TABLE OF CONTENTS

DECLARATION.................................................................................................................2
CERTIFICATE.....................................................................................................................3
ACKNOWLEDGMENTS ......................................................................................................4
TABLE OF CONTENTS ....................................................................................................5
List of Tables ....................................................................................................................8
List of Figures ..................................................................................................................9
ABSTRACT ......................................................................................................................10

CHAPTER 1: OVERVIEW AND INTRODUCTION ................................................................11
1.1 Theories of Management ..........................................................................................11
  1.1.1 Classical Perspective ..........................................................................................11
  1.1.2 Human Resource Perspective ............................................................................12
  1.1.3 Management Science Perspective .....................................................................12
1.2 Globalisation of Business .......................................................................................13
1.3 The growth of Indian economy ..............................................................................16
1.4 Demand for Management Graduates .....................................................................17
1.5 Management Education and Business ..................................................................19
1.6 Management Education Overview .......................................................................20
1.7 Management vs Administration ............................................................................21
1.8 Statement of the Problem .....................................................................................25
1.9 Objective of this study ..........................................................................................26
1.10 Significance of the Study ....................................................................................27
1.11 Research Methodology .......................................................................................28

CHAPTER 2: MANAGEMENT EDUCATION IN USA & INDIA .........................................29
2.1 Evolution of Management Education in USA and India .......................................29
2.2 Management Education in the USA ......................................................................29
  2.2.1 First stage: From inception to 1960 ..................................................................29
  2.2.2 Second stage - 1960s to 1990 ...........................................................................31
  2.2.3 Third stage – 1990s to 2005 ............................................................................33
  2.2.4 Fourth stage - 2005 and after ...........................................................................35
2.3 Management Education in India ...........................................................................36
  2.3.1 First stage – 1950 to 1990 .................................................................................36
  2.3.2 Second stage – 1990 to 2005 ...........................................................................39
  2.3.3 Third stage – 2005 to present ..........................................................................43
2.4 Role of AACSB and NBA/AIMA ............................................................................47
2.5 Corporate Universities ..........................................................................................48

CHAPTER 3: REVIEW OF LITERATURE ...........................................................................52
3.1 Chapter Construct ..................................................................................................52
3.2 Value of Management Education ..........................................................................52
  3.2.1 Value to Individuals ........................................................................................54
  3.2.2 Value to Organizations ....................................................................................54
  3.2.3 Value to Society ...............................................................................................55
3.3 Changing Phase of Management Education ..........................................................55
  3.3.1 Global Management Education Landscape ......................................................56
  3.3.2 Global Demographic Trend .............................................................................57
3.4 Critical Concerns ....................................................................................................58
3.5 Business vs B-schools ...........................................................................................61
3.6 Changing Business Environment Workplace Skills .............................................64
  3.6.1 New Global Competencies ..............................................................................66
3.6.2 MBA Graduate Skill set .................................................................67
  3.6.2.1 Three-Skill Approach ...............................................................68
  3.6.2.2 Relative Importance of skills with career growth ....................69
  3.6.3 Managerial Competencies & Skills ................................................70

3.7 Significance of Attitudes .................................................................76
3.8 Curriculum Balance – Business vs Academics ................................78
3.9 Pedagogy in Management Education .............................................88
3.10 Concerns on the growth of Indian Management Education ..........92
3.11 Conclusions ....................................................................................93

CHAPTER 4: RESEARCH METHODOLOGY ............................................97
4.1 Objective & Scope the Study ............................................................97
4.2 Purpose of the Study .......................................................................97
4.3 Research Design .............................................................................98
4.4 Population & Sample ......................................................................98
4.5 Quantitative method .......................................................................99
4.6 Qualitative method .........................................................................99
4.7 Data analysis ..................................................................................100
4.8 Validity & Reliability ......................................................................102
4.9 Research Questions .........................................................................103
4.10 Limitations of the Study ................................................................104

CHAPTER 5: RESULT ANALYSIS AND DISCUSSIONS ............................105
5.1 Outline ..........................................................................................105
5.2 Respondent Profile .........................................................................105
5.3 Hypothesis 1 ..................................................................................106
5.4 Hypothesis 2 ..................................................................................110
  5.4.1 Industry vs B-school – Clustered Skill Groups .........................112
5.5 Hypothesis 3 ..................................................................................113
  5.5.1 Comparison based on skill clusters ..........................................115
5.6 Hypothesis 4 ..................................................................................120
5.7 Hypothesis 5 ..................................................................................122
5.8 Hypothesis 6 ..................................................................................124
5.9 Hypothesis 7 ..................................................................................126
5.10 Hypothesis 8 ................................................................................131
5.11 Hypothesis 9 ................................................................................133
5.12 Hypothesis 10 ...............................................................................138
5.13 Hypothesis 11 ...............................................................................145
5.14 Hypothesis 12 ...............................................................................148
5.15 Difference between growth of US and Indian Management Education ..153
5.16 Role of premier B-schools .............................................................157
5.17 Policy decisions on MBA Education .............................................160
5.18 Emerging Areas in Business Education .........................................162
5.19 Conclusion ...................................................................................164

CHAPTER 6: FINDINGS & RECOMMENDATIONS ................................165
6.1 Key Findings ..................................................................................165
6.2 Recommendations ..........................................................................167
  6.2.1 Strengthen the foundations .......................................................168
  6.2.2 The I-Cube Framework ..............................................................175
  6.2.3 Curriculum design ....................................................................177
  6.2.4 Development of Coherent Synergy between Industry & Business School ....182
  6.2.5 Proactive Role for Industry & Government .............................184