



GUJARAT TECHNOLOGICAL UNIVERSITY

Excellence of Education and Viability of MBA Colleges

Preparing a Roadmap for GTU and for its Colleges

Full Day Workshop on Friday 28th September, 2012

Please register by sending email to fdp@gtu.edu.in on or before 25th September, 2012. Please give your full name, designation, name of your college/ institute and contact details in the e-mail.

BACKGROUND MATERIAL

Appendix 1:

Some of the Steps to improve the quality of education in Business Studies

1. GTU started the redesign of the MBA syllabus starting from 29th July 2010 and finalized the new syllabus on 15th June 2011. It has been implemented in all the MBA Colleges, affiliated with GTU, since August 2011.
2. On 25th June 2011, GTU set up the following three Skills Councils:
 - GTU – Financial Services Skills Council (GTU-FSSC)
 - GTU – Council for Human Resource Studies and Organizational Structures (GTU-CHRSOS)
 - GTU – Skills Council for Marketing (GTU-SCM)

The three Councils have 10, 8 and 7 Sectoral Panels respectively. The purpose is that all the Colleges may use the Skills Councils to provide immersion studies to the MBA students, if they do not have their own active connectivity with industries and businesses.

3. GTU has set up during the last two years the largest FDP and a program of regular learned conferences. Thus for MBA program, as many as 1,100 faculty members have taken part in its FDP during the last 18 months or so.
4. GTU has been organizing a large number of Conferences in the area of Business Studies. (Appendix 1).
5. It has also been conducting many joint research projects to encourage the Colleges to improve their quality of education. (Appendix 2).
6. The Report of two workshops, organized by GTU to help the Colleges, which had very low enrolment in 2010, is attached as Appendix 3.

The detailed syllabus of the MBA program is available on the GTU's web-site.



Appendix 2:

GTU Conferences in the area of Business Studies

1. 25-26 September 2010: First National Conference on “Business Ethics for Global Success of Indian Businesses” held at J. B. Auditorium, Ahmedabad Management Association, Ahmedabad: More than 300 students and faculty members participated.
2. August 26-27, 2011: First National Conference on “Contemporary Issues in Finance ” at Ahmedabad Management Association, Ahmedabad
3. 22-23 September 2011: Second National Conference on “Business Ethics & Corporate Governance” organized at FGI Auditorium, Vadodara
4. 1st October 2011: Leadership Excellence by Ravi Saxena (A digital Way of Leadership), Dr Charles Savage (Co-Coaching and Mentoring Leadership), G. Narayana (Krishna as the CEO), Nayan Parikh (Anna way of Leadership- Pros and Cons) and Dr Shailesh Thaker (Leadership Excellence in Education)
5. First International Conference on “ Dynamics of Global Recession and Economic and Corporate Strategies for Survival and Growth “ January 6, 7 & 8, 2012 at Parul auditorium, Vaghodia, Vadodara
6. 4th March 2012: Leaders Summit: Dr Satish Batra (Kaise Kahe, WAHH !!!); Dr Charles Savage (Leadership – need of an hour); G. Balchandran (Lead Tomorrow); Dr Shailesh Thaker (Leadership is performance not position)
7. GTU’s Third Annual Conference on Business Ethics is proposed to be organized on 27-28th December 2012 at Ahmedabad.
8. GTU’s 2nd Annual International Conference on the theme of “Meeting the Challenges of a Globalised Market: Perspectives of Corporates, Financial Institutions, Governments, Educational Institutions and Civil Societies” is being held on 23rd, 24th and 25th Jan 2013.



Appendix 3:

Joint Research Projects in the area of Business Studies

1. Kotler's Incubator for Ayurvedic Medicines (K-IAM): It was launched on 5th may 2012 by Shri. Jaynarayan Vyas, Hon. Cabinet Minister, Government of Gujarat, in the presence of Dr Akshai Aggrawal, Vice Chancellor of Gujarat Technological University, Deans of Business Studies, Dr. S. P. Adeshara, Ex Drug Commissioner, Govt. of Gujarat and Dr. Bhavin Pandya, Prof & Head, S. V. Institute of Management, Kadi.

