MORE OF VALUES & PRACTICALS IN MANAGEMENT EDUCATION CAN LEAD TO EXCELLENT MANAGEMENT PROFESSIONALS

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ABSTRACT

This paper is based upon Observational Research and Literature survey related to my Research work. It intends to evaluate impact of value based education system upon the students. MBA course is not always undertaken by seasoned businessmen and women. Many times the pupils to opt the course are fresh graduates. Curriculum of many management institutes affiliated to state universities or even private universities emphasizes much upon theory rather than practical approach. Here by practical approach I mean that all the concepts be dealt with the help of Case study approaches, group discussions, role plays, management games or even extempore. Instead teaching theory, let the concepts be always taught through Cases only. Practical approach also means extensive industry interactions through projects and visits. Apart from above, practical in-depth knowledge through international Certifications will result the student into a knowledgeable individual. Such exhaustive per week practical, knowledge accumulated though variety of case studies is bound to enhance the analytical skills and process knowledge. Now let us move towards Value based approach. Many top notch business organizations and even many institutions have Meditation halls. Various Social services after college hours can add value to the character of the students. Such value based activities is bound to contribute towards holistic development of a student.

KEYWORDS: Case Study, Advanced certificates, Study Circles, Meditation, Project management.

PRACTICAL BASED APPROACHES IN MANAGEMENT COLLEGES:

Introduction:
The curriculum of MBA course in Indian state universities gives more weightage and significance to theory rather than practical approach. In case of Technical courses, such as Engineering, Management, Pharmacy, generally students are not put on projects directly. Instead they are trained may be under a shop floor worker in manufacturing or assistance to a clerk in case of finance department to get acquainted with actual work and organizational culture. That
means that many times the MBA grads are not ready to use product to be put on some SAP work or on any project. This signifies certain gap in between requirement in industry and techniques or curriculum being taught. If there is requirement of some advanced technology from industry then it need to be fulfilled. If there is need of understanding any trend going on in business then it must be taught. If there need of some experience then it need to fulfilled by certain way. So that our Management students will be considered as finished products by the recruiters.

Let us discuss few ways of doing our students Industry ready to use.

1. **Extensive Case Study approach:**
   Many times we cover cases study during the course of dealing with a subject for a semester. But our main intention is complete syllabus theory part first and then if time permits we may cover cases study.
   What is a Case Study approach?
   As per definition given by European Case Clearing House, *Case studies* “Case studies recount real life business or management situations that present business executives with a dilemma or uncertain outcome. The case describes the scenario in the context of the events, people and factors that influence it and enables students to identify closely with those involved “

   For Indians Case study is not new. We knew Vikram and Vetal stories. Those stories needed knowledge from politics, sociology and managerial skills to get to solution. All these stories by Vetal were cases and their logical anwers by Vikram was the solution to the problem. ‘Case study’ covers a wide range of problems posed for analysis.

   When a teacher wants his students to explore how what they have learned applies to real world situation then Case study is very much applicable.

**ILLUSTRATION:**
Case of ‘Initiatives taken by Parle during launching of Maaza Mango’ given by prof. Rajan Saxena in his Marketing management book helps students to understand ‘New product development process’ in an easy manner.
It explains in detail about how to select product, its ingredients just like in this case Mango fruit for Maaza Mango drink. As Mango most liked in India, hence it is chosen. Out of different variety of Mangoes, Alphonso Mango is juicy, therefore more economical and applicable and chosen. This case also explains how develop ‘Concept’ to position the product. ‘Energizing fruit juice for adolescents during summer season’ such and other and choose most appropriate from them. And how to arrive at a concept from ‘Idea Generation’ is also explained in a nice way. Prior to launching the product in complete India, how to test it’s response in a small target such as Delhi is explained effectively in ‘Test Marketing’. During this Test Marketing, How to use existing product to promote new product by ‘Piggy Backing’ is explained in detail. Time, & season to launch and the same time advertising to create awareness is explained. Questions posed by Author help students to discuss and prompt them to imagine arriving to logical answers.
During Case study discussions, role of teacher is of facilitator. He / she will only direct and guide the students’ discussion in right direction. Whenever they discuss about a concept such ‘Test Marketing’, it is role of teacher to tell them that now they have learnt the concept of Test Marketing through this live example in the case. Here students need to come prepared with the
cases in advance and then discuss with other members of class. Some times ppts can be used by a
group of students to explain followed by discussion.
Apart from Rajan Saxena, many authors have provided interesting cases for Case study purpose.
To name a few, International Marketing book by Cotera, Information Systems for Managers by
Laudon and books by ICFAI on Operations Research contains interesting cases, illustrations and
eamples to discuss various concepts.
Universities, who have still not adopted teaching Concepts through Case Studies only, should
adopt it early to reap tremendous benefits.
Many institutions and universities worldwide have already being implementing them. To name a
few from overseas market, Harvard, Business school, Stanford University, Boston University
and so on. From Indian scenario, IIMs, NMIMS,Mumbai, Nirma Ahmedabad , MITSOB,Pune
and many other B-schools.
As MBA grads are not always experience holders. Hence learning from Cases is just like
learning from other’s experiences. They also improve upon their ‘Analytical skills’.

