Advanced Centre for Human Resources and Industry Interface

Project: Strengthening Industry-Institute Interaction leading to Students Employability: Mapping Industry Expectations from Academia (I-I-I Model †)

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Preamble

Across Industrial forum interactions, it is Industry Professionals including CEO, CHRO, COO, CFO, CMO, *et al,* feel that, students are not Industry ready. The gap between Industry expectations and academic preparedness is wide. Industry feel students are / may be good in Academics, but Corporate want students who are billable from the day one and stay relevant all the times. Faculty impart knowledge academically, but not practically what Industry looks. Organisation find it challenge to offer jobs to students, nor are ready to give Major Training due high training cost. Industry wants students to come with all the requisite skills and competency. On the macro level, the challenge lies in lack of connect between the stake holders - Industry and Institute. In order to know and understand what is happening in the Industry and required KAS-Knowledge-Attitude-Skills, Institute should have framework to connect with Industry. Moreover, it is the Institute who should make first move of bridging the gap and work with Industry in getting the 'Expectations Feelers Matrix'. Once the 3 stakeholders - Institute-Industry-Professional Association come together, there would be positive results of Students Readiness leading Employability. **(Note: I-I-I = Industry-Institute-Interaction)**

Key Words: Skills, Competency, Corporate Readiness, Employability

Theoretical Framework

Academic program have come for severe criticism for not addressing the Industry requirements. This criticism is from all walks of life. *Henry Mintzberg,* says that the main culprit is **a less-than-relevant curriculum.** This lack of relevant curriculum is because of absence of Industry - Institute interaction (Harvard Business Review Study reported; SHRM Annual report; Conference Board report). And the answer for this is how do we develop a framework for bridging the gap, and address the requirements of Industry. "Companies aren't looking for employees, they are looking for performers" stated *Bradley Richardson* of Bradley Richardson Career Group. With this backdrop, the present practice framework reflects the model mentioned.

Picture 1: PRESENT Framework (Acharya Institute)

This model and framework is put to test. The present practice is observed at each stage, the outcome of such practice and what is the results.

| Influencer | Present Situation | Outcome | Results | Thus/ Outcome |
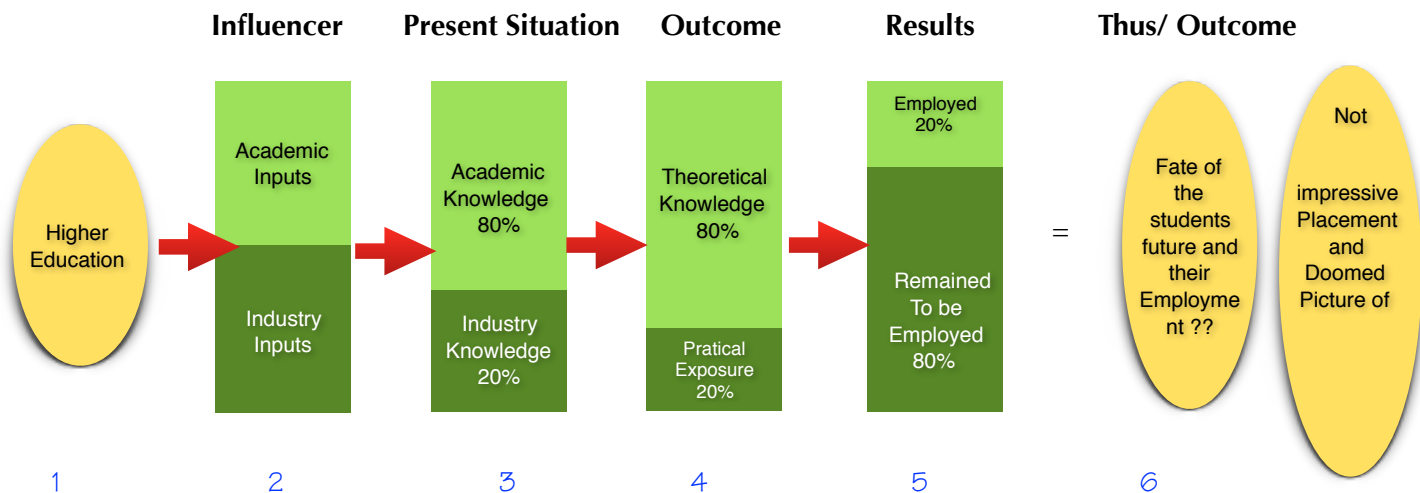
1... Higher Education: Acharya Institute, 25 years of experience, is into Engineering and Management Education, apart from other disciplines. The framework for employability observed in Management Education, the present practices and what is the outcome, *per se.*