The project is designed to help begin research in Marketing at 45 Colleges. It is also designed to establish working teams of researchers located at different locations. Universities in India will be able to become great only through bootstrapping based on collaborative working. Hence this project is an experiment, which aims at inculcating a culture of research, where none existed and to create teams of researchers for achieving a common objective.

The research project was divided into 15 areas and it was decided that 15 MBA Colleges will be the primary researchers. Each primary researcher was to bring 2 other MBA Colleges as the collaborating researchers.

The project is supported by World Marketing Summit, led by Professor Philip Kotler, the Marketing Guru.

The research under K-IAM will be mentored by Kellogg School of Business.

The second and the third meetings of K-IAM took place on 28th June 2012 and 20th July 2012. At the second meeting, a special invitee was Dr. Mahesh Barot, Senior Ayurvedic Practitioner & Ex Cancer Consultant WHO (1978).

The list of K-IAM Colleges is given in Appendix 3.

2. **Designing the Structure of Technology Universities:** The first step was taken on 27th April 2011, when the GTU Forum for **Human Resource and Organizational Structures** was set up. A 2-page Discussion Paper developed for GTU by Professor Satinder Kumar and Dr Shweta Patel.

On **12th May, 2012** the first meeting of the core group was organized to introduce Research project on the Design of the Structure of Technology Universities. All the members of GTU SKILLS COUNCIL for HUMAN RESOURCE STUDIES & ORGANIZATIONAL STRUCTURES (GTU- CHRSOS) and management faculties have



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attended the meeting under the chairmanship of Hon. Vice Chancellor Dr. Akshai Aggarwal. Hon. Vice-Chancellor briefed about the ideas & objectives of DSTU in the meeting. After the detailed discussion, it was resolved to constitute a Core Committee for this research project. (The Report was published on 15th May, 2012 at:

<http://www.gtu.ac.in/circulars/12May/DSTU%20meeting.pdf>)

Next meeting for this project was organized on **2nd June, 2012**. In that meeting research on various structures of Technological University and other university was conducted. In that meeting committee member adopted strategy for the DSTU research and talked about following topics.

- Ancient University of India by Dr. Rajesh Khajuria, Director, SMJV's CKSVIM, Vadodara
- Technological University of India by Dr. Rajesh Khajuria, Director, SMJV's CKSVIM, Vadodara
- Structure of IIT Khargpur by Dr. K.N. Sheth, Director, Shri Saraswati Group of Colleges, near Ahmedabad
- Asian University by Dr PGK Murthy, Director, Parul Institute of Management, Waghodia
- Global University by Dr. Trupti Almoula, In charge Director, Narmada College of Management, Bharuch

On the basis of this study and current structure of Gujarat Technological University, Committee members have decided to prepare proposed structure of the technological University in the next meeting.

At the meeting of **6th June, 2012** all the committee members have discussed the current structure , various academic and administrative function of GTU and prepared proposed structure of GTU head office. They have also examined and prepared proposed structure for the GTU regional centers, schools and various GTU wings.

During this meeting committee members proposed to invite other technological University's Vice-Chancellors and registrar who contributed greatly to the field of technical education, which was scheduled on 16th June, 2012. GTU registrar, Dr. Gitesh joshi has invited all the registrar and Vice Chancellor of the Technological University for the meeting of 16th June, 2012.



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On 9th June, 2012, all the committee members prepared proposed schedule for the meeting of 16th June, 2012. They have also prepared presentation on the strategy adopted by them for the DSTU research project and prepared the draft of organizational chart for GTU's development.

At the meeting of 16th June, 2012 40 Directors and Principals of management and engineering college participated in the meeting. **Padmabhusan Dr. P.V. Indiresan**, former Director –IIT Madras, Dr. A.K. Malik, Registrar of South Asia University, and New Delhi also participated in the meeting. After the inauguration Dr. Akshai Aggarwal talked about vision of DSTU. Dr. P.V. Indiresan address to draw parallel from Vedas through various Slokas which signified the importance of knowledge, skills and human development for the benefit of society at large. He appreciated GTU for taking leadership for conducting Research Project of DSTU for the first time in the country. He advised to develop GTU with a vision for 50 – 100 years. He said that GTU should aim at becoming a world class University like **Georgia Tech, USA** surpassing even the best institutions of the country like IITs (and other universities), where he taught for 40 years. In session-I, Dr. Ajit Rana presented the vision for the Post graduate center for Technological Education, Public Policy and Universities of 21st century. Prof. Bharat Dalal presented ideas about Post-graduate Center for Governance Systems in Businesses, Industries, Universities, Hospitals, NGOs and Governments. Prof. Trupti almoula shared vision of GTU- CHRSOS.

