



# An Adaptive B-School from the BRICS Countries: Story of XIME, India

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# Introduction: XIME's Unique Growth Story

- Founded in 1991 by a group of eminent academicians and professionals led by Prof. J. Philip, former Director of IIM Bangalore & Dean - XLRI
- Envisioned as a model management institute
- Consistently ranked among Top 1 % B-schools in India in recent years
- Operates from 3 Campuses located in Bangalore, Kochi and Chennai

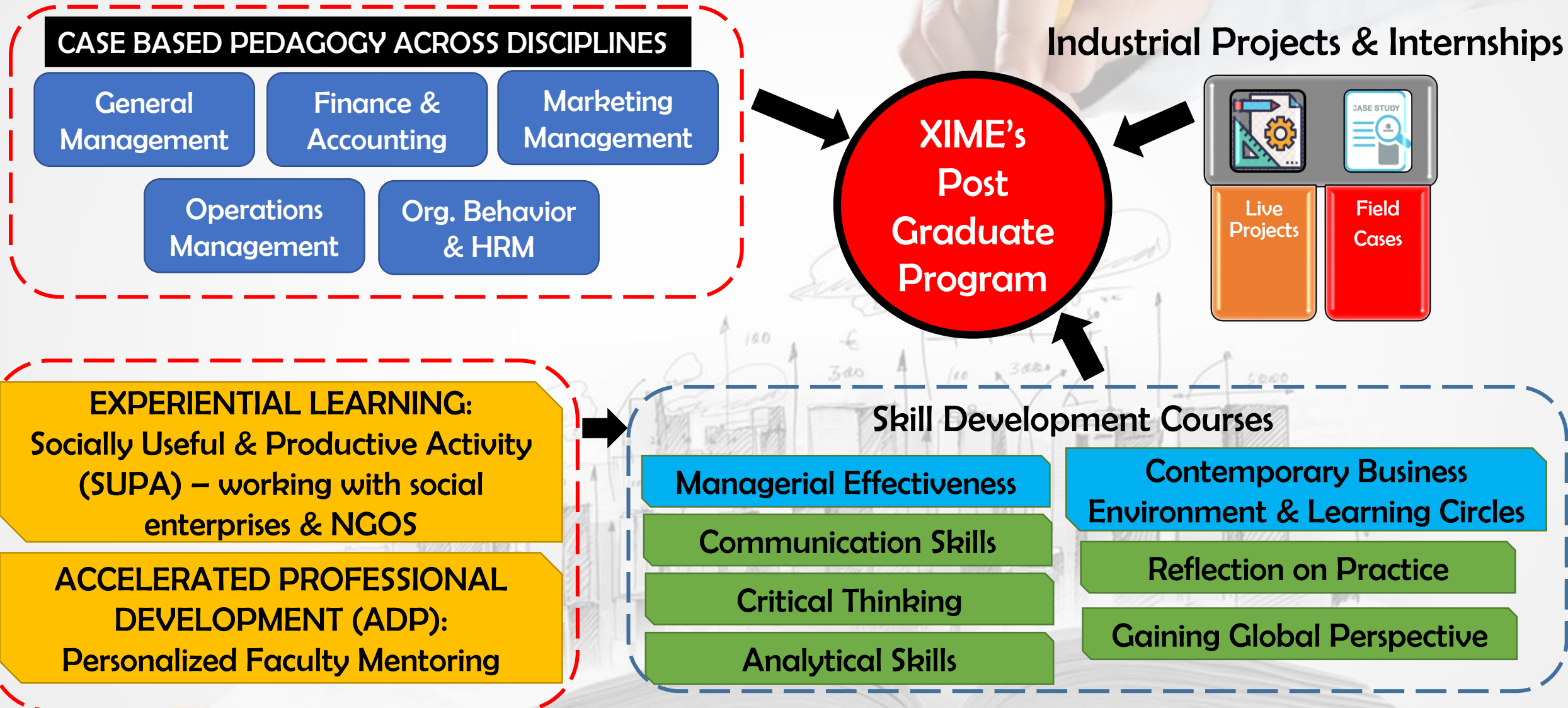
# Introduction: XIME's Unique Growth Story

- XIME is the first B-School in India which put “E” – Entrepreneurship as part of its acronym
- XIME is committed to make entrepreneurship a meaningful element of management learning, both through conventional means like incubation and encouraging startups, and by sensitizing students to the scope of ‘Entrepreneurship’ in the art of management

# XIME's Salient Aspects

*"Learning by Doing"* (Datar et al., 2010)

