

# Liberate professional education

After he retired from the Indian Institute of Management, Ahmedabad (IIM-A) as director, **Bakul Dholakia** joined the Adani group as advisor for the business conglomerate's education initiative and to set up a world-class university. Dholakia is currently director, Adani Institute of Infrastructure Management (AIIM), which offers a one-year postgraduate diploma course for working professionals. In an exclusive interview with **Nachiketa Desai**, Dholakia discusses the ills afflicting a vast majority of B-schools in the country and suggests ways to improve the quality of management education. Excerpts:

## On the quality of management education

The quality of management education depends on five factors – quality of intake of students, updated curriculum, quality of faculty, pedagogy, and the training material they generate. In all these aspects, several B-schools among the top 50 have done well. However, there is a wide gap between the top two-three B-schools and the rest. The quality of the average B-school has deteriorated over the years. This is because of the mushrooming of B-schools which have become a factory of sorts.

## On teaching faculty

There is a shortage of teaching faculty in most B-schools. There are B-schools which do not have even a single full-time faculty. A vast majority of the B-schools employ the services of visiting faculty, many of who may be teaching the same subject, in their own limited way, in about a dozen schools. The visiting faculty is usually drawn from the industry and while they have work experience, they seldom provide case studies. Typically, the visiting faculty's lectures are in the form of narratives of their experience without providing theoretical correlation to the subjects they

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teach. Pedagogy, or lack of it, is the problem.

## On technical education

The All India Council for Technical Education (AICTE), which gives recognition to B-schools, has failed to ensure the quality of management education. The AICTE gives recognition to B-schools mainly on the basis of physical infrastructure and number and qualification of faculty they show on their rolls. There is no review of the working of the B-schools.

## On autonomy and freedom

Management education should be taken out of the purview of government control. Once this is done, the market will ensure there is improvement in the quality of education. If 20 years of economic liberalisation can change the face of Indian industries, why can't the standard of management education change dramatically if it is given full independence? The healthcare sector too has shown marked improvement after de-regularisation. In the same way, let the market forces decide the fate of management education in the country.



BAKUL DHOLAKIA

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