Dr. A.K. Malik talked about his experiences in developing the structure of **South Asia University (SAU)** as a founder Registrar. The South Asia University is developed and funded by **SAARC Countries**. Therefore, the admissions are at Asia level, based on the quota reserved for each country. Currently, the SAU offers 6 - 7 PG Programs in Humanities. It plans to offer undergraduate programs in near future. He emphasized the need for developing an excellent library with online and print media books and journals from whole the world.

Detailed discussions were held throughout the session. The presentations were made by Core Committee Members on the strategy adopted by them for the DSTU research. However, these would be hosted on GTU website under DSTU section shortly, along with the report on the workshop held.

The Report of the meeting of 16th June was published at: http://www.gtu.ac.in/circulars/12June/report_26612.pdf



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A post- 16th June, discussion meeting was held on 7th July, 2012 at Ahmedabad Management Association, Ahmedabad. Hon. Vice chancellor has directed core committee members to write a book in this research project. Committee members were allocated chapters for writing the book on this research project.

At the 18th August meeting, **Dr. H. Maheshappa, Hon'ble Vice Chancellor, Visvesvaraya Technological University, Karnataka, Dr. M.L. Ranga Hon.ble Vice Chancellor Guru Jambheshwer University of Science & Technology, Haryana, Prof. V.K.Kathal, Director, Academic Staff College, Dr. Harisingh Gour University, Sagar and Dr. A.K.Malik Registrar, South Asia University** were present and there were interesting presentations by all the distinguished participants. (The Report of the meeting of 18th August was published at:

<http://www.gtu.ac.in/circulars/12Aug/28082012.pdf>

The next plenary meeting is scheduled on Saturday, 29th September 2012.

3. Survey on Cooperation Management (A Joint Research GTU-DHBW Stuttgart August 2012) Prof. Dr. Friedrich Augenstein is the Chief Investigator at DHBW.

Initial Situation: Co operations between companies have failed many times in the past – on a national as well as on an international basis.

To get some deeper insight in today's cooperation management the DHBW Stuttgart and the "Bundesverband Deutscher Unternehmensberater (BDU)" (German Association of Management Consultants) conducted an online survey on cooperation management in Germany (Chief Investigator: Prof. Dr. Friedrich Augenstein, DHBW Stuttgart).

The survey covers the objectives and areas of cooperations, risks and reasons for failure and success in cooperations, and organizational structures of cooperations.

About 150 German companies took part in the online survey. Some first interesting results have been found.

The results should be compared to a similar survey in an "emerging market". Because of the close economic relationship between India and Germany the corresponding survey should take place in India.

Objectives

- Ensure that at least approx.100 companies in India (focus on Gujarat) take part in the survey.



- Evaluate the feedback of the survey in India and compare it with the results of the German survey.
- Gain valuable know-how on common and different values, perceptions and approaches in cooperation management for companies doing business in India and Germany.

Approach / Next Steps

- Translate questionnaire into English language. (DHBW)
 - Set-up (online) questionnaire and send it (or a link to it) to Indian companies. (GTU)
 - Evaluate feedback and compare it with results of German survey. (GTU/DHBW)
 - Develop joint research report. (GTU/DHBW)
 - Agree on sponsoring of designing, printing and publishing the report. (GTU/DHBW/BDU)
 - **Intended deadline for publishing: January 2013**
4. **Indo-German Business Activities – DOs and DON'Ts:** (A Joint Research GTU-DHBW Stuttgart August 2012) Prof. Dr. Friedrich Augenstein Dr Ramesh Shah are the Chief Investigator at DHBW.

Initial Situation: Many Indian companies face problems in doing business in Germany as well as German companies face problems doing business in India.

Big firms had faced a lot of challenges in this issue and dealt with them partly scientifically, but small to medium-size companies also being able to do business on an international basis lack structured approaches to handle them.

