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Research Paper Management

Role of Management Schools in Transformation of Rural India

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ABSTRACT

No doubt and unquestionable, outcome of the IIMs and sophisticated private institutions across the nation is employable and the cost factor is also considerable. Their academic arrangements are not easily comparable with other management institutions in rural and semi urban areas. The civic problems are constantly increasing due to mass migration from rural to urban. Infact, shrinking of income in agriculture pressurizing exodus option for rural population and has become a survival strategy for them. Therefore, arresting rural exodus and developing entrepreneurial skills among the rural youth to take-up micro enterprises in villages is the need of the hour. Hence, the governments are seeking the professional support at implementation and monitoring stage of the government sponsored rural development programs. In this context, the management institutes have to overhaul their strategies from international mobility option to reserve their services to rural India by sharing their management knowledge in the forthcoming years.

KEYWORDS: sharing, rural, entrepreneurship, management

Introduction:

There is a notation that the management education offered by the Indian Institutes of Management (IIMs), Indian School of Business (ISBs) and well infrastructure private institutions in India is both qualitative and employable. No doubt that the education offered by the Indian premier management institutes is job and skill oriented as well as expensive too. The academic arrangements of IIMs and ISBs regarding their syllabi, the industry tie-ups, MoU's with corporate houses are not easily compared with the institutes offering similar education in rural, semi-urban and towns in India. Mushrooming of management institutes with profit motive will deter the quality and as a result, it is difficult to rate the output of such institutes. Emergence of such institutes may mere increase the numbers in the Indian map but not quality. Eventually such institutes may not become the major contributors for the social value chain. Whereas the output of top rated management institutes are willing to identify themselves with either MNC's or EOUs or else they reserve their services for Indian big corporate houses. But the so called professional institutes like IIMs, ISB, IITs, Centrally Funded Universities have been largely funded with public money. Inturn, it is their moral responsibility to provide services to their homeland. The outcome of such prestigious management institutions are responsible for providing professional services to various sectors of the Indian economy. Agriculture and rural development are the crucial sectors which need huge amount for their development and the governments are doing so. But both the sectors have not given the expected results. Therefore a professional support for the government sponsored programs will enable to reach targets quickly and efficiently.

Sharing of Management Education for Rural Development and Rural Exodus:

The income from agriculture is shrinking. The rural farmers are struggling to manage their debt. As a result, the debt is rolling season by season. Due to constant increase in input prices, the economic condition of the farmer is drastically deteriorating. Moreover, the poor marketing arrangement for agricultural products has paved the way for more suicide deaths across the nation. The Indian farmer is striving to make break even. Therefore a new horizon in the eyes of rural youth needs to be created through the development of entrepreneurship skills among the young unemployed. Usually the youths in the rural areas have very less options. Entrepreneurial based occupations for rural youth will result in reduction of un-employment and led to alternative occupations for them. The present need is to plant the viable options like entrepreneurship in the minds of rural youth. Entrepreneurship qualities and managerial skills will force an individual to take up enterprises for their livelihood rather than migrating to urban areas.

Concept of Sharing of Management Education:

Small and Medium Enterprises (SMEs) and Khadi and Village Industries (KVIs) are suffering from proper entrepreneurship and consequently most of SMEs and KVIs are not working properly. The employability is also decreasing. The village and cottage industries have more potentialities for employment. Such employment potential certainly holds the people from migration. The Union Government has taken a decision of appointing a staff of four members to each Village Panchayat, in which one would be an MBA Graduate. The basic purpose of this decision is to strengthen and monitor the Government sponsored rural development programme like Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) etc. The Government of India has recognized the need of management professionals for rural development because it knows the leading professional institutes in management are well-known for their policy reforms, corporate planning and thy will definitely stop migration. Therefore, a concept from getting the services of alumni of IIMs, IITs, and Centrally Funded Universities (CFUs) through a proper institutional setup will resolve the entrepreneurial and managerial problems of rural youth. In this way the present article will focus on the importance of services of alumni of IIMs, IITs, CFUs to the rural youth. A model for getting services from such institutions is prepared with the following assumptions:

- An active involvement is expected from the Union Ministry of Rural Development and State Governments concerned.
- Coordination and common understanding is expected from the Union and state governments (if the different governments are ruling in the state and central).
- Alumni of all IIMs, IITs, CFUs should recognize the importance of their service for Indian economy in general and the rural development to curb rural exodus in particular.
- Rural Entrepreneurship and Management Training Center (RE&MTC) need to be established with all infrastructural facilities.
- RE&MTC need to be established in villages, preferably in the Head Quarter of the Village Panchayat.
- State and Union government should take the risk of establishing RE&MTC at village level.
- The knowledge transferor should be from IIM, IIT or CFUs or from its sister concerns or from top rated private business school or representatives as suggested by such institutions.
- The process of transfer of management and entrepreneurial skills should be continuous and constant.
- The cost of "knowledge worker" is to be met by the central and the concerned state governments on sharing basis.
- Searching and the selection of rural talented unemployed, members of Self Help Group (SHG), (see 'End Notes for SHG' at last) availability of resources, maintenance of training centers should be the risk of concerned state governments.
- On-the-Job Training Methods are preferred in RE&MTC.
- Soon after the completion of the training in a particular area, the trained personnel should take active involvement to start an enterprise on their own.
- The Union and the state governments jointly should take the risk of providing loans and advances from banks to those who want to start their own units in the villages.
- The concessions in taxes for VAT, electricity, registration need to be extended to the village enterprises from the state government.
- A continuous and constant monitoring and evaluating mechanism should be initiated by both the governments.
- The entire process should be reviewed regularly. Changes can be made in the process if it is necessary.

Potential Areas for Skill Development:
The below mentioned sectors are viable and can be managed by the rural youth effectively and efficiently with an injection of proper training and development.

1. Agriculture based allied activities like poultry forming, cattle forming, pig forming, fishery etc. in an advanced manner.
2. Bamboo crafting
3. Cost effective construction technology
4. Cycle trolley as goods carrier
5. Food processing (Papad, Roti, Butter, Ghee etc.)
6. Handicrafts and artisans
7. Rural tourism
8. Bakery products
9. Marketing of fruits, vegetables and flowers.

Figure-1

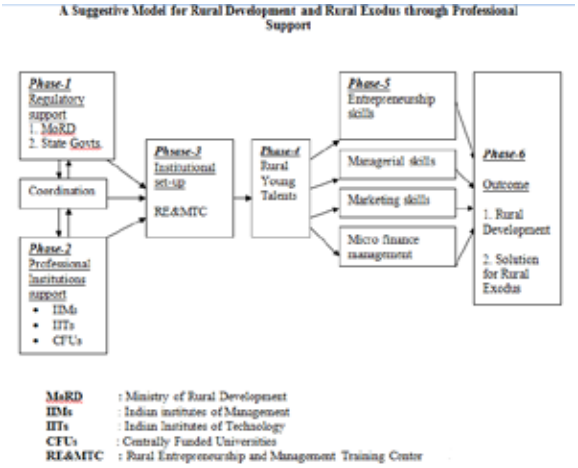


Figure-1 will explain not only the role of professional institutions but also the role of state and central governments in developing entrepreneurial and managerial skills among the rural youth. The management institutions as well as both the governments should take an active participation in this process.

The Institutional Setups:
The Rural Entrepreneurial Training and Management Training Centers are being setup to share the knowledge of management education with the rural young talents. The major patrons under this process are Union Government, the State Governments and the Ministry of Rural Development. Such training centers will be established preferably in the Panchayat Head Quarter. The personnel from professional bodies will train the rural talented youth in the respective areas for a particular period.

Development of Entrepreneurial Skills among the Rural Youth:
Usually, the youths in the rural areas have fewer options. The groups of common interest will pave the way for accepting challenging jobs for increasing their income. Otherwise the members will look at the exodus option. The strategic way before the uneducated rural youths is the migration to town and cities only. And this option is the "Survival Strategy" for them and their family. The studies have shown that the major reasons for rural exodus are economic factors such as unemployment, poverty, technological advancement in agriculture etc. Therefore, sowing the seed of "entrepreneurial and managerial skills" among the rural youth will make them more enthusiastic and creative. This type of exercise will hold the rural people from exodus option and give long term employability and productivity advantages to the rural society of India.

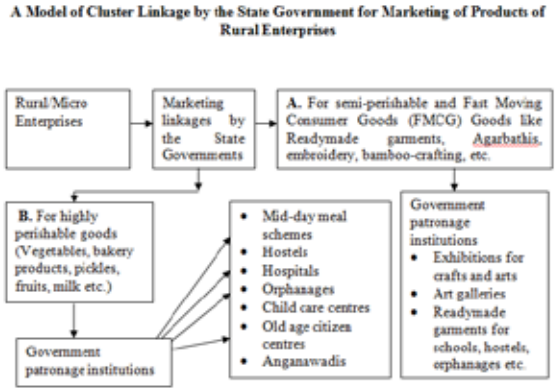
The RE&MTC should offer knowledge in the following areas:

1. Availability of indigenous of resources including raw materials.
2. Banking facilities.
3. Maintenance of Micro Enterprises including books of accounts.
4. Regulating setup of Micro Enterprises.
5. Imparting of social responsibilities.
6. Role of individuals for formation of community.
7. Community living.
8. Collective borrowing lending and bargaining.
9. Taxation system.
10. Women empowerment for rural development.