2. Frequent Industrial visits:
Generally there are two three visits to industry per semester. That too without providing any
specific assignment or questions. If we can incorporate per weekend visit to any nearby small
scale industry then it will help the students a lot.
Narrowing down the gap between industry and institute is the core of industrial visits. Institute
needs to frequently organize industrial visits to various industrial units to expose students to
corporate culture and practices. This will definitely help students fulfill curriculum requirements.
This will provide a unique opportunity for students to gain an insight into a working environment
related to their subject area. This will help students develop their communication and inter-
personal skills in the context of work.
Prior to industrial visit by students faculty members should pay visit. They should observe the
working and operations of it. The observation should be from their subject view point. Especially
as per the topic they have covered. Then the faculty members can give assignment questions to
the students as per the topic they have taught in the respective subjects. This will help students
to see practical applicability of the topic they have learnt in class.
The students will come to know how specific concept from Finance, Marketing, HR, IT into that
specific company and industry. While observing the operations and discussing with personnel
working there, they improve upon their observational skills as well as inter-personal skills. The
students will present the information to all faculty members through power point presentations.
As far as major or minor Projects are concerned, I think there need to have more control by
institute. Placement cell need to provide more proactive role in this scenario. They need provide
ample amount of references to the students. The students must get good hands on experience on
some appropriate job profile. Contacts and tie ups can help in this process. Even International
certifications organizations (discussed below) can provide good projects.
While the students are pursuing projects, institution should encourage faculty members’ visits
to the projects locations. At least one visit in the middle of projects can help the students to get
certain guidance from in house faculty member apart from industry guides.
Also these visits by faculty members will authenticate the actual pursuing of projects by
students. The status of the work in progress shall be known by this process. Even faculty
members can inspire the students to speed up the process.
Through these projects and frequent industrial visits students get accustomed to the working environment of various industries. This helps to avoid cultural shock due to radical change in environment and culture of workplace after graduation.

3. **Role Play / Extempore / Group activities / Seminars / compulsory Library hours** –
Frequency of these activities needs to be increased while dealing with Management subjects’ syllabus. Role plays & Extempore be given special weightage in internal marks calculations. Last semester our institute incorporated many different activities under SGA (Small Group Activities). Students were provided separate copy of Business Standard daily. Then in the morning sessions they were given with multiple choice questions. Here the job of the students is to browse through the complete newspaper and search for right answers. Then send their answers via SMS. First three topper students who have participated and right answer throughout the semester were given prizes. SGA also included individual and group seminars which were held throughout semester.

Compulsory library hours in semester scheduling help a lot. It adds to the knowledge base of the students. Their general awareness expands, which helps for cracking interviews for placements.

**ILLUSTRATION:**
Last semester our institute encouraged first year students under SGA to decorate their respective class rooms. an innovative activity- Class room decoration was performed by MBA 1st yr (A,B and C Div). Students invested their time, energies, innovative skills, knowledge and money during the said task.

Theme of Div A was ‘Transformation of Indian Economy since 1992 to 2012’. They presented the topic with the help of nice power-point presentation. Later on a representative from students explained the meaning of various posters pasted by them on walls of their class room. Huge photographs, messages by different Industry stalwarts and creations of students occupied the every nooks and corners of the room. The event was concluded by Miss.Shulka Ghone’s kathak dance.