Industrial Projects & Internships



# Course Curriculum: A Comparison of B-Schools

Analysis of Curriculum based on equivalent credits:

- Comparison of Total Credit Hours in the Curriculum
- Credit Hours for Personalized Skill Development



Xavier Institute of Management & Entrepreneurship (XIME)

IIM Bangalore (IIMB)



Fudan University, China (FU)

Peking University, China (PU)



Durham University Business School (DUBS), United Kingdom



Audencia Business School (ABS), Nantes, France



Smith School of Business (SSB), University of Maryland, USA

# Comparison of Total Credit Hours for MBA Program



Parameter	XIME	IIMB	FU	PU	DUBS	ABS	SSB
Total Credits	121	103.5	48	57	180	90	54
Credit System	CBCS	CBCS	HE	HE	CATS	ECTS	US
Eq. Credit Conversion	x 12.8	x 10	x 18	x 15	x 10 / 2	x 10	15w x 1.67
Eq. Credit Hours	<b>1548</b>	<b>1035</b>	<b>864</b>	<b>855</b>	<b>900</b>	<b>900</b>	<b>1352</b>
	(2 years)	(2 years)	(1.5 years)	(2 years)	(1 year)	(1 year)	(2 years)

**XIME's program is one of the heaviest programs globally, considering Equivalent Credit Requirement**

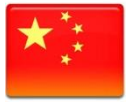
Note: 5 European Credits [ECTS] = 10 credits [CATS - UK] = 3 US Credits

Refer: Bologna Process for EHEA

# Credit System Equivalents in selected B-Schools



- **CBCS (India):** India follows a Choice Based Credit System for Core Subjects and Electives represented by the number of classroom hours engaged.



- **HE (China):** The Higher Education credit system in China (under Ministry of Education) interprets course credits based on teaching hours. One credit is equivalent to 15-18 teaching hours depending on the institution.



- **CATS (UK):** Under Credit Accumulation & Transfer Scheme used by UK Universities, 1 Credit is 10 hours of notional study (contact & self study). 10 UK Credits (CATS) is equivalent to 5 ECTS or 3 US Credits.



- **ECTS (EU):** A central tool in the Bologna Process, European Credit Transfer and Accumulation System represents credits hours in terms or workload and learning outcomes. A master's degree requires 90-120 credits. 1 Credit ~ 10 contact hours



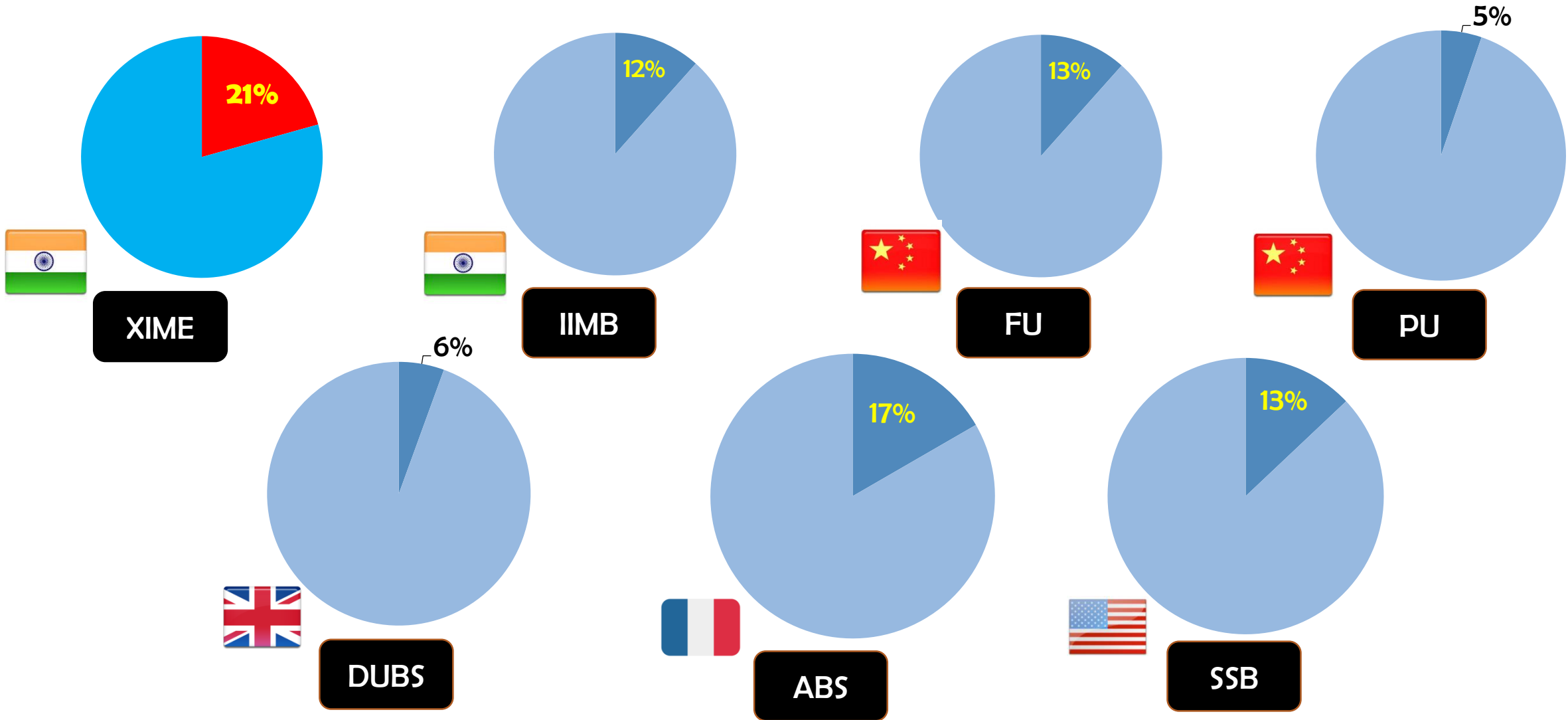
- **US Credit System:** US Credit hours based on a 15-16 week semester system. ECTS conversion of credit hours is achieved by multiplying no. of weeks engaged with 1.67

