

Innovations in Management Education – A Case Study of Turnaround Strategy of Poornaprajna Institute of Management, India

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ABSTRACT

Purpose: *The purpose of this scholarly article is to examine and analyze the transformative strategies implemented by Poornaprajna Institute of Management (PIM) to address modern challenges in management education. By identifying key turnaround strategies such as enrollment expansion, the introduction of interdisciplinary programs, curriculum innovation, and the development of practical learning platforms, this paper aims to assess the impact of these initiatives on the institute's reputation and student success. The study also provides a comparative analysis with similar initiatives at other management institutes and offers insights for further enhancement, intending to inspire and guide similar reforms across the field of management education.*

Methodology: *An exploratory research approach is used to investigate transformative strategies within management education. The required information is collected using keywords through Google, Google Scholar, and AI-driven GPTs-based information search. The collected relevant information is analyzed, compared, evaluated, and interpreted to create new knowledge.*

Results/Analysis: *The paper identified various turnaround strategies adopted at PIM, Udupi, and analysed these strategies using ABCD stakeholders' analysis and SWOC analysis framework.*

The paper also identifies and evaluates these initiatives' proposed Overall impact on the institute's reputation and student outcomes. Further, a comparative analysis is used to identify similar turnaround strategies in other management institutes. Finally, the paper provided suggestions based on analysis to intensify the turnaround strategies for business management educational institutions.

Originality/Value: *In this paper, the turnaround strategies and key initiatives of the institution are identified and analysed. These initiatives include Enrollment expansion, starting a new MCA program, Leadership Development, Curriculum Autonomy, GIG Economy Readiness Poornaprajna Publication & Consultancy, Digital Library development, and Poornaprajna Incubator to fostering startup ideas and intellectual property creation. This exploration underscores the value of a forward-thinking educational model to build resilient and adaptive business leaders.*

Type of Paper: *Exploratory Case Study.*

Keywords: Innovations, Turnaround Strategy, Management Education, Curriculum Development, Entrepreneurship, Poornaprajna Institute of Management, Digital Library, GIG Economy, Consultancy, Intellectual Property Rights (IPR).

1. INTRODUCTION :

1.1 Background of the Poornaprajna Institute of Management and its mission in the educational landscape:

Poornaprajna Institute of Management (PIM), located in Udupi, India, was established to offer high-quality management education grounded in ethical values. PIM operates under the aegis of the Udupi Sri Admar Mutt Education Council, emphasizing a blend of academic rigor and value-based learning.

With programs such as the MBA, PIM focuses on developing students' leadership, analytical, and problem-solving skills, integrating both practical industry insights and academic theory. The institute is dedicated to fostering socially responsible and innovative leaders aligned with India's evolving economic landscape [1].

Mission in the Educational Landscape:

PIM's mission is to produce skilled management professionals who exemplify ethical leadership and adaptability in dynamic business environments. The institute aims to achieve this by providing an education that balances technical competencies and soft skills through experiential learning, community engagement, and advanced curriculum models. Through initiatives like value-added courses, industry partnerships, and social responsibility projects, PIM aligns with India's goals for sustainable development and economic growth, making it a distinguished institution in management education (Aithal, P. S., & Naveen Kumar, K. R. (2024). [2]).

1.2 Importance of innovation in management education and the need for a turnaround strategy.

In today's rapidly changing global economy, innovation in management education is essential to equip students with the skills and knowledge needed to thrive in competitive environments. Traditional curricula often lack the adaptability and relevance needed to address modern business challenges, such as technological advancements, globalization, and the increasing emphasis on sustainability. To remain competitive and effective, business management institutions offering MBA and MCA programs must adopt innovative strategies that bridge the gap between academia and industry (Marina et al. (2024) [3]).

Innovation in management education involves introducing flexible, technology-integrated, and interdisciplinary curricula that reflect current market demands. Such innovations include the incorporation of real-world projects, entrepreneurial incubators, digital learning resources, and collaborations with industry partners, which can help develop practical, analytical, and leadership skills among students. Moreover, these innovations should address emerging fields such as data analytics, artificial intelligence, the gig economy, and sustainable business practices, which are becoming increasingly central to global business operations (Diaz, et al. (2022) [4]).

A turnaround strategy becomes critical for institutions facing declining enrollments, outdated programs, or insufficient industry alignment. For MBA and MCA programs, turnaround strategies may involve expanding program offerings, revising curriculum content to emphasize practical and technology-enhanced skills, improving faculty expertise, and strengthening industry partnerships to provide hands-on learning experiences. This strategic shift can help institutions attract a broader student base, enhance graduates' employability, and adapt to new educational paradigms that prioritize both managerial and technological competencies (Baliuskas, et al. (2023). [5]).

Thus, integrating innovation through a turnaround strategy not only revitalizes educational offerings but also ensures that institutions remain relevant, providing meaningful contributions to the professional growth of students and the broader business community.

