



CONGRATULATIONS PROF. P. B. SHARMA ON TAKING OVER AS THE PRESIDENT OF ASSOCIATION OF INDIAN UNIVERSITIES, AIU –A GREAT ACHIEVEMENT SECRETARY GENERAL (NAFEN)

Eminent academican Prof. P B Sharma, currently the Vice Chancellor of Amity University Haryana, Gurgaon takes over as President of Association of Indian Universities, (AIU) with effect from 1st July, 2017.

A Former Professor of IIT Delhi, Prof Sharma has been the Founder Vice Chancellor of Delhi Technological University and also Founder Vice-Chancellor of Rajiv Gandhi Technology University, Bhopal. A Champion of Quality of Education, Industry Relevant Research and Innovations, Prof Sharma, during his 47 years long illustrious career, has contributed immensely to the advancement of frontiers of knowledge in the areas of Aero Engineering Technology, Power Plant Engineering, New and Renewable Energy Resources and Knowledge and Innovation Management.

A doctorate from University of Birmingham UK, Prof Sharma is a Gold medalist Mechanical engineering Graduate from Vkiaram University, Ujjain and also the topper in the Master's degree from University of Birmingham, UK. Prof Sharma has received many awards and recognitions which include, NAFEN Excellence in Academic Leadership Award 1992, Scroll of Honor and Eminent Engineer's Award 2008 by Institution of Engineers (India) and Lifetime Achievement Award by Institution of Industrial Engineering (India) 2010. Prof. Sharma is a Fellow of World Academy of Productivity Sciences, Fellow of Institution of Engineers (India), Fellow of Aeronautical Society of India and also a Fellow of ISTE. He has been the Chairman of Central Counselling Board of MHRD and also an Expert Member of the apex body of the Government of India on education - Central Advisory Board of Education (CABE).

Professor Sharma mentored many epoch making innovations that include the first Hybrid car of India (2005), first Super-mileage Vehicle that received the best aerodynamic design in SAE competition at Michigan in 2006, first UAV of India that received the Most Innovative Design Award at AUVSI International competition in 2006 at Georgia, US, First Solar Passenger Car that was flagged off by Hon'ble President of India from Rastrapati Bhawan in September 2012 and also the most ambitious pilot plant for capture of CO₂ and its conversion to Hydrogen, Biodiesel and Methanol, installed at RGTU with DST support in 2008.

In 2013 Prof Sharma has been honored by his alma-mater, University of Birmingham, UK, with the Honorary Degree of Doctor of Engineering in recognition of distinguished achievements.

“We are on the threshold of major reforms in Higher Education. Our focus in AIU shall be to work with our fellow Vice-Chancellors to recast Indian Universities as global hubs of Academic and Research excellence with strong connect to the society and industry” says Professor Sharma.

Association of Indian Universities, AIU has 686 member universities which include all Central Universities, State Universities, IITs, NITs, Deemed Universities and Private Universities. Prof Sharma is one of the senior most Vice Chancellor and a visionary leader having 47 years of association with higher education in India and abroad.

NAFEN fraternity of engineers and techopreneurs of India is proud of its patron Professor PB Sharma for the contributions he has made to higher education, research and innovations and the glory he has brought to the Nation. We wish Professor Sharma a highly successful tenure as the President of AIU.

" CRITICAL ISSUES OF INDIAN MANAGEMENT EDUCATION"

By Krishna Chaitanya V.
Assistant Professor & Research
Associate (Finance Area)
Dhruva College of Management
Kachiguda, Hyderabad - 500 027.

CONTINUED FROM LAST EDITION

- ❖ Quality Assurance
- ❖ Qualifies and Competent faculty
- ❖ Proper Infrastructure
- ❖ Accountability of Management Institutes
- ❖ There are other critical issues which needs to be addressed like: -
- ❖ Faculty shortages
- ❖ Values and Ethics
- ❖ Allowing foreign institutes in India
- ❖ Role of professional bodies and authorities

TASK CUT OUT FOR AICTE:

In the years to come the demand and supply conditions concerned with MBA is going to see a mismatch.

