

Foreign shores

Why have only a few Indian institutions made the grade abroad?

Two years ago, in the midst of Dubai's financial meltdown, both Indian and Western universities and management schools setting up campuses there began facing problems. Last year, the Dubai Education Authority asked two university branch campuses in the Emirate to be closed down because they did not meet the University Quality Assurance International Board (UQAIB) criteria for operating in Dubai Knowledge Village. And this year, the Pune-based Training & Advanced Studies in Management and Communication (TASMAC) had to close down its campus in London, where it had an affiliation with the University of Wales, because of a change in the UK's visa rules. It also had other problems of its own.

Indeed, there are only a handful of Indian B-schools that have tasted some measure of success with their international forays. These include the Indian Institutes of Management, Ahmedabad and Bangalore, S.P. Jain Centre of Management, Amity University, BITS Pilani, IMT Ghaziabad and Manipal University.

Christopher Abraham, professor & head, Dubai Campus, and senior vice-president, institutional development, S.P. Jain Centre of Management, notes



that many B-schools from India have had to close operations within a few years of their international experiences, because they were not able to offer 'differentiated' business programmes. "Also, the lack of focus and their inability to continuously update the curriculum and pedagogy, combined with a compromise on programme quality, could be cited as some of the reasons for them not being successful," he adds.

Branding, according to Rajesh Chakrabarti, assistant professor, finance, ISB, is another major issue. "Most good Indian schools still have

not been able to develop themselves as global brands and find it difficult to expand abroad," he says. Prakash Iyer, managing director, Kimberly Clark Lever, lists "attracting top-class international faculty and a student mix that's truly international and not just made up of the NRI diaspora," as challenges facing Indian B-schools abroad. "If their real reason for venturing abroad is to make money, it's a poor one - and unlikely to pave the way to success," he notes.

Priya Chetty Rajagopal, vice-president & partner, Stanton Chase, offers another perspective. "The main challenge," she says, "has been the licence regime (in India)." IIM-B's plan to set up a Singapore campus, she points out, was scuttled because the HRD ministry argued that many Indian students were waiting to get management education.

So, what is the way ahead? Pointing to the successes of Indian B-schools abroad - though few - S.P. Jain's Abraham says: "When an Indian business school offers world-class excellence without any compromise on quality, it can certainly be ranked among the best in the world." Anyone listening?

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Where the US (and India) needs to think

INSEAD calls itself "The business school of the world." It has campuses in France, Singapore and Abu Dhabi and a research

centre in Israel. Dean Deepak Jain, who took over in March 2011, says that being global is not about a physical presence.

"Global means that you attract students from all over the world," he told *Fortune* magazine. "Global means that your curriculum is international."



Have Indian B-schools setting up campuses abroad, missed the point somewhere? Have US B-schools decided they are global because of the

variety of their student intake? A look at the table could provoke several soul-searching questions for Indian B-schools on the move.

Global Business Schools 2010

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|--------------------------------|----------------------------------|
| 1. INSEAD | 6. University of Western Ontario |
| 2. Queen's | 7. IMD (Lausanne) |
| 3. IE Business School (Madrid) | 8. University of Toronto |
| 4. ESADE | 9. York University |
| 5. London Business School | 10. University of Cambridge |

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