1.3 Purpose of the paper and overview of key initiatives identified:

The purpose of this paper, "*Innovations in Management Education – A Case Study of Turnaround Strategy of Poornaprajna Institute of Management, India*", is to analyze how strategic innovations can transform management education to better serve students and meet market needs. Through a case study of Poornaprajna Institute of Management (PIM), this paper explores key institutional initiatives that address challenges in enrollments, curriculum relevance, employability, and entrepreneurial readiness. The analysis highlights how these strategies impact student satisfaction, skill development, and market alignment.

Overview of Key Initiatives Analyzed:

- (1) **Enrollment Expansion:** Doubling MBA enrollment to increase accessibility.
- (2) **New MCA Program:** Integrating management and technology education.
- (3) **Leadership Development:** Through dynamic role models and mentorship.
- (4) **Curriculum Autonomy:** Innovating with value-added subjects to enhance employability.
- (5) **GIG Economy Readiness:** Preparing students with entrepreneurial internships.
- (6) **Poornaprajna Publication & Consultancy:** Providing platforms for learning, earning, and knowledge dissemination.

- (7) **Digital Library Access:** Ubiquitous access to resources, supporting lifelong learning.
 - (8) **Poornaprajna Incubator:** Fostering startup ideas and intellectual property creation.
- This exploration underscores the value of a forward-thinking educational model to build resilient, adaptive business leaders.

2. OBJECTIVES :

- (1) Identifying various turnaround strategies adopted at PIM, Udupi.
- (2) Analysing these strategies using suitable analysis frameworks.
- (3) Identifying and evaluating the proposed Overall impact of these initiatives on the institute’s reputation and student outcomes.
- (4) Comparative analysis with similar turnaround strategies in other management institutes.
- (5) To provide suggestions based on analysis to intensify the turnaround strategies for business management educational institutions.

3. RESEARCH METHODOLOGY :

3.1 Overview of the exploratory research approach used in the study:

An exploratory research approach is used to investigate transformative strategies within management education. This approach is suited to understanding complex, dynamic educational models and initiatives that respond to evolving market demands. Through qualitative data collection and analysis, the study identifies specific strategies PIM implemented to enhance program relevance, student engagement, and market adaptability [6]. The exploratory nature allows the researchers to examine diverse, innovative actions like curriculum reform, program expansion, and new support models (such as publication and incubation initiatives) within a real-world context, providing a detailed picture of how these elements influence institutional turnaround. This method emphasizes observation, documentation, and interpretation to illuminate PIM’s holistic strategy, which includes student development, employability enhancement, and entrepreneurial readiness. By focusing on open-ended data sources—such as internal reports, expert interviews, and comparative program analyses—the exploratory design effectively captures the nuances of institutional change, ensuring a comprehensive, flexible approach that reflects the multi-faceted nature of innovation in education.

This exploration highlights the adaptability of the institution's educational model, making it a valuable contribution to the broader discourse on modern management education reform.

3.2. Data sources, including primary and secondary data collection methods, if applicable:

For this exploratory case study, data sources include both primary and secondary data collection methods to ensure a comprehensive analysis. **Primary data** can be collected through structured interviews with faculty, administrators, and students to gather insights on the impact and perception of turnaround initiatives. Additionally, surveys and focus groups provide qualitative insights into the changes in student satisfaction, curriculum relevance, and employability outcomes. **Secondary data** sources include institutional records, program brochures, annual reports, and academic publications. This dual approach provides a balanced view of internal changes and external performance indicators in evaluating strategic innovations [7].

3.3 Analytical framework for examining the turnaround strategies:

For examining turnaround strategies in a business school with postgraduate programs like MBA and MCA, the following **Analytical Framework** shown in Table 1 can be applied:

Table 1: Analytical framework for examining the turnaround strategies

S. No.	Type of analysis	Objective	Method
1	Strategic Initiative Analysis	Identify and evaluate the effectiveness of specific initiatives, such as program	SWOT or SWOC analysis to assess the strengths, weaknesses, opportunities, and challenges of each initiative.

		expansion, curriculum updates, and partnerships.	
2	Student-Centric Impact Analysis	Examine how strategies enhance student experience, satisfaction, and outcomes.	Surveys, focus groups, and alumni feedback for insights on employability, entrepreneurship readiness, and overall engagement.
3	Market Relevance and Competitive Positioning	Analyze alignment with industry trends and differentiators among competitors.	PESTEL (Political, Economic, Social, Technological, Environmental, Legal) analysis to evaluate external factors impacting the institution's strategies.
4	Operational and Financial Assessment	Review the impact of strategic changes on operational efficiency and financial performance.	Financial ratio analysis, ROI evaluation, and cost-benefit analysis to quantify the benefits and sustainability of initiatives.
5	Innovation and Continuous Improvement Framework	Investigate mechanisms for ongoing innovation in curriculum and pedagogy.	ABCD (Advantages, Benefits, Constraints, Disadvantages) analysis to measure the long-term potential and adaptability of new initiatives.

This framework offers a comprehensive view of a business school's turnaround strategy effectiveness, ensuring an in-depth understanding of both internal improvements and external adaptability [8].

4. LITERATURE REVIEW :

4.1 Review of relevant literature on innovations in management education and turnaround strategies in educational institutions:

The evolving landscape of management education requires educational institutions to adopt innovative approaches and