The AICTE should act tough on certain key issue like:

- a. It should allow only 100 new management schools of quality to come up in next six years.
- b. It should permit some good mid-level Business Schools to increase their intake capacity from the existing ones.
- c. It should also consider encouraging some of the leading corporates to establish their own management schools.
- d. AICTE should make each and every college accountable for all the information that they provide in the prospectus.

Other Key issues to be addressed by AICTE are:

- e. Should AICTE go for "A" , "B" and "C" categorization in accreditation of Business Schools or opt for a simpler system of say, "Accredited", "not Accredited" and "not applied for".
- f. What should be the role of government? Professional Association bodies like AIMS, AIU?
- g. What should be the objective of Accreditation – "is it quality improvement" or "public awareness".

In case if the AICTE is very keen to maintain quality of education then the action should speak louder than the voice. The message should be loud and clear to those who doesn't prescribe to the above-mentioned conditions. This will send a message that regulatory body means business.

INTERNATIONALISE MANAGEMENT EDUCATION

As the business is getting global, day-by-day, there is an increasing need for the colleges to produce global managers. Therefore, it has become necessary that Indian Management education should also become more global.

The message is quite clear, the response to the globalization of business is the globalization of management education.

The following are the directions in which the Business Schools can focus to make management education global:

- I. The business schools must admit international students to the program. The Indian management institutes are the only ones with no international participation.
- II. The business schools should induct a few international faculties and provide an opportunity to the students to listen about other country's business culture and systems.
- III. They should provide an active program of students and faculty exchange with advanced countries.
- IV. To ensure that at least 25% of t **PAGE NO. 2** deals with international subjects like

international economics, international marketing, international financial management, etc.,

- V. They should collaborate with some well known foreign Business Schools by which Indian students can do part of their education in those institutes.
- VI. Lastly the Business Schools also collaborate with some foreign placement consultancies to make sure at least some students can attain jobs abroad.

CONCLUSION

As we are in the third millennium, India's management education is undergoing a major transition.

Internationalization, cross cultures, strategic alliances, partnerships, and mergers are the new trends in management education. But compared to us and Japan where do we stand?

One of the important reasons of Japan's climbing to the top of ladder of industrial world is that they believe in **"developing people before developing products"**.

Howard J. Baumgartner, Chairman, Department of Psychology, University of Kansas, USA, who has been conducting research on management education in India since the early 60's is of the view that the top priorities for management education institutions in India are to improve the quality of faculty; to address and respond to critical social, economic and technological issues facing Indian management.

Relying excessively on the lecture method rather than on class participation, case studies, presentations, role plays, material related articles, industrial experience stymies growth of the students as leaders or executives, as is happening in India, he says.

In India, there is a considerable hope and expectations regarding the value of management education and its potential contributing largely to nation's economic growth.

REFERENCES

1. Prashant R. Nair, Woes Bestides the Management Aspirants, Indian Management (Aug. 2000), pp. 74-77.

2. Vijay Krishna, Installing Quality in Management Education, Indian Management (June 2000), pp. 37-40.
3. Prof. J. Philip, Management Education in Transition, Indian Management (Feb. 2000), pp. 40-48.
4. Sujatha Khandai, Dismal State of Management Education, Indian Management (Jan. 2001), pp. 26-28.
5. P.Ganguly, Are Our Management Institutes Responsible Enough?, Indian Management (Aug. 1998), pp. 76-79.
6. Neeraj, The Missing Link, Indian Management (Aug. 1997), pp. 61-63.
7. Raj S. Dhankar, Long Summer in Management Education, Indian Management (July 1998), pp.51-52.



" Management Transformations "

By Partho Pratim Chowdhury
Lecturer, HR & Training and
Development
NSHM Academy
Durgapur.