Theme of Div B was ‘Management Principles – Since Ancient Indian to Present and future’. Div B decorated their room in a different way. They created a tree with the help of pillar covered by brown paper and four bamboos covered with vining plants as it’s stems which divided management principles into 4 parts – Ancient Indian management, Scientific Management, Modern Management and Future Management. They decorated walls with paintings depicting all management principles starting from Ramayana, Mahabharata, Shivajiraje, Rani Laxmibai, Abraham Lincoln, Mahatma Gandhi, Mahendra Sigh Dhoni, Taylor, Mary Follet, Fayol, Max Weber, Deming, Maslow and some future advanced technologies products. Three students from the class explained their theme with Role play in good manner.

Theme of C Div was ‘Black and White’. They decorated the walls with paintings, photos, formulae – from SQM, Statistics, Sayings of Business tycoons and latest crucial News from Business world – All in Black and White. A student presented the theme with power point presentation and another student explained each of their paintings, photos to the inspection team. Inspection team included Principal and other faculty members from commerce, BBA and our management colleges.

Div B was declared as 1st Winner and awarded with trophy during Welcome Get-Together organized by MBA II & MPM II students for the Ist yr students. Div A stood second and Div C third. Criteria for the evaluation were 1.Closeness to management theme, 2.Optimal utilization of
Principal praised all the students for their contribution, creativity and team work. He also encouraged students to write in detail about their experiences gained from volunteering the work. He named this activity as Classroom Decoration pedagogy.

4. Contemporary International Advanced Certifications:
Technological advancement not only affect adversely to the students but also the employer as they need to devote time and money to train these students. This happens not only to MBA grads but also to Pharmacy and Engineering graduates.
These certifications include SAP training. There are various training provider organizations which have tie ups with SAP organization. A Management institution can allow these SAP certified partner to use institute’s infrastructure to train students in SAP certifications. There are various levels of SAP training programs ranging from Rs.15000 to Rs.80,000. Rs.25,000/- program designed for small scale industry SAP system is most affordable and beneficial in employment for students.
We know ERP (Enterprise Resource Planning) is the concept upon which SAP has developed the system. As ERP system is used in most MNCs for the centralized control of all operations. Hence students from all disciplines such as Finance, HR, Marketing and System are eligible to learn their respective modules.
When we talk about certifications, PMP or CAPM is the certification which is highly in demand in the market. PMP stands for Project Management Professional and experienced student can join the course. PMI chapters in Pune and other parts of India provide training for the course. CAPM is designed for non-experienced students. PMP certification charge near about Rs.50,000/-. CAPM charges lesser as compared to PMP. PMP certification equips an individual with Project management skills needed for all types of projects from various disciplines. It expertise an individual into project planning, scheduling, budgeting and controlling techniques. All the formulae, numerical methods required are included into the syllabus of PMP certification. Project Management certification course (Online) is also provided by IIT, Kanpur also. That is also valuable course.
As many times planning is given least importance. Hence big projects like Metro train in Kolkata have incurred heavy losses. Even in case of Tata Nano project, Tata group has already smelled the social problem. Hence they were ready with complete system including various trucks, cranes and detailed plan B to shift to other place (Gujarat) in case conditions deteriorate more.
Six Sigma Certification and ISO auditing Certificates holders are highly in demand now-a-days. ISO can be industry specific such as for IT or Automobile or Food Manufacturing or Technical Standards or OSHAS (Occupational, Safety and Hazard). Six Sigma has wider applicability and more accurate results.
Information Systems Auditing Certification, Oracle Certification DBA or Sun Certified Java Programmer or CCNA or Microsoft Network Engineer Certification by a MBA System or with Computer Sci back ground person can help him / her in entry level as well as to climb ladder quicker.
When we talk in context of MBA Finance, Certifications from BSE (Bombay Stock Exchange) and NSE (National Stock Exchange). BSE Training Institute runs part time Certificate Programme on Capital Markets jointly with the Jamnalal Bajaj Institute of Management Studies, which is very popular programme in the Indian financial markets. Successful participants of this
programme are awarded certificates by the University of Mumbai. Similar is the story of NCFM (NSE's Certification for Financial Markets) on part time basis can help them a lot.

As per interest of a finance student, he / she can add different feathers to his/her cap. Certifications from LIC, India or ICFAI, India or IIMs can add value to the CVs. CFA, USA / ICWA / CS / CA is evergreen courses that can be pursued along with MBA Finance. In context of HR management, additional certifications in Labor Law, Information technology law can add value to their profiles.

Communications skills play a vital role. ELTIS, Symbiosis, MMCC and other institutes in Pune and remaining part of India provide wide variety of languages courses. If one is able to properly communicate in good English, German, French then he / she will have an edge over other competitors in case of jobs where specific language is needed. Especially in foreign embassy and foreign countries.