Note: 5 European Credits [ECTS] = 10 credits [CATS - UK] = 3 US Credits

Refer: Bologna Process for EHEA



# Personalized Skill Development as a Percentage of Total Credit Hours



## Catering to the 'unmet' needs as identified by Datar et al.

- Discourse on management education often dwells on what business schools do not do well. In its thinking on curriculum, XIME relates its own approach to the well known diagnostic set out by Harvard Academics (Datar, Garvin and Cullen, 2010), so as to address the unmet needs in business schools.

Gaining a global perspective

Developing leadership skills

Having integration skills

Acting creatively & innovatively

Thinking critically and communicating clearly

Recognizing organizational realities & implementing effectively

Understanding the role, responsibilities and purpose of business

Understanding the limits of models and markets

# List of Courses for Skill Development

## XIME

Managerial Effectiveness

Entrepreneurship

Cross Cultural Management

Leadership in Action

Communication &  
Negotiation Skills

Presentation Skills

SUPA

International Study Tour

Contemporary Business  
Environment

## IIM Bangalore

Managerial Communication

Entrepreneurship in Action

Personal Values, Goals &  
Career Options

Social Entrepreneurship

Entrepreneurial Learning

## Fudan University

Basic Chinese

Managerial Communication

Career Courses

## Audencia Business School

Entrepreneurship &  
Transformation

## Peking University

Business Communications

## Durham Univ. B-School

Entrepreneurship

## Smith School of Business

Data Driven Decision Making

Tech Entrepreneurship

# Creating Impact: XIME's Transformative Approach

**General  
Management**

During The SUPA Project, students have an immersive engagement with social enterprises & NGOs working on Sustainable Development, giving an exposure to Strategy and its Execution. “Bottom-of-the-pyramid” models, and in the process optimizing valuable experience working in the rural Environmental.

**Functional  
Courses**

Students develop functional competencies through case studies, understanding and internalizing the context, the decision maker's dilemma, and deliberate on theoretical frameworks and praxis that are appropriate to address real life problems.

**Foundation Courses:  
Skill Development**

XIME lays particular emphasis on knowledge and skills through foundation courses that are characterized by their rigor and creativity. Our integrated curriculum focuses on development of skills beyond those derived from the computer, such as critical reflection, conflict resolution, informed decision making and concern for ethics and environment.

# What makes XIME different?

- There has been a global trend of reduction in Credits for MBA Curriculum and classroom contact hours. XIME's curriculum is comparatively quite heavy (130 credits), reflecting our commitment to develop knowledge and essential skills for managers, and help them nurture the right kind of managerial perspective.
- XIME proactively leads the conversation in India, as also in BRICS countries, on transforming management education through an integrated approach involving stakeholders from leading educational institutions and industry practitioners through periodic conferences.

