

# conquest

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## work@edc

It gives me immense pleasure to place in your hands our first issue of the monthly newsletter, Conquest. It is our humble endeavor to share knowledge relating to operations of b-school in general and the process of accreditation in particular. As you are aware, Education Development Cell (EDC) was set up in the academic year 2002-03 with a mission to assist IBS in continuously improving its academic systems and to advise IBS on the enhancement of its academic processes and facilities to achieve the best available quality standards.

As in almost all walks of life, management education is also becoming 'global.' IBS also raised its head to look into the operations of b-schools worldwide and to update our systems to the global standards by taking up the AACSB International accreditation project with the right earnest.

To start with, the team studied the new proposed standards recommended by the Blue Ribbon Committee (RBC) of AACSB International and prepared the preliminary gap analysis report for all the standards. The application for eligibility will be submitted shortly after compiling the information received from the centers and creating an accurate and current IBS database.

There is a lot of work to be accomplished. I would personally urge full support and cooperation from the centers in this task. Have a nice reading.

Naveen Das  
Dean, EDC.

## Quiz Corner

- E Veerendra

1. Who is the first dean of the first Indian Institute of Management (IIM)?
2. Harvard, Kellogg, Stanford did not appear in the top three positions in the latest survey of corporate recruiters conducted by the Wall Street Journal. Which school is ranked first?
3. Which business school is the *alma mater* of the American president Mr. George W. Bush?
4. How many Asian b-schools have got accreditation from AACSB International so far?
5. Our Chairman, Dr. A. Besant C. Raj studied management at IIMA and HBS. Which discipline did he belong to before proceeding for management studies?

### Answers

1. Ravi Matthai is the first dean of the first Indian Institute of Management (i.e. IIM, Ahmedabad).
2. Tuck School of Business, Dartmouth, USA is ranked first in the latest Wall Street Journal survey of corporate recruiters. The business schools of University of Michigan and Carnegie Mellon University stood second and third respectively.
3. Harvard Business School is the *alma mater* of Mr. George W. Bush (Class of 1975). He is the first American president with an MBA degree.
4. Till date, five b-schools have got accreditation from AACSB International. They are:
  - a. Faculty of Business Administration-The Chinese University of Hong Kong (China)
  - b. School of Business and Management-The Hong Kong University of Science and Technology (China)
  - c. Graduate School of Business Administration-Keio University (Japan)
  - d. College of Industrial Management-King Fahd University of Petroleum and Minerals (Saudi Arabia)
  - e. College of Business Administration-Seoul National University (South Korea)
  - f. College of Business and Economics-United Arab Emirates University (UAE).
5. Before proceeding for management studies, our chairman, Dr. A. Besant C. Raj was associated with psychology discipline. He was the youngest professor and Head of the Department of Psychology at the Government Arts College, Coimbatore, Tamil Nadu.

## Know About Accreditation

### What and Why of Accreditation

Accreditation is an act of granting credit or recognition especially to an educational institution or a school that maintains required standards prescribed by the accrediting body. Private, non-profit, recognized bodies that are set up for this purpose review the operations of a school and provide accreditation if the school meets the prescribed standards. The AACSB (The Association to Advance Collegiate Schools of Business) International is the most reputed and widely recognized accrediting body for b-schools. Some of the other bodies are efmd (European Foundation for Management Development), ACBSP (The Association of Collegiate Business Schools and Programs), AMBA (The Association of MBAs), IACBE (International Assembly for Collegiate Business Education), etc.

Following are the benefits that the stakeholders of a b-school get through obtaining accreditation:

- *The school and its programs:* Accreditation affirms the b-school's responsibility to offer quality education and demonstrates the school's commitment for 'continuous improvement' of its operations. The process of self-evaluation (part of the accreditation process) assesses the strategic planning and goal setting procedures of a school which in turn measures its accomplishments against the objectives set.
- *Students:* Accreditation provides an assurance that the school has a clearly defined mission and objectives, and that these are met through relevant curricula, qualified faculty, and effective policies and practices.
- *Recruiters:* Accreditation assures prospective employers that students have undergone the program with relevant curriculum that has already been evaluated for its relevance to the employers.
- *Society:* Accreditation assures that the program can produce future business leaders who contribute to economic development and welfare of the society.

Of the 3000 odd b-schools worldwide, only about 500 have been got accredited. The process of getting accreditation is popular in the US, but still in its infancy in India. Indian b-schools should also prove their pro-active nature and welcome the process of getting accreditation in order to maintain their identity in the era of globalization. Besides, accreditation also makes foreign students get attracted to our Indian b-schools as no b-school in the SAARC region as yet has got accredited.

## la crème de la crème

### Harvard Business School (HBS)

*University:* Harvard University

*Location:* Boston, MA, USA

*Programs:* Full-time MBA program, 5 doctoral programs and over 40 executive education programs

*Students Profile:*

Average GMAT score: 705

Age (Median): 27 years

Average period of work experience: 4 yrs

Started in 1908 with 33 regular and 47 special students, now HBS has about 1850 full-time students, over 200 faculty and over 800 staff members.

The school is known for its case-method of teaching. The school started this method in 1912 in its MBA program. More than 80% of the business cases sold worldwide have been developed by HBS professors.

One of the world's most respected business magazines, The Harvard Business Review (HBR), was started in 1922.

The median total compensation package for the Class of 2002 was \$1,25,000.

Recruiters consider the Harvard graduates strong in strategic thinking.

## Knowledge Sharing

- Raja Achanta

### Academic Leaders: Made or Born

Leadership is the bone marrow of any organization and academic institutions are no exception in that respect. The importance of academic leadership in institutions is a bit unique due to its wider scope of impact even on various indirect stakeholders that the institutions seek to serve. Thus academic institutions have to identify the growing need for developing leadership skills at all its levels in order to juxtapose or even survive in future.

The perspectives of academic leadership and its differences from the profit centered enterprises can be deduced by referring to various studies on the topic that emphasize the development of focus on empowering activity and faculty ownership. The studies further throw light on the roles and areas in an institution where leadership can be exhibited, the areas range from designing learning outcomes to delivering them on day to day basis, from identification of research areas and projects to creating vision for achieving excellence in the respective subject areas, future market positions or reputation of the institution.

The trait theory of leadership can also be applied to academic leadership using various research findings that identify specific traits associated with effective academic deans. The studies opine that there is a need for academic leaders to develop potentials to play the roles of cultural representative for the institution, communicator, skilled manager, planner and a bridge to build relationships with various internal and external groups.

Academic leadership can also be explored on the lines of situational or contingency factors associated with it. Various studies recognize the need for developing the appropriate style by considering the four contingency variable viz. the leader, the led, the task and the context. Building learning organizations is the only solution for transforming and keeping the institution afloat in the ever-changing environment. The learning organizations define new roles for the leaders that focus on environment assessment, leading change, viewing human resources as assets and achieving coherence.

(Adapted from a research article "Academic Leaders: Made or Born" by Jennifer Rowley, published in Industrial and Commercial Training, Volume 29, number 3, 1997, pp 78-84. The author is the Head of the School of Management and Social Science, Edge Hill University College, Ormskirk, UK).