All these certificates are applicable in International markets. Any of these certificates holders has world wide market standing. Student with the certification add another feather to his /her cap. Hence Advanced International Certifications is the need of the hour.

Recently I came across news in Express Daily, during an evening of free-wheeling conversation with actor Aamir Khan at Express Adda in Mumbai he stressed importance of Values. Let us discussed more about values and its significance in Management education.

VALUE BASED INITIATIVES IN MANAGEMENT EDUCATION:

Introduction
Recently on June 2012, Rajat Gupta the managing director of a big management consultancy firm from United States was convicted. It was on account of insider trading conspiracy and securities fraud. Big business tycoon like him was sentenced to two years of imprisonment.

Also we know that Ramalinga Raju, MBA graduate from Ohio University, USA and founder of Satyam Computers was caught by CID. This happened due to misleading the investors. He falsified revenues over Rs 50 billion of cash balances. He admitted of falsifying Satyam's accounts over a number of years.

On contrary to this recently, we have also seen cases of Ratan Tata and Narayana Murthy.

Under Ratan Tata’s stewardship, Tata group enjoyed various acquisitions such as Tetley by Tata Tea, Jaguar Land Rover by Tata Motors and Corus by Tata Steel, which have turned Tata from a heavily India-centric into a global business. He also adventured to produce world’s cheapest car - Tata Nano.

On Nov 18 2009, we read in News papers that Tata group was looking around the globe for a successor to Ratan Tata. "It would certainly be easier if that candidate were an Indian national. But now that 65 percent of our revenues come from overseas, it could also be an expatriate sitting in that position with justification now," Ratan Tata said in an interview with the Wall Street Journal. Tata group has annual revenues of $71 billion as per company’s website. Still on December 28th 2012, Ratan Tata readily handed over the keys to Mr. Cyrus Mistry.

In Jan 2002, we observed the moment of Mr. Narayana Murthy, at 55, handing over the powers to Mr.Nilekani. Although he had five more years left to serve as CEO. Mr. Murthy said that younger people should be given opportunities to add value to the company. Above discussion put light on good and bad people in business world. If we observe our society, we will find more examples of people committing crimes and frauds.
Is there any need for stressing upon the significance of values in life? Apart from home, educational institution can be the place where we can build such a system where students will understand the need for the values.

Here let us discuss few things that can be done at college level especially in Management colleges. As Management college is the institution which is producing future managers.

1. **Study Circles:**

   This is one of the initiatives that can be conducted on daily basis for an hour before going to bed. Students will read few pages from the lives and teachings of renowned saints, philosophers, social leaders like Swami Vivekananda, Sant Kabir, Guru Nanak dev ji, Sant Dnyaneshwar, Mahatma Gandhi, Socrates, Aristotle and so on. Then they will have discussion on it. There is need of mentor during this process. If the mentor or teacher who is spiritually inclined then he / she can keep the discussion on track. He can also help to summarize the whole discussion. Discussion here does not necessarily be upon saints and social leaders. If certain character from history has some good qualities. Then though if he is considered as bad, can be discussed. As each individual has something good stored in him / her. Then that can be learnt for our growth.

   Such type of study circle is being implemented and practiced at IIT Delhi. IIM Indore has also incorporated the Bhagavad Gita in one of its courses as a means of providing spiritual guidance in the corporate battlefield. The sessions on the Bhagavad Gita are part of the course module on 'Ancient Oriental Philosophy and Spirituality'.

2. **Meditation Halls:**

   Now-a-days many big organization viz., General Mills, Procter & Gamble, Deutsche Bank in US and also in India such as Infosys and others have meditation halls in their infrastructures. Even college and universities like Bridgewater College, VA, Sam Houston State University, University of California at Berkeley, Massachusetts Institute of Technology and Yale University have state of art meditation halls. In Indian context, to name a few institutes those have nice prayer halls are Ramakrishna Math colleges in Kolkata & Chennai, Vishwa Bharati University, Shantiniketan, W.B., Wilson College, Mumbai.  If such types of prayer halls are available to the students then they can relax, increase memory power, concentration and connect to the God. Prayers can be held during dawn and dusk daily. Prayers can be sung to uplift the spiritual consciousness of the pupil. Prayers can be secular having good message or about specific deity as per pupil participants. Before and after prayers the hall can be used for meditation purpose.