You Are Just 1 Click Away from Transforming Any Group into A Finely-Tuned Team Using Easy, Proven and Fun Activities that Professional Trainers Don't Want You to Know!"

Live-up your meetings and help your team soar!

- ✓ Improve communication
- ✓ Work toward common goals
- ✓ Foster healthy competition
- ✓ Strengthen relationships
- ✓ Break-down barriers and reduce conflicts

- ✓ Improve problem solving skills
- ✓ Recognize and appreciate everyone's contributions
- ✓ Get to know each other better
- ✓ Identify and capitalize on the team's strengths
- ✓ Create a motivating and enjoyable environment
- ✓ Have a ton of fun!

Here's a brief description of just some of the 12 activities:

Building Castles on The Air

This energizing eye-opener is one of my favorites. It really brings out people's natural tendency to compete and challenges them to think creatively to achieve measurably better results. They could learn from other team members, they could learn from their mistakes in the first round, they could even share resources to create a bigger win for everyone... but will they? People are amazed by their successes when the team pulls together and a great discussion follows on how a cohesive team can achieve incredible results.

What Should We Do About The Neighbours?

Rather than really listening most people just wait for their turn to talk! While participants first think this exercise is about persuading others, it's really about listening and mutual respect, especially when you don't agree. Your meeting room will be filled with great laughs and insights as your group sees firsthand how to increase their appreciation for each others' contributions and solve problems much quicker than ever before.

How High Will You Bid?

This fast-paced activity is a great way to reinforce how collaboration and healthy competition will create greater wins for everyone. It's a game of strategy, communication, and trust. How much money is in each envelope? How much are you willing to risk? Should you cooperate with the others or just watch out for yourself? Will others look out for you? This is a real thought-provoker and extremely "real world." Your group will talk about it for years.

A Vision is Worth A Thousand Words

This extremely energizing activity will help your team communicate a shared vision for their future and focus on what they need to do to turn that vision into a reality. I first tried this exercise with a group of upper-level managers thinking it would never work, and they insisted

that I give them more time because they were enjoying it so much. Now it's one of my standards. Your team will love it and you'll love the results!

A Puzzling Team

At first your group will think that there's no challenge to this highly interactive activity, but there's a sudden surprise when participants realize that in order to "win" they must think about their other team members and help them to solve their problems, too. No more working in a vacuum. Your group will clearly see that they must remain aware of what others need and what others have to contribute in order for the entire organization to thrive.

An Egg-Citing Place to Work

As you may have guessed from the title, this does involve an egg or two. This tons-of-fun activity helps your team to solve complex problems together while confronted with limited resources, competition, limited budgets and time constraints. It's a real test of working together to reach a common goal and maintaining a positive attitude when things don't go according to plan. You'll love how easy this is to apply to your "real world" (and it offers great picture taking opportunities, too).

The Domino Effect

What's the number one complaint most team members voice? "We need to communicate better!" This easy-to-conduct activity is one that my clients still talk about years later! It's fun, it's frustrating, it's totally experiential, it's filled with laughter, and it's the perfect activity to help identify the barriers that are in the way of effective communication in your environment and how they can be eliminated.

Time management

Time management teaches a number of techniques that aim to increase the effectiveness of a person in getting the things done that need to be done. Time management is somewhat of a misnomer as time passes without regard to what we do; the only thing we can manage is ourself. Hence time management is mostly about self management. There are a number of tools, techniques and attitudes that can help:

- ✓ Todo list
- ✓ Goal setting
- ✓ Proactiveness
- ✓ Win-win opportunities

- ✓ Understanding others
- ✓ Improving yourself

TODO LIST

A todo list is a standard tool in time management. It usually is a flat list of tasks that a person needs to complete. To increase the efficiency of the ordinary todo list, prioritize the tasks in four different categories:

1. important and urgent,
2. important and not urgent,
3. not important and urgent,
4. not important and not urgent.