# What makes XIME different?

Recent conferences on management education hosted by XIME, Bangalore:

1. National Conference on “Indian Management Education: Time to Transform”, **Jan 29-30, 2019**
2. ACBSP’s South Asia Regional Meet, **March 6, 2019**, at Kochi focusing on themes of “Innovation in Education” & “Art of Developing Entrepreneurial Leaders”
3. An International B-Schools Meet on “Management Education: Coping with the Emerging Trends in the Globalized World”, **March 28-29, 2017**
4. An International Conference on “Management Education: Looking beyond the Curriculum – What to Teach and How to Teach”, **March 18-19, 2016**
5. International Seminar on “The Dean/Director as the Pivot of a Business School”, **March 13, 2015**
6. Revisiting the MBA in the Asia Pacific Context, **January 30-31, 2014**
7. A BRICS Moment @ XIME, **January 30-31, 2009**

# What makes XIME different?

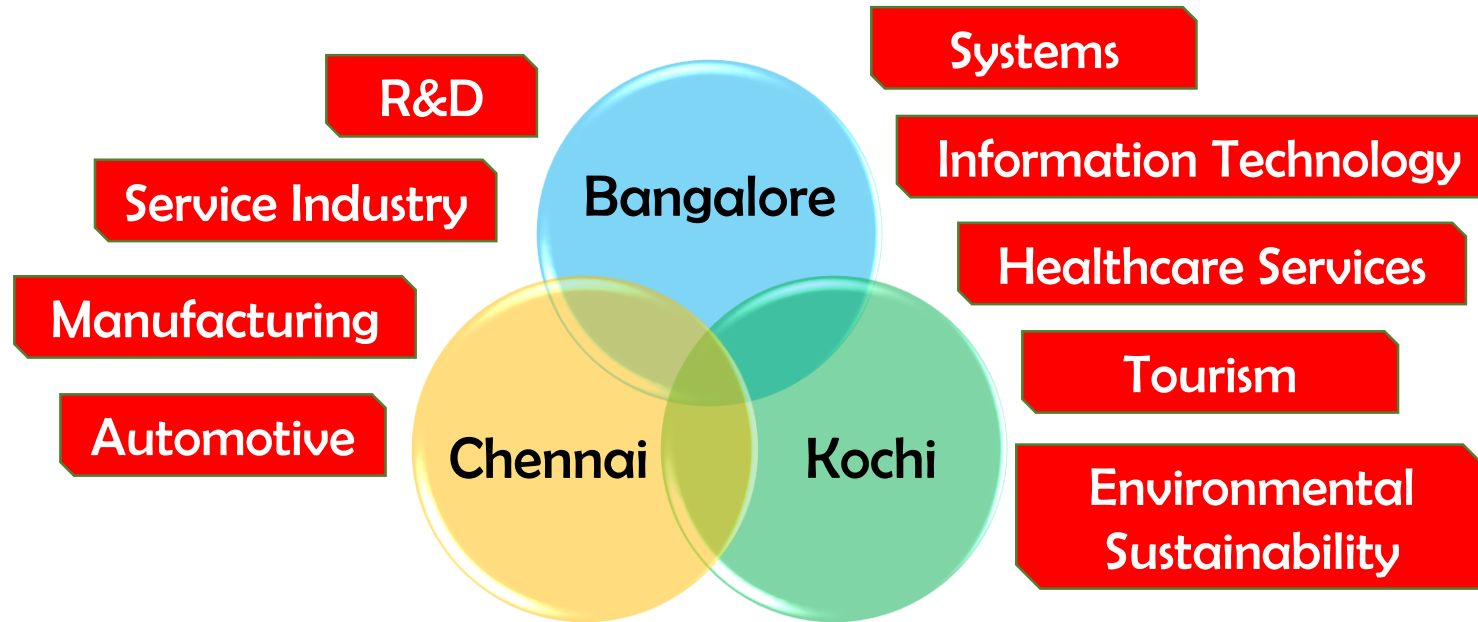
Recent conferences on management education hosted by XIME (contd.):

8. Conference on “Management Education: Country-Perspectives in a Globalizing World”, **January 24-25, 2008**
9. Conference on ‘Management Education’ – An International Comparison’, **November 17–18, 2006**

## Curriculum Revision:

Over the years, XIME has made curriculum design and revision the pivotal part of its institutional development. The formative influence on the design of the curriculum had been from IIM and XLRI due to the close association of its founder at a directive level with those benchmarks of Indian management education. But after this initial phase, XIME has consciously mainstreamed the process of curriculum revision into its organizational model. In doing so, it has been at any time keeping itself abreast, not only of national trends, but also global trends in the thinking, discussion and execution of curriculum change.