3. **Library, Book Sale & Distribution:**

   College Library needs to be equipped with good inspiring books by stalwarts just like Swami Vivekananda, Sant Tukaram, Samartha Ramdas, Mahatma Gandhi, Dr.Abhay Bang, Mrs. Sudha Murthi, Dr.Kalam, Vinoba Bhave, Baba Amte, Dr.Ambedkar, Mahatma Phule, Robin Sharma, Shiv Khera, Rhonda Byrne and like apart from curricular subject books, journals, magazines and news papers.

   The books can also be made available for purchasing purpose. So that students can purchase and maintain their own collection. We know books are good friends and guides. They can refer the book stocked during some critical conditions in their lives.

   Let us discuss story of Anna Hazare (Social Reformer).
ILLUSTRATION:
Anna Hazare once contemplated suicide and even wrote a two-page essay on why he wanted to end his life. Anna Hazare was not driven to such a pass by circumstances. He wanted to live no more because he was frustrated with life and wanted an answer to the purpose of human existence.
The story goes that one day at the New Delhi Railway Station, he chanced upon a book on Swami Vivekananda. Drawn by Vivekananda's photograph, he is quoted as saying that he read the book and found his answer - that the motive of his life lay in service to his fellow humans.
Today, Anna Hazare is the face of India's fight against corruption. He has taken that fight to the corridors of power and challenged the government at the highest level. People, the common man and well-known personalities alike, are supporting him in the hundreds swelling to the thousands.
Even institute can distribute few books on special occasions. They can act as a token of appreciation on account of some achievements done by the students. These books need to be inspirational just like Wings of Fire or You Can Win or The Secret series or Swami Vivekananda’s Letters, Bhagwad Gita and like. So that the students get inspired and get involved into certain constructive work.
Researcher once accompanied Prof. Prashant Udawant (ISKON follower) to distribute Bhagwad Gita to a village. After the activity was over, Researcher gained peace of mind.

4. Inspirational Talks & Events:
Good stalwarts from field of literature, art, science, spirituality, religion, game, business, politics, academics and research can be called to deliver inspirational talks to boost morale of the students. Fiery speech of good orators can create miracles. In the context of Maharashtra, speeches by Shri Ram Shevalkar, Shivajirao Bhosle, Shri Vitthal Kamath, Anna Hazare, Prakash Amte have thrilled the audience especially the students. Their thoughts and simple examples had the ability to captivate the audience.
If we listen to the experiences of genius like Sunil Gavaskar, Sachin Tendulkar, Dr. Vijay Bhatkar definitely we get inspiration to put our full abilities into our own respective fields of endeavor. Similar experiences we gain while listening to Dr. Abdul Kalam, Atal Bihari Vajpayee, Shiv Khera, Narayan Murthi and Azim Premji. Many times good thoughts by spiritual gurus like Sri Sri Ravishankarji, Swami Sukhobhavanandaji maharaj, Swami Bodhmayanandaji maharaj (Monk from Ramakrishna Math Order) can take us to higher level of consciousness and help to think in a positive manner.
Classical Indian music, dance, songs solve similar purpose. It provides satisfaction and peace of mind to the audience. If one does not have knowledge about classical music. Still he listens it and get peace of mind. In the context of Maharashtra, Povade, Abhang and Ovi (Devotional songs) can prove to be more effective. Classical or Patriotic songs by some pandit or ustads (Expert Musician) also boost morale.
Let us discuss about experience of a spirituality based workshop.

ILLUSTRATION:
On 13th July 2012, Researcher along with Ms. Kalyani and Prof. Gaikwad attended a workshop on “Corporate Excellence for Global Leadership” jointly organized by RamaKrishna Math, Pune, Seed Infotech Ltd., Pune, Samarth Bharat Vyapeeth and Maratha Chambers of Commerce, Industries and Agriculture. The inspiring speeches by Swami Nikhilashwarananda (Secretary
Ramakrishna Misssson, Vadodara) and Swami Bodhamayananda (Director, Vivekananda Institute of Human Excellence, Hyderabad) and serene atmosphere of Ramakrishna math created positive impact upon all of us.

Researcher, Prof. Gaikwad as well as Ms. Kalyani started taking interest into reading more of morale & spirituality related literature. We all started thinking positive about our lives and also commenced higher studies.

