How not to Lose Your Academic Uniqueness

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Where are we?

- Have a clear idea of where your school is
- And a clear idea of where you want to go
- Ranking is only a metric – the goal is more than that
- E.g., in the national and international context, where do you see your school standing, what are the areas of improvement?
- Do you want to be a research or a top teaching school, or what kind of school?
Use International benchmarks

• In the Asian context, it is important to use International benchmarks
• This applies to teaching, research, and other impact making activities of the school (books, Executive programs,...)
• Are there unique gaps that your school can fill? E.g. location advantages? National context?
Be relevant to your own country

• Paradoxical but: we also need to be relevant to our local, regional and National context

• E.g., in India: high growth rates, Companies going international, lots of FDI – fast changing dynamic environment

• Lots of challenges beyond Management as well – e.g., inclusive growth, sustainability, CSR, issues beyond CSR in India
Look Ahead

• Off the radar but important sectors:
• In India, infrastructure, real estate, financial markets, sports, entertainment are among the fastest growing sectors
• Government – private sector partnerships are growing even faster
• None of this is well understood or researched.
Implementation

• E.g., we get 250,000 applications and we choose 375 students
• On the other side we need to attract and retain top quality faculty
• Build a culture of excellence and being fair
• Change resistance will be there – a humane but firm approach to handle that
• During change, celebrate success, avoid bean counting, and avoid harsh penalties
Uniqueness

• Not for the sake of being unique
• Be relevant, be excellent
• But pick and choose – can’t do everything
• IIMB: We wish to be among the top research Schools. But research rooted in the Asian and emerging economy context
• Ambition: to redefine research paradigms to suit Asian context that is also universally useful
Low hanging fruit

• Stronger collaborations across schools
• Big ticket research programs
• Challenging students to succeed in a fast changing environment
• Build a Pan Asian and even a more International network. We get several requests for collaborations and are able to pick and choose sometimes
Thank you