Effective time management is learning say no to tasks in categories 3 and 4 to make more time for tasks in categories 1 and 2. Freeing yourself from doing the unimportant tasks leaves more time to focus on the important matters.

GOAL SETTING

There are three different type of goals you can set for yourself:

- ✓ Rational goals: specific goals for the short term
- ✓ Directional goals (also known as Domain planning): general direction for the longer term
- ✓ Muddling through: if the environment is in flux this might be your best option

All three types of goal setting have their application.

RATIONAL GOALS

Rational goals are the most clear and definite from the three types of goal setting listed above. The primary application of this kind of goal setting is for short range only. Each goal of this type should be formulated according to the SMART principles:

- ✓ S imply stated and specific
- ✓ M easureable
- ✓ A s if now: written in the present tense
- ✓ R easonable and believable i.e., within your control and influence
- ✓ T imed (with a date) and toward what you want and it should answer the following questions:
 - ✓ What do I want to accomplish?
 - ✓ Why am I doing this?
 - ✓ Who is involved?
 - ✓ Where is this going to take place?
 - ✓ When will this goal be accomplished?

DIRECTIONAL GOALS

Directional goals or domain planning is goal setting for the longer term. The outcome is not predictable. These goals should answer the question: What do I want to accomplish?

MUDDLING THROUGH

This kind of goal setting is applicable when the environment is in flux and the goals are uncertain. It answers the question: What should we do?

TIPS ON GOAL SETTING

To keep focussed you should aim high and visualize those goals. Then focus on one area at a time. Use reminders to not forget about the other areas. Remain flexible and adapt to new situations as they develop.

To keep motivated you should first assess if there is support for your goals. Share your goals and commitments with others. Work on one or two things each day and do the hardest thing first. Use subgoals and reward yourself appropriately along the way. Stay positive and keep active.

Benchmarking

Benchmarking is a process used in management and particularly strategic management, in which businesses use industry leaders as a model in developing their business practices. This involves determining where you need to improve, finding an organization that is exceptional in this area, then studying the company and applying it's best practices in your firm. Benchmarking systematically studies the absolute best firms, then uses their best practices as the standard of comparison, a standard to meet or even surpass.

Benchmarking recognizes that no company is exceptional at everything. That is why it is an ongoing process involving firms from any industry and any country. It is not a one-shot event. There is no room for complacency. Benchmarking requires that you constantly search for better solutions. The rationale is, If you continuously search for best practices in the best firms around the world, you should become an exceptional company.

Every function and task of your business can be benchmarked, from production, to marketing, to purchasing, to information technology management, to customer service.

Some authors call benchmarking "best practices benchmarking" or "process benchmarking". This is to distinguish it from what they call "competitive benchmarking". Competitive benchmarking is used in competitor analysis. When researching your direct competitors you also research the best company in the industry (even if it serves a different location or market segment and is therefore not a direct competitor). This benchmark company is then used as a standard of comparison when assessing your direct competition and yourself.

A process similar to benchmarking is also used in technical product testing and in land surveying. See the article benchmark for these applications.