2... Influencer: An observation was done to know the Influencers. The academic inputs is focused much, and all tools are adopted to give better education, class room teaching, notes, course material, etc. Exposure to Industry, which is most essential for students experience and maturity is missing in spirit. While there is no scale to measure, but, Industry inputs which forms 70% for better exposure of students is missing; more of academic inputs, less of practical exposure. This leaves students with lack of Industry know-how.

3... Results: While both approach is required, the outcome seems more of academic inputs, thus, preparing students for exams, which is needed, but not practically relevant. The placements are good, but not all that Great. There are large crunch of students who are left with NO placements, inspite of chances and opportunity given. While diagnosing the cause-effect equation, exposure to corporate world of work was missing. Students while interaction with Corporate placement team, missed the LANGUAGE and PERSONALITY that corporate expects. This draws the attention for Industry-Institute Interaction for Students Corporate Readiness.

4 ... I-I-I: While most of the challenges of students placement can be resolved, a Major Framework of Industry - Institute - Interaction is the answer. While we looked at the present practice in I-I-I, it was not noticeable. A record of such interaction with the Industry was not impressive, and from the data that is available, the hypotheses is - Students Job Readiness is possible through strengthening Industry-Institute Interaction leading to Students Employability.**(Note: I-I-I = Industry-Institute-Interaction).**

With few Assumptions and Hypothesis, i.e.:

1. Better Industry exposure and experience leads to better student placements;
2. Alining teaching methodology to Industry expectation, i.e.: syllabus, curriculum, methodology, course framework leads towards better corporate readiness personality;
3. The Learning Outcomes - LO don't get the required outcomes, until / unless glued by Industry experts involvement;
4. Student Placements and employability issues can be positively structured through **I-I-I = Industry-Institute-Interaction model.**

NEEDED Proposed Framework (Acharya Institutes)

1. Bring all 3 players - Industry-Institute-Professional Association together for Planning, Structuring and Execution of the Employability Issues/ Agenda; and Restructuring academic teaching and training;
2. Bring all 3 players for addressing organisational needs, requirements through syllabus, pedagogy, methodology to be academically adopted and Industry relevant education sector-wise;
3. Bring all 3 players in addressing the Placements; Skills enhancements and Competency development; alongside creating a corporate Personality;
4. Thus, build a framework around Industry Expectations from Academia, which address in strengthening Industry-Institute Interaction leading to Students Employability.

Addressing Challenges:

1. First a need analysis and **S-W-O-T** matrix of present practices to be done;
2. All the feedback from companies who visited for placement (2015 to 2018) was listed;
3. Established communication with companies visited Acharya, to know the feedback;
4. Students profiling and Job Aptitude Test.

Based on this backdrop, the future framework was designed, and the model developed, to be implemented between 2020-2026.

Picture 2: Future Model for I-I-I
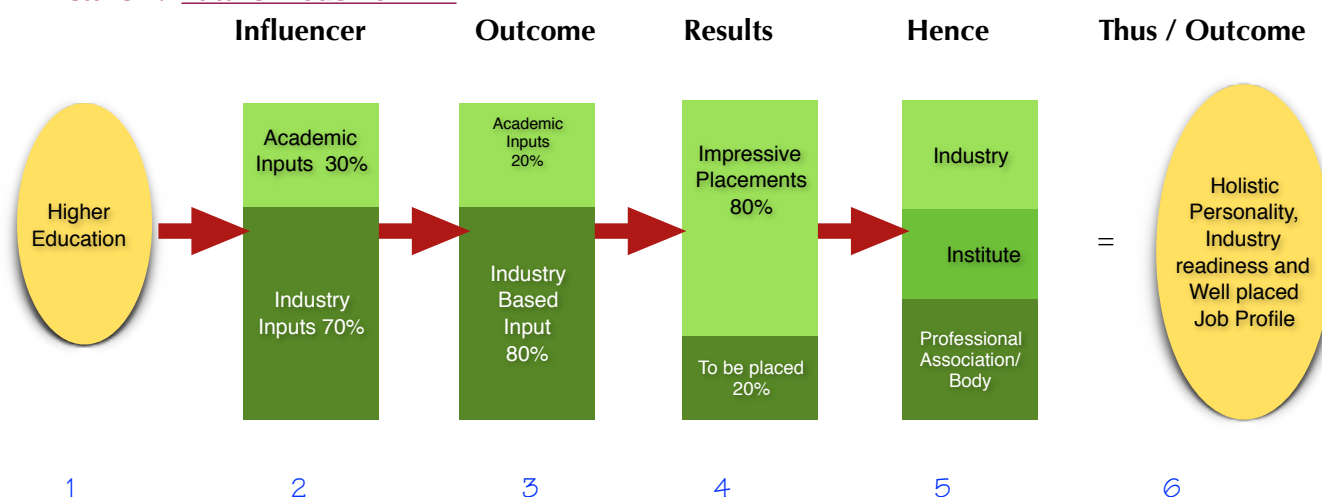
Decided to enhance the interaction between the Industry-Acharya Institute, and what can be done; thus, started to invitee Industry Experts and Executives, with the sole objective of understanding the Industry expectations and how students should be Industry ready for World of work.