The entrepreneurial and managerial related skills development programmes should be in such a nature that soon after completion of the training from RE&MTCs, the potential entrepreneurs will be able to expect the business cycles easily.

Marketing Arrangements:
The major problem faced by the rural entrepreneurs is marketing of their products. A strong marketing network will strengthen the financial position of the rural/micro enterprises. The government and the nodal agencies should provide the platform for transferring the products of rural/ micro enterprises. Through the right market linkages, it is possible to dispose the products of micro enterprises in right time. A suggestive networking model for marketing linkages under the government patronages is as shown in Figure-2.

Figure-2



From the Figure-2, it is perceived that, the viable areas to be created by the government for transferring the products of micro/Rural enterprises through the sponsored programs such as:

- Mid-day meals program
- Government run hostels
- Government hospitals
- Orphanages
- Old age citizen care centers
- Other social government sponsored social programs

In case of perishable goods, the nodal agencies and the government should go for installing a mass storage facility to be established at the head quarter of Village Panchayat.

Viable Option:
Instead of making contract with big business houses for supply of egg, bread, milk, fresh vegetables and other nutritious food to the government hospitals, schools, charities, it is viable to make arrange these products from rural/micro enterprises/SHG run micro enterprises. Even the forward and the backward linkages can be arranged initially by the nodal agencies and the concerned state government. At end the entire process can be handed over to the concerned entrepreneur/matured SHGs. The micro entrepreneurs will take marketing and products diversification activities on their own. The other marketing areas to be given attention are the marketing mix i.e. product, price, promotion and physical distribution. In all these areas, a proper training need to be extended by RE&MTCs.

Pros and Cons of the Model:
This model is related to the marketing linkages to be arranged by the concerned state governments. The state governments have to play an important role in this process. The program should be arranged in such a way that no schemes should coincide and clash. The following hurdles are expected in this process.

1. Sharing of finance while implementing the program in the state.
2. Regulatory arrangements to be made by the sate governments.
3. Initiations of the state governments

A proper understanding and cooperation between the state and central governments will resolve such issues.

Role of Management Schools in Transformation of Rural India: An Assessment:

The business and management education could play a pivotal role in the upliftment of social and economic conditions of rural poor and enable to trigger the entrepreneurial spirit in the society. As a part of social responsibility, these institutions should provide their services to the rural sector as the societal needs. Shrinking in income from agriculture led to unemployment and constantly increasing rural exodus. On the other hand the rural youth are suffering from entrepreneurial and managerial skills. The options for self-sustenance are limited to the rural population. The volatility in their income is the major reason for rural exodus and this is the ultimate option before the rural youth. Though having the abundant resources, yet they are suffer from proper planning and managing such resources. The government programmes based on wage guarantee and work guarantee and self employment schemes are money-oriented and little scope has been given for the development of entrepreneurship qualities and managerial skills among the rural youths. In order to curb unemployment and mass migration, a supportive program from the root level is the need of the hour for rural youth. Through the development of entrepreneurial and managerial skills, we can expect a long term benefit for the rural poor. In order to carry out the government sponsored programs like MGNREGS, Pradhan Manthri Rozgar Yojana (PMRY) etc. effectively and efficiently, a monitoring set up is needed. The services of alumni of IIMs, IITs, and the services of Centrally Funded Universities should be available to the non-corporate sector also. A separate set of curriculum for rural management will attract young professionals towards rural development. The academic youth of the rural India will be benefited if his involvement is with the professional institutions at the grass root level. Thus it holds the rural people back from mass migration to cities and towns. An institutional setup like RE&MTCs will provide opportunities for rural youth to inculcate entrepreneurial skills. Along with this, the Government sponsored rural development programs also support the financial problems in establishing Small and Medium Enterprises (SME's) in rural regions.

Conclusion:

The society is expecting returns from the Government Funded institutions. Mushrooming of management institutes led to decrease in quality of output. As a result, the Indian bureaucratic system has turned their attention to the world reputed Indian Management Schools and other technology based institutions to join their hands with the government sponsored rural development programmes. Through an institutional based sharing of management skills and knowledge, it is possible to accommodate millions of rural talented youths in productive activities Thus the commitment from the partners, institutions, stake holders, the government and the beneficiary will pave the way for creating more jobs, production and finally, could avoid rural exodus.

End Notes for SHG:

Self Help Groups (SHGs) typically consist of 15-25 members and utilize revolving saving funds. The size of individual loan is determined either by the volume of individual savings or by the groups savings as a whole, and interest rates set by members. SHG may borrow loans and advances directly from an Micro Finance Institution (MFI) or bank and are often organized into federations to obtain external funds in bulk.



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