Redefining Management Education

A holistic approach

Mind-set - Relevance - Renewal - AI- Holism - Breaking Barriers - Value Creation - Self-Management -

Knowledge / Wisdom / Leadership -

Systems Approach - Reimagining the Institution

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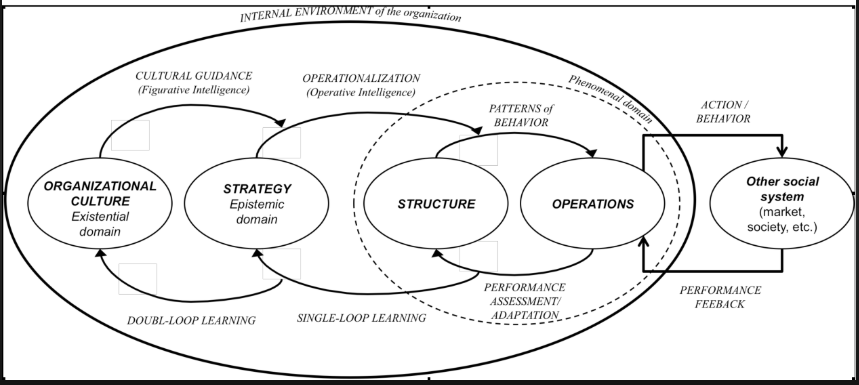
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Forward

The objective of this short contrarian book on ‘Redefining Management Education’ is to share one’s perspectives based on learning from diverse real world experiences of over four decades after a doctorate in management from a prestigious Indian institute of Management. The book has attempted to bring to surface limitations of a bounded, logical, convenient, siloed, approved, prescriptive model of teaching management; and the need for a more holistic, open, dynamically evolving model to develop managers for the future. The book highlights significance of some key elements such as Self-management as the foundation of leadership, Emotional intelligence as strategic capacity, Systems thinking and cybernetic modelling, Scenario-based learning for adaptive mind-sets, Reflective practice for inner transformation, Pedagogical redesign for immersive, human-centred education; among others.

The experience / criticism / comment / advice is briefly conveyed under the various brief chapters starting from Chapter 1 debating the Relevance of the MBA in its existing form in the emerging business / management environment as well as the loss of credibility / hyped up value of the MBA, in the last couple of decades, as the ultimate to aim for; in one’s academic / professional / social standing. Chapters 1 to 16 raise issues of relevance, applicability in real life situations, its siloed nature in contrast to real world complex holistic dynamic operational scenario; which demands a highly cross influenced integrated perspective and approach to handle real world business management situations, in the emerging transformative dynamic boundary less management environment. Some of the discussion topics are the need for change of Mind-set of the academic institution as well as the ‘MBA’s, Relevance of the MBA in its current form, need for Renewal under the emerging role of Artificial Intelligence in Management, need for a Holistic approach to the ‘MBA’ vis a vis its existing siloed functional approach, the MBA as a mind-set change for the MBA graduates in venturing into Breaking Barriers vis a vis mechanistic safe compliance approach to functional theory, how the MBA should add value to create a holistic world view to encourage entrepreneurship vis a vis someone trained to mechanically carry out compliance oriented tasks, Value Creation through a holistic / systemic approach daring to differ, incorporating Self-Management as a key element in management education to safeguard ones mental health under demanding environment as well as effectively handle the ‘poisonous’ ecosystem in a competitive world. There is a brief reference to the knowledge - wisdom - leadership transition through a boundary less systems approach, touches upon institutional and academic ecosystem and changes needed to bring about the desired shift. We even need to reimagine the MBA educational institution from a placement oriented subject matter / tools / techniques coaching centre to an entity with the holistic responsibility to bring about fundamental changes in the larger academic ecosystem, Believe the controversial book would be of some value to educational institutions, policy makers, graduates, employers, and prospective MBA students on what to expect and how to derive maximum value from the course



*Cybernetic Influence Diagram*

# About the Author

K V Subramanian (**K**oovelimadom **V**eeraraghavan **S**ubramanian) a graduate Electrical Engineer from National Institute of Technology Karnataka (NITK); earlier Karnataka Regional Engineering College (KREC) Surathkal, in First Class with Distinction. After four years of working in the Electrical Engineering line comprising Shop Floor level Operation & Maintenance, Electrical Power Distribution in a Utility, Engineering Consulting; I joined for the Fellow (Doctorate) Program in Management at the Tier 1 Indian Institute of Management (IIM) Bangalore; and was awarded the title ‘Fellow of the IIM Bangalore’. Post IIMB, I joined Tata Consultancy Services (TCS) as a management consultant; and handled diverse consulting assignments from proposal preparation, marketing, project execution, team management, client management: the entire end to end processes in Management Consulting; in diverse areas such as strategy, organizational structure, process analysis & improvement, marketing, financial analysis / feasibility, impact evaluation, bid evaluation, computerization, objections against tariff increase, … for clients in the private sector, state & national level government organizations in the infrastructure (Water, Electricity) and development sector , international funding agencies such as the World Bank, UN, European Commission, ADB. After two decades in TCS, I was heading (Director) of an independent consulting and infrastructure education organization (Symbiosis of Technology Environment and Management - STEM, an initiative of IIM professors), at director level; followed by handling the management education department (MBA/BBA) of a Private University (Garden City University) in Bangalore. This was followed by freelancing for Academic support (assignments, research, dissertation, proposals) for MBA students across geographies as well as management consulting for clients across geographies’ online. I have also authored couple of e-books on management (contrarian views on management education, value adding from 3.5 decades of diverse practical experience) and developed my own website <https://primeconsultinggroup.in/>; as a follow up to the proprietorship company ***Prime Consulting Group*** I created to take up independent consulting assignments for the government. I am interested to put my formal education, extensive diverse practical experience, my professional / personal interests to good use and look for opportunities for professional collaboration as employee, partner, consultant or mentor; online / offline / hybrid / part time. I am based in Bangalore India, active professionally, open to constructive professional association. Email [drkv.subramanian@gmail.com](mailto:drkv.subramanian@gmail.com)