Objectives

- Identify most common pitfalls in market entry approaches of Indian firms in Germany and German firms in India.
- Structure these pitfalls according to topics like culture, know-how deficits, financing, consumer behavior, legal restrictions, ...
- Develop success criteria for market entry approaches.



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- Develop guidelines for successful market entry approaches in India and Germany.

Approach / Next Steps

- Pre-studies and surveys on pitfalls (01/13)
- Pre-structuring of topics, formulation of survey hypothesis (01/13)
- Study Tour of 10 to 15 DHBW students to India (GTU / Parul Institutes) (02/13)
- Joint research
- Work on literature and information available on internet
- Conduct interviews with Indian companies and German companies in India
- Study Indian culture, society, regulations etc.
- Every student prepares a 10 to 12 pages report on the particular topic she/he has been working on (03/13)
- Joint examination of reports by faculty members of GTU/Parul and DHBW (04/13)
- Publication of final joint research report (including all single reports) (05/13)



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Appendix 4:

Report of the Workshops organized by GTU to help 23 Low-admission MBA Institutes work for their own revival

GTU organized two workshops on 1st October 2010 . The Report of the meeting of 1st October 2010 was published at:

<http://www.gtu.ac.in/Swa-Prabhandgrp/report.pdf>

and on 29th November 2010 The Report of the meeting of 29th November 2010 was published at:

http://gtu.ac.in/Swa-Prabhandgrp/gtu_workshop_mba_institute_self_marketing_-_Version%202.pdf

A SWA-PRABANDHAN GROUP – CITY / REGION WISE was set up with branches at Rajkot, Kutch, Anand, South Gujarat and Jamnagar.

GTU implemented each one of the decisions, which the two workshops wanted it to do.

1. Restructure MBA Program to suit market needs of Gujarat, India and Global markets – **A new Global MBA program was implemented from August 2011.**
2. Offer Super Specializations/ Industry Specializations to choose from – **The new Global MBA program, had 5 new specializations. It also provided for a clear mechanism for a College to propose a new specialization, which it wanted to satisfy some new needs of the market or some needs of the local market..**
3. Teach real Communication – IT – Skills – **A new Foundation program of 9 credits was an essential part of the new Global MBA program.**
4. Establish Industry Connection and have Visiting lecturers from companies – **On 2nd August 2010, GTU Innovation Council (GIC). GIC went on to establish 25 GTU Innovation Sankul Committees. Every MBA College was a member of one of the 25 Sankul Committees. On 25th June 2011, GTU established three Skills Councils. The objective of the Sankuls and Skills Councils was to enable every College to use these structures to establish a continuing and close connectivity**



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with industries. This would be in addition to whatever connectivity's; it may have been able to build up.

5. Results Poor – Check Question Papers and Assessment system: **GTU permitted the MBA Colleges to experiment with the system. Thus question-wise and centralized assessment systems were tried, as proposed by the Council of Deans and the Committee for design of the new Global MBA program.**

Dr Kamal Taori and Dr Marla had proposed many ways of making these Colleges viable in their Report in October 2010 The Report was published at: http://www.gtu.ac.in/Swa-Prabhandgrp/draft_action.pdf

Some of their recommendations, in their document on Draft Action Plan for Rural colleges, were as follows:

1. Programmes for attracting foreign students to rural colleges have to be developed, well marketed and put into practice. These efforts have to be actively supported by the authorities as there is a good potential for interested foreign students who are only keen on studying in a rural set-up.
2. Exchange programmes of students and teachers by establishing partnerships with foreign colleges/schools have to be developed. The International Institute, with which Dr Kamal Taori and Dr Marla were connected, would serve as facilitator for contacts. It would not only be financially supportive but would highly contribute to the attractiveness of a rural college and help in creating a truly international brand name.
3. In view of the overall misery of genuine leadership, rural colleges could take up the issues of “good leadership – good governance” on the basis of (Corporate) Social Responsibility ((C) SR), establishing the necessary links with the grassroots population and the elected local bodies. Programmes would include village ‘awakening’, i.e. building up competency and self-confidence by conducting holistic leadership trainings.
4. Proper, transparent profit sharing with the staff and the students after fixed parameters of success would enhance motivation and the utility of such courses.