5. Yoga, Pranayama & Vipashyanna:

Due to the initiatives by Yoga guru B.K.S. Iyengar, Swami Ramdev, Sri Sri Ravi Shankarji yoga, pranayama has reached masses. People are performing yogasanas (an exercise proposed by Pantanjali Maharshi) and reaping benefits of good health. Many people have altered their way of living as evident from feedbacks available in printed literature and on TV. Stopped intake of junked foods and intoxicants. Many have started waking up and going to bed early. Researcher has observed that people were able to maintain their sugar levels (diabetic), blood pressure levels normal due to due to regular yogasanas, pranayama and walking exercises.

Researcher has observed changes in Mr. Prasad Tadas’s behavior on account of following extensive yogic exercises. He became very calm and quiet person. He transformed into a helping guy.

Let us discuss about the life of Ms. Nivedita Joshi, daughter of Mr. Murli Manohar Joshi (Former HRD Minister).

ILLUSTRATION:

One day at the young age of 15, Nivedita Joshi's life came to a standstill—literally. Living in Allahabad, India, at the time, she was a brilliant student and a budding dancer. Unfortunately she had a weak muscular structure. This fateful day, as she was practicing a Kathak movement, she bent down and suffered a slipped disc (the cartilaginous disc between vertebrae that when displaced, pinches the spinal nerve causing low back or sciatic pain). The MRI test revealed that two major vertebrae were badly affected.

Then followed long periods when she was completely bedridden and perpetually in pain. She somehow managed to study on and complete her masters in microbiology. Meanwhile, she continued to run from one doctor to another, one specialist to another. Cure or even partial relief continued to elude her. Her high-profile father, Murli Manohar Joshi's connections couldn't help either. She tried physiotherapy, even yoga, which were not of much help.

Then, in 1997 at the age of 27, on the insistence of one of the students of B.K.S. Iyengar, she went to seek help from the world-renowned yoga guru based in Pune. She stayed there for six months and the recovery started. She went back again for long stretches of time to continue her healing and learning journey. Result: a few months ago, her MRI (Magnetic Resonance Imaging) report said her spinal problem was gone.

Vipassana, which means to see things as they really are, is one of India's most ancient techniques of meditation. It was rediscovered by Gautama Buddha more than 2500 years ago and was taught by him as a universal remedy for universal ills.

Researcher has observed that a businessman who was not able to quit the habits of chewing tobacco and drinking habit. After completing the Vipassana course of 10 days and 10 hours everyday in silence and meditation. He was able to get rid off the bad habits.
If such techniques of Meditation, Yogasanas are implemented into an institution before or after college hours, then students can become more physically and mentally strong to face problems of world.

6. Social Service:
According to most of the IITians spiritual Inc helps them enhance they personal life and social service activities as well. It is an ice breaker for them from their routine hectic life. They said that during their course of life they had lost the meaning of life and life turned out to be very mechanical. They needed the sense of completion.
Let us discuss an example about social service.

ILLUSTRATION:
Ramakrishna Mission Home of service was founded in 1900 by a group of young men in Varanasi. They were inspired by the teachings of Swami Vivekananda and with 4 Annas (25 Paise) of capital, which they arranged by begging, they started providing services to the poor. The Swami, after visiting Varanasi in February 1902, was immensely pleased to see the dedicated services of those poor but determined youngsters and wrote an appeal for funds. Eventually the present land was purchased in 1908. As time went by, the Home of Service grew in all proportions. New service wings were added. Today this multi-dimensional institution of service (a 230 bedded General Hospital) sprawls into an area of 13 acres and specially caters to the needs of the rural poor and underprivileged patients.
In management colleges also students along with faculty members can contribute to the society. Students on weekly basis can visit nearby government hospitals and help illiterate people to fill form and can explain the procedure. Not only hospitals but also banks and railway stations are the places where they can visit and help customers and passengers in various ways. This will not only give them the sense of satisfaction but also can help the institution build brand name.

Summary:
In the words of Barack Obama “You can choose a future where more Americans have the chance to gain the skills they need to compete, no matter how old they are or how much money they have. Education was the gateway to opportunity for me. It was the gateway for Michelle. And now more than ever, it is the gateway to a middle-class life. “

We need skillful managers to run our industries in an effective manner. Good business and management schools are answering to this call by grooming the students into technical and managerial skills.
But skillful person without concern for societies and values can be compared to a well trained animal.
Many top notch business schools are taking initiatives towards holistic development of students by stressing upon practical as well as values incorporation into their curriculum itself. That is need of the hour for students and institutes to survive and grow.
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