

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