotra, Nanyang professor, Nanyang Business School, Nanyang Technological University, Singapore



Ramakrishna Velamuri, professor of entrepreneurship and academic director (EMBA International), China Europe International Business School, Shanghai, China



*The Indian deans at foreign B-schools are testimony to our education system and undergraduate*

*degrees awarded in India. Almost all successful faculty members and deans abroad have this advantage, which is often not realised or appreciated.*

Ram Tarneja, a pioneering management professional who became the director of the Graduate Department of Business at Duquesne University, Pittsburgh way back in 1958



**Asia and Australia**

Jaideep Sengupta, head of department of management and chair professor,

\*These schools are listed on the Global MBA Rankings 2010, Financial Times, London. Source: BI research

# Not yet a zoo story

**M**BA courses and colleges are not just moving spatially, they are moving in specialisations too. Time was when your choice was limited to Marketing and Finance. It was in its infancy and only a few brave souls took up HR. (No one from the HR function made it to the corner office, a state of affairs that still largely prevails.) Today, there is a lot of choice. Specialisations range from luxury, to event management, to sports. Abroad, they have gone much further. You have MBAs for church management (Villanova University), wine management (Bordeaux Management School) and even football management (University of Liverpool). You can even study zoo management at Chester, but that has not made it to full-fledged MBA status yet. Indian B-schools have not been as innovative. A look at what's on offer.

Banking: Symbiosis School of Banking Management, Pune

Capital Markets: NMIMS, Mumbai

Conservation and Heritage: Delhi Institute of Heritage Research and Management, Delhi

Construction: National Institute of Construction Management, Mumbai

Cyber Terrorism & Information Warfare: Guru Gobind Singh Indraprastha University, Delhi

Fashion Management: NIFT, Delhi

NGO Management: Amity Institute of NGO Management, Noida

Pharma: SIES Institute of Management, Navi Mumbai

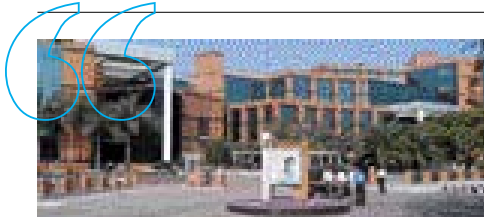
Power: University of Petroleum & Energy Studies, Dehradun

Real Estate: SM School of Management Technology, Noida

Sports Sciences: Manav Rachna University, Faridabad

Telecom: MIT School of Telecom Mgmt and Balaji Institute of Telecom & Mgmt, Pune

Wildlife Management: Wildlife Institute of India, Delhi



Many universities in Europe offer courses in European studies, but ours is business and management-oriented. It seeks to prepare Indian professionals for emerging opportunities in Europe since the region is a high business potential area for Indian companies and industry.

Neeta Inamdar, head, Manipal Centre for European Studies

*Japanese put a lot of stress on perfection and problem-solving. I strongly feel that Indian students and professionals need to appreciate Japanese techniques. Our institute seeks to integrate Japanese management practices with Indian ethos.*

K.S. Madhavan, chairman and co-promoter, Shingo Institute of Japanese Management, Hyderabad



We teach Mandarin in our programmes since it is the business language in China. We also offer an elective in Chinese history, culture and doing business in China. This helps students understand Chinese language and practices, adding to their overall expertise.

S. Sriram, executive director, Great Lakes Institute of Management, Chennai

## SELECT GLOBAL-FOCUSSED COURSES OFFERED IN INDIA

### Management

- ♦ S.P. Jain Institute of Management & Research and ESB Business School – Centre for European Business Studies (CEBS)
- ♦ Manipal University: T.A. Pai Management Institute, Manipal – Masters in European Studies and Management (MESM)
- ♦ IIM Ahmedabad – Chinese language
- ♦ India-EU Study Centre, New Delhi
- ♦ Great Lakes Institute of Management, Chennai – Chinese language and Chinese management techniques
- ♦ Shingo Institute of Japanese Management, Hyderabad – Japanese management systems and techniques

### Social sciences

- ♦ Centre for Latin American Studies, University of Goa
- ♦ Centre for Comparative EU Studies, Indian Institute of Technology, University of Madras
- ♦ Centre for Russian and Central Asian Studies, Jawaharlal Nehru University
- ♦ African Studies Programme, University of Delhi and University of Mumbai
- ♦ Eurasian Studies Programme, University of Mumbai
- ♦ Centre for South and Southeast Asian Studies, University of Madras

### Languages

- ♦ Central Institute of English and Foreign Languages, Hyderabad
- ♦ Department of Foreign Languages, University of Pune
- ♦ Department of French, Pondicherry University
- ♦ Department of German, Maharaja Sayajirao University, Baroda

Source: BI research