Either the results of the deliberations were not found to be good enough and not worth execution.



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Or probably the Colleges, with low admissions, had lost the capability to implement these suggestions. It might have been due to the fact that these Colleges had either never recruited a good Director and good faculty members. Or the Colleges might have dispensed with their services, when the number of students fell.

Nor were they able to devise any effective programs of their own.

RESULTS:

Whatever be the reasons, the fact remains that only one of the 23 MBA Colleges, which had been invited to the Workshops of 2010, has been able to improve the number of students admitted in 2012 as compared to the number in 2010 (according to the data available till last week-end.)

The market could not offer good salaries to most of the students, who graduated and who were placed by the various Colleges.

Jointly the association of MBA Colleges could not work to enlarge the pool of applicants.

Hence in 2012 there are many Colleges, which have a number of students, which is too small to make them financially viable.

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Appendix 5:

A few of the Initiatives

Gujarat Technological University is moving in a planned way towards building a great University of India. I would take this opportunity to say, in a few lines, the historical steps that GTU is taking so that you may be able to use the information, if you want, in your program for EDU's 2nd Annual VCs' Retreat.

1. **Industry Orientation:**

On 2nd August 2010, GTU began the GTU Innovation Council (Today it is, 'by a long long shot' the most active Innovation Council in the country.)

During the summer of 2011, the first cohort of our degree engineering students, who were to enter their Final Year of studies in August 2011, as well as the Diploma engineering students went on Shodh Yatras all over the state to search out a problem for their Final Year project. 50,000 students started working on 17,000 projects in Aug 2011. 73% of the projects were anchored in the industry and were designed to improve a product or a process in the participating industry.

About 1,900 industries have said in the preliminary report that they have benefited from the projects, done by the students.

Such an effort has never before been made by any University anywhere. This program has been taken up under the GTU Innovation Council.

For immersion studies in our MBA program, we have set up three Skills councils (Marketing, HR and Finance) with 25 Sectoral Panels (7, 8 and 10 Sectoral Panels respectively for the Marketing, HR and Finance Councils respectively.)

2. **IPR:** During 2011-12, about 1000 faculty members have gone through a 2-day workshop, where they learnt about the basics of patenting in engineering or in pharmacy. The objective was that the faculty members should be able to spot a patentable idea and advise their students, the college and the industry about desirability of applying for a patent and about the ethical practices in each case.

Some half day workshops for students were also organized on demand. About 3,000 students participated.

GTU proposes to establish its own **IPR cell** as soon as it is able to get the necessary support. During this academic year, the University has begun workshops for students on Prior Art Search.

By May 2012, for many of the projects, patent applications have been filed (with zero support from the Innovation system in the country.) We have learnt about 52 such patent applications, even though the number of such applications by the outgoing class may be more.



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137 groups have registered with Student Start-up Support System (S4 Cell) of the University for setting up new enterprises on the basis of their projects.

- 3. Faculty Development:** GTU has been organizing, all through the academic year 2011-12, continuous FDPs at every single week-end at multiple places in the state. Today **GTU has the largest such program in the country**. In March 2012, the BOG of GTU has approved the establishment of a **Center for Technology Education, Public Policy and Universities of the 21st Century**, which will intensify these activities further.
- 4. Nurturing the Next Generation:** GTU has designed and implemented a new type of course called '**Contributor Personality Program**' for offering value-based education. This course has been offered to about 50,000 students during the second semester of academic year 2011-12. Another set of about 60,000 students are being offered the course during the first semester of the academic year 2012-13.
- 5. Internationalization:** GTU has developed probably the largest internationalization program among the state Universities. Thus in the summer of 2011, 34 students, accompanied by one faculty member, spent six weeks at University of Alberta in Canada. This year 129 students and two faculty members are spending six to eight weeks at a University in Canada and another University in USA.

72 of the 194 doctoral students at GTU are having Co-Supervisors from faculty members of Universities in USA, Canada and Europe. Such Co-supervisors are appointed as Adjunct Professors at GTU. (The Doctoral program at GTU was started on 30th September 2011.)