The work done from Aug 2018 to date, and further need to be done (click on the link).

- https://www.slideshare.net/sanbag/industryinstitute-interaction-meetings-and-activities
- https://www.slideshare.net/sanbag/mba-cxo-seriesindustry-institute-initiative
- https://www.slideshare.net/sanbag/aitmba-leadership-series-industry-institute-interaction-meeting
- https://www.slideshare.net/sanbag/organisational-expert-visit-to-aitmba-as-part-of-industryinstitute-meeting
- https://www.slideshare.net/sanbag/acharya-institute-cxo-meet-industryinstitute-meeting-and-interaction
- https://www.slideshare.net/sanbag/acharya-institutes-nsc-presentation-as-part-of-corporate-connect
- https://www.slideshare.net/sanbag/acharya-institute-forum-for-industryinstitute-interaction

Change Project Action Plan

Change project action plan	Name: Dr. M M Bagali
Change project title: Strengthening Industry-Institute Interaction leading to Students Employability: Industry Expectations from Academia- **I-I-I- Model**	**Institution:** Advanced Centre for Human Resources and Industry Interface

Table 2: **The Plan Implementation of Acharya Institutes and UKIERI Project Execution:**

Projected Numbers

Number of Company visit for Placement November 2019 to May 2020	Number of Placement Percentage	Number of Industry - Institute Interaction and Meeting November 2019 to May 2020	Number of Internal Department HOD Meeting November 2019 to May 2020
30-35 Major companies	42-48% placements	6-8 Major Meetings with Corporate Executives, Principal, Placement team, HOD's	6-8 meetings
20-25 Medium and Small Scale companies	20-22% placements	3-4 meetings with HR Executives	4-6 meetings
10-12 Start Ups and Venture Capital companies	24-28% placements	4-6 meetings with Start CEO and Investors, Venture Capitalist	4-6 meetings
AIT - Acharya Institute of Technology (in house)	6-8% placement as Teaching Assistance; Research Associates; Office Managers and In-house support team	**Acharya Institute provides space for In-House Employment for students**	-

Open Table 1: **The Way forward**

	Corporate Talk	Corporate Visit	Placement Talk	Meet the CEO
Aug 2019	2	1	4	-
Sept 2019	2	1	2	2
Oct 2019	1	3	2	2
Nov 2019	2	2	2	2
Dec 2019	1	-	2	-
Feedback and What next to be done-Review Meeting				
Jan 2020	-	-	-	-
Feb 2020	4	4	5	4
Mar 2020	2	2	4	2
Apr 2020	2	1	4	1
May 2020	2	1	4	1
	18	**15**	**29**	**14**