Procedure

- 1) Identify your problem areas - Because benchmarking can be applied to any business process or function, a range of research techniques may be required. They include: informal conversations with customers, employees, or suppliers; exploratory research techniques such as focus groups; or indepth marketing research, quantitative research, surveys, questionnaires, reengineering analysis, process mapping, quality control variance reports, or financial ratio analysis.
- 2) Identify organizations that are leaders in these areas - Look for the very best in any industry and in any country. Consult customers, suppliers, financial analysts, trade associations, and magazines to determine which companies are worthy of study.
- 3) Study their best practices - An initial study can be done at a good university library or online. This will give you an overview, however more detailed information will require an in-person visit. Phone the CEO and ask if a group of your managers and employees can visit their operations for an hour. Be forthright as to the purpose of the visit. Most CEOs will be flattered and agree to the request. Make it clear that any information obtained from the visit will be shared with them. Determine what subject areas will be off-limits. Ask if camera or video recorders are acceptable. Prepare two lists well in advance: a list of your objectives, and a list of questions. Choose 2 to 5 visitors, people that are closest to the issue, that will be responsible for implementing any recommendations, and cover a broad range of functional responsibilities. Occasionally an outside consultant is included in the visit team so as to provide an alternative perspective. Meet with your employees to explain the purpose of the visit and assign one or two questions to each employee. Explain what subject areas are off limits. Ask them to think about how the visit could benefit their area, and ask them to device more questions. Stay away from questions that could cause legal problems (eg., price fixing or new product development). Send a confirmation letter one week before the visit stating the date, time, and location of the visit, the number of visitors and their positions, your objectives, and a list of possible questions. Visits are typically 1 to 3 hours long. When at the site, provide a token gift to show that you appreciate the opportunity, keep focused on your objectives, give praise where it is due, and do not criticize. Look for anything remarkable or unexpected. As soon as you get back to your office (or hotel), have an immediate debriefing. Discuss what you have learnt and how you can apply it. Make sure that every visitor has an action plan detailing how they will be implementing the new information in their job. Some formal analysis (such as process mapping) of the benchmarked process may be necessary. After several weeks, phone back the CEO to express your appreciation and give concrete examples of how the knowledge gained from the visit will be used in your company. Send them a copy of any written reports about the visit before they are distributed. This allows them to correct inaccuracies and modify sensitive or propriortory information.
- 4) Implement the best practices - Delegate responsibility for actions to individuals or cross-functional teams. Set measurable goals that are to be accomplished within a specified time frame. Monitor the results. Get key personnel to give you a brief (one page) summary of how the implementation is proceeding. Spread the information through out the entire organization.
- 5) Repeat - Benchmarking is an ongoing process. Best practices can always be made better.

Cost of benchmarking

Benchmarking is a moderately expensive process, but most companies find that it more than pays for itself. The three main types of costs are:

(Continued in Next Issue)

ARTICLES

Readers are requested to send articles for publishing in NAFEN DIGEST on the latest areas of:

- ❖ Management
- ❖ Finance
- ❖ Engineering & Technology
- ❖ Information Technology
- ❖ Science & Technology
- ❖ Any other current area

Through e-mail: nafenindia@nafenindia.com preferably in M.S. Word.
Selected Best Article for year 2015-2016 will be suitably awarded by NAFEN.

NAFEN MEMBERSHIP

For Individual/ Fellow/ Life / Corporate Membership of National Foundation of Indian Engineers (NAFEN) log on www.nafenindia.com and Register yourself ONLINE or contact NAFEN SECRETARIAT.

Members Derive following Advantages:

- Very low Delegate Fee for participation in International events of NAFEN.
- Opportunities to participation in various NAFEN events in India & abroad.
- Scholarships for meritorious students for studies in India & abroad.
- More Exposure in emerging areas rather than only on Technical aspects.
- Chances to meet leaders of corporate world more frequently, that is, people who matter.

DIGEST EDITORIAL BOARD

Prof. Dr. P. K. Gupta	- Editor
Mr. Rishi Kumar	- Jt. Editor
Prof. Dr. V K Kapoor	- Member
Prof. P. N. Kathuria	- Member
Prof. Dr. S.K. Jha	- Member
Mr. R.M. Verma	- Member

Online Comments/ Suggestions

welcome at

www.nafenindia.com

Or E-Mail:

nafenindia@nafenindia.com

Edited and issued on behalf of NAFEN by Dr. P. K. Gupta, Secretary General, National Foundation of Indian Engineers, 11/6B, Shanti Chambers, Pusa Road, New Delhi-110 005.
Phone: +91-11- 25853104, 25850446, Fax: +91-11-25850446 [E-Mail: nafenindia@nafenindia.com](mailto:nafenindia@nafenindia.com) [Website: http://www.nafenindia.com](http://www.nafenindia.com)