We hope that this program will be noticed by the authorities in Government of India, who have signed a large number of international collaborations and we shall be able to get some advantage from these Agreements.

- 6. Annual Research Week:** GTU wants to see that Master's and Doctoral theses approved by GTU for the award of degrees should be, on the whole, as good as those at any good University of the world. It has therefore started implementing the concept of a Research Week for reviewing the theses, every year.

This is a unique step to improve the quality of thesis; Experts from all over India and some from outside India come together to review the work of research students of GTU. All the students are required to make a presentation in an open forum. This year, the Research week was organized from 12th – 17th March 2012. In all 2349 research students presented their work.

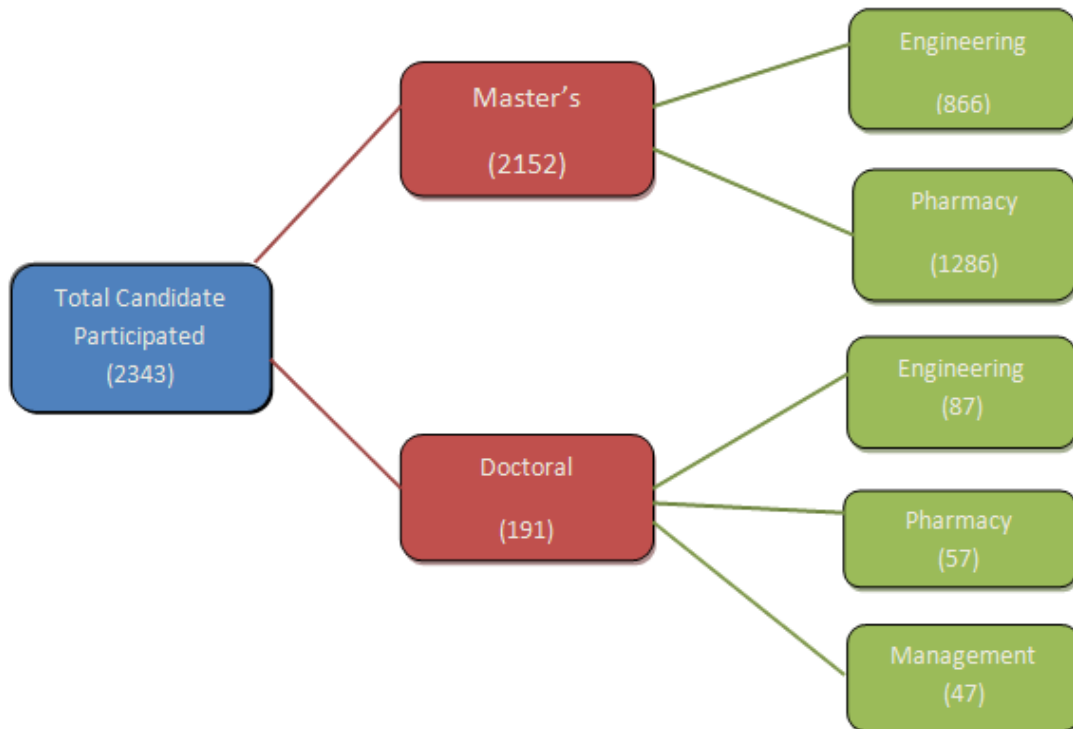
While the morning sessions, from 9 AM to 2 PM, were Review Sessions, the evenings were used to organize **43 Workshops** by the visiting experts from IITs, NITs, Central labs, Industries and some other reputed educational institutes like NIPER from India and some from outside India. Tens of parallel review



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sessions in different sub-fields in the morning and a number of workshops in the evening made the Research Week look like a Kumbh Mela of experts and researchers.

The number of research students, who presented their research work for review was as follows:



7. **Designing the Structure of a University of 21st Century:** 611 Universities in India and the Universities in the other countries of South Asia are essentially based on the structure devised by East India Company in response to Sir Charles Wood's Despatch of 19th July 1854 and on Lord Macaulay's Minute of 2nd February 1835. Though the system has been tinkered with many times, a rigorous study of the system has not been made by any research project.