Table 3: **Leadership Style to be adopted**

Leadership Style	Communication Methodology	Key Actions	Action Measures / Cultural Shift-Change	Time Frame / Time Line	Implementation Strategy / Challenges
August 2019 to Oct 2019 **Leadership at First Level** • Directing • Empowered • Consultative • Collaborative	Meetings, Seminars, Workshop, Mail, Round Table Discussion, Focused Group Discussion	Students Profiling for skills inventory and need analysis; Review all the meeting of faculty;	Students Interest, Aptitude and Profiling was done; Students Report was generated; Gap Identified; training given (need based training)	August 2019 to October, 2019 Meeting with HOD, Management, Industry experts	August 2019 to October, 2019 Dash Board to be prepared and proposed
Nov 2019 to Feb 2020 **Leadership at Second Level** • Team Oriented • Strategic • Coaching	Department level meeting; Students group activity and meeting;	Involve Industry Experts and Mentors for Planning, Execution and Appraisal of Industry involvement; Skills and Competency training	Schedule prepared till May 2020; How I-I-I experience to be executed for benefit of students Final Placements;	Nov 2019 to Feb 2020 Implement the Plan, Strategic Intervention, Program execution, Training for Skills; Company Invitation for Placements;	Nov 2019 to Feb 2020 Industry-Institute Coordinator; Buy-in from Industry Experts
March 2020 to May 2020 **Leadership at Third Level** • Transformational • Facilitative	HOD level meeting and Industry Experts to be invited on-board to be communicated ;	Connected with Industry in partnering with our Institute; Mail to probable Industry Expert, Mentors, and Professional Association;	All meeting, feedback were reviewed, evaluated, report prepared for action; Draft Industry-Institute document prepared	March 2020 to May 2020 Feedback; Final Letters and Orientation for students about World of Work	March 2020 to May 2020 Making students corporate ready
May-June 2020	Meeting with Placed Students, Mentors, Proctors	Orientation for corporate Readiness; Industry expectations discussion	Talk by Experts, Industry leaders, Placement HR Managers, HOD, Placement Team for Final OnBoard	May 2020- June 2020	Talk by Experts, Industry leaders, Placement HR Managers, HOD, Placement Team for accepting the offer and willingness to join company

Challenges:

1. Buy-in of all stake holders;

2. How to fix this training within daily routine;

3. The waiting period, since network and connect takes time.

UKIERI Post Project Outcome:

1. A Vision Policy document for I-I-I ***Industry-Institute-Interaction*** will be formulated for entire Acharya Institutes addressing Employability, Placements, Industry Connect and Industry Readiness (modification to the present one is done); Reports like - Skills and Jobs 2020 document by Conference Board; Skills Enhancements by SHRM; Job readiness by *Harvard Business School* Report, will be the reference for all training for students;

2. Faculty and Professor are now Members for CII - Confederation of Indian Industry Forum; for Interaction on continuous basis; Forums like - CII CEO forum; Industry - Institute Forum; People Excellence (HR,IR and Skills); CSR & Sustainability; Technology & Innovation; Higher Education; Aerospace & Defence; Tourism & Hospitality Task force; Indian Women Network (IWN); and others;

3. Official Paid Off to meet and attend forum meetings; meetings of Business importance benefiting students placements, faculty enrichment through interaction with Industry interaction is formalised;

4. Faculty and Professor are deputed to meet the CEO, Industry Expert sand get to understand the insights of Corporate World of work, the expectations; so that, back in college, can guide students towards meeting these expectation of Industry;

5. Each Department of Technology and Management to constitute a Forum involving Faculty-Industry Experts-Representatives from Professional Association. Regular meetings are conducted and strategies adopted-planned-implemented, addressing students employability;

6. Review Progress meetings to be held once in 2 months, feedback to be analysed, and strategic steps to be taken in future;

7. Placement Executives team are nominated in different forums of Professional Association. This gives them the first hand information and experience of Industry expectations and students readiness for Industry, and *visa versa,* how students have to be trained;

8. A Major fund will be allocated for I-I-I, and various activity inviting Industry experts, will be undertaken; CEO's invited to address;

9. A Report on different SECTOR will be prepared, because, each sector has its own requirements and demands. Depending on each sector requirements, training/ skills enhancement is scheduled;

10. Faculty will be deputed to different training, workshop, Industry to understand the requirements. This helps to refine, redesign, and structure the syllabus and curriculum addressing Industry requirements, *per se.*

11. Job Aptitude standardised test are used to scan interest level and profiling students into :
    1. Only Coaching is needed;
    2. Mentoring and Coaching is needed;
    3. Need Mentoring; Coaching; Training.

12. Every student is directed and advised to Register on possible Job opportunity portal, viz:
    1. Intershala (https://internshala.com)
    2. Linkedin https://www.linkedin.com)
    3. AMCAT (Hiring / Assessment platform) https://www.myamcat.com
    4. Co-cubes (Hiring / Assessment platform) https://www.cocubes.com
    5. TCS Icon- Hiring Test 2020, and the like