# What makes XIME different?



- **Leveraging Location Advantages**

- Industry Connect and Research Capabilities
- XIME Bangalore is located in the Electronics City that is at the heart of a diverse industrial cluster, operating in areas of Biotech, Manufacturing, R&D, to Information Technology, IT enabled products & services, artificial intelligence, machine learning etc.

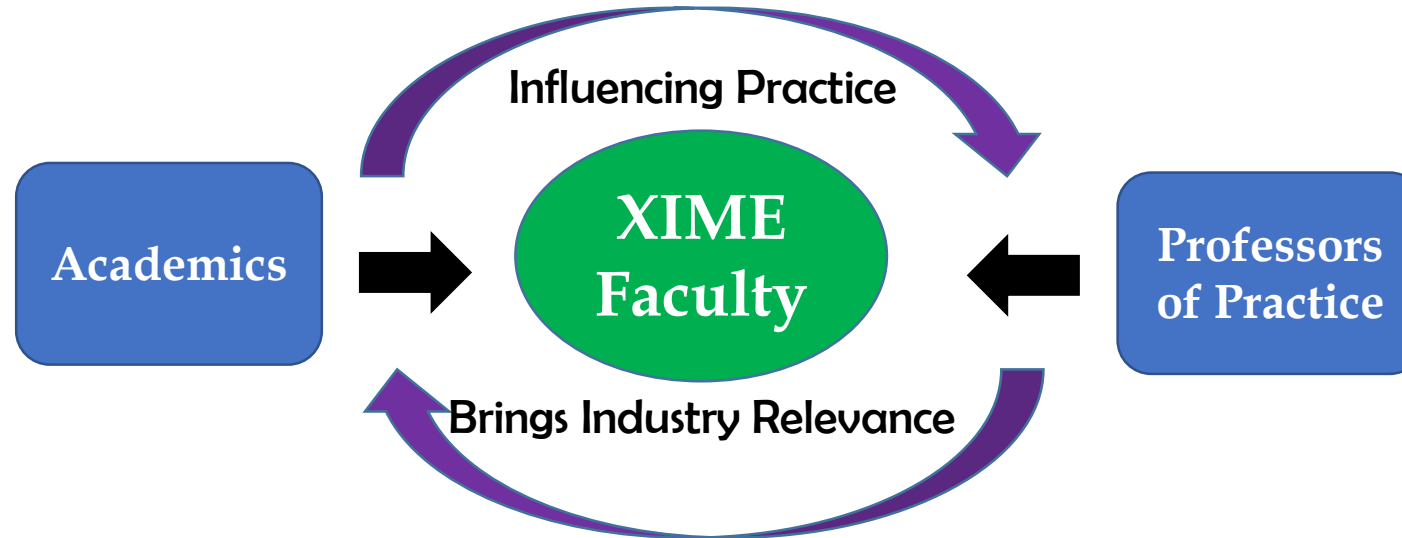


# XIME's Strategic Decisions for value creation

- Sensitive to the evolving needs in the area of management education XIME is framing & making strategic choices (**Disrupt or be Disrupted – GMAC, 2014**) in the following areas:
  1. To conduct programs that are industry specific such as construction management, tourism management etc.
  2. Developing cluster based industry interaction and research projects: Bangalore campus leveraging on IT cluster in the region, Chennai leveraging on manufacturing and auto ancillary industry and Kochi leveraging on Tourism Hospitality and service industry in Kerala.
  3. Short term certificate programs and management development programs for executives in companies for developing specific skillsets (e.g. Analytics, Design thinking etc.).

# What makes XIME different?

- A Well-Balanced pool of Academics & Professors of Practice



- Professors of Practice bring real business experiences into the classroom, making the management learning industry relevant, while academics focus on the theoretical underpinnings and epistemology of management thought and its evolution.

# Creating Impact through Immersive Experiences

- In order to develop functional competencies, XIME lays strong emphasis on the case method, for understanding the context of decision making through vivid description and rich narrations that are characteristics of cases.
- Pursuing the philosophy of learning by doing, XIME engages students in live projects and experiential learning programs outside classroom hours. SUPA, Live Industry Projects, Industry Internship, International Study Tour, Activities by XSEED (Social Action Club) are some of the programs which provide intensive immersive experiences.

# Thank You!

## Q & A