GTU's 'Center for Technology Education, Public Policy and Universities of the 21st Century (GTU-CeTEPU-21)', jointly with the 'Center for Governance Systems in Businesses, Industries, Universities, Hospitals, NGOs and Governments (GTU-CGS)' and with 'GTU Skills Council on Human Resource Studies & Organizational Structures (GTU- CHRSOS)' has taken up the research project on **Designing the Structure of a Technology University (DSTU)** for scientifically studying the evolution of a technological university of the 21st century. DSTU has been called a historic initiative by Padmabhusan Dr. P.V. Indiresan. Professor Indiresan, who is a former Director –IIT Madras, advised the research group to not follow the structure



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of IITs or of an existing University in India. Dr H. Maheshappa, Hon'ble Vice Chancellor, Visvesvaraya Technological University, Karnataka has applauded the project and has expressed his full support to the research project. Dr M L Ranga, Hon'ble Vice Chancellor Guru Jambheshwar University of Science and Technology, Haryana has provided valuable inputs to the project.

8. **Active Learning and Creating Excitement (ALCE)** in the classrooms, laboratories and Workshops: This project on the delivery of its programs is designed to generate a system, which nurtures creativity among the young and fosters the environment for research.

Initially eight courses (four for Diploma Engg and four for Degree Engg) were selected and meetings of teachers for each of the eight courses were organized. Two workshops for teachers of Calculus and one workshop for teachers of Mathematics at Dip Engg were organized.

The objective is to prepare the best of courseware for the GTU syllabi.

Three workshops of NPTEL leaders have also been organized and the professors have promised to help tailor the NPTEL videos to GTU syllabi.

During 2012-13, a project to involve all the 3,50,000 undergraduate students in the ALCE is being launched. This will be a unique endeavour of involving students for making the classroom interesting.

GTU also aims at beaming video lectures in eight courses through TV channels.

Under the ALVCOM (Active Learning Video Lecture Communication) program, regular telecast of lectures has been initially started for the first year courses of BE and DE.

9. **Kotler's Incubator for Ayurvedic Medicines (GTU-K-IAM):** World Marketing Summit (WMS) is an initiative of World's most influential marketing Guru Professor Philip Kotler with the mission of creating a Better World through Marketing. GTU has been assigned 'Health' as a topic for incubation, with Kellogg School as the mentor.

At GTU, the project was launched on 5th May 2012 in the presence of Shri. Jaynarayan Vyas, Hon. Cabinet Minister, Government of Gujarat. Thereafter at meetings organized on 28th June 2012 and 20th July 2012, 15 MBA Colleges have presented reports on 15 research projects under K-IAM. At the next meeting on 25th August 2012, researchers from 45 MBA College and representatives from 15 Ayurvedic industries will be present.

It is proposed to contact Kellogg School of Business after the meeting of 25th August 2012.

The project is designed to help begin research in Marketing at 45 Colleges. It is also designed to establish working teams of researchers located at different locations. Universities in India will be able to become great only through bootstrapping based on collaborative working.



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Hence this project is an experiment, which aims at inculcating a culture of research, where none existed and to create teams of researchers for achieving a common objective.

Jointly with Prof. Dr. Friedrich Augenstein of DHBW Stuttgart and with Dr Ramesh Shah, two research projects on , Survey on Cooperation Management' and on 'Indo-German Business Activities – DOs and DON'Ts' have been taken up by GTU.

10. Innovative methods of designing syllabi through

- (i) determining needs,
- (ii) extensive FDPs and
- (iii) External evaluations.

For our new Global MBA program, which we implemented in August 2011, the evaluation will be done through Management Associations of Ahmedabad, Vadodara, Rajkot and Surat.

For the '**Contributor Personality Program**', the evaluation is being done by Indian Institute of Teachers Education.

The Diploma in engineering program syllabi have been redesigned after an extensive survey of the needs of more than 1,000 industries. The syllabi were designed and the pedagogical help was taken from National Institute of Technical Teacher Training and Research, Bhopal. The syllabi were validated by five conferences, to which professionals from various industries were invited to have a careful look at the syllabi. The new syllabi have been implemented in August 2012.

11. Other programs:

- (i) Integrated Training and Placement Cell,
- (ii) Establishing twelve PG research centers,
- (iii) Networked Research Laboratories,
- (iv) Appointment of University Professors,
- (v) S4 (Student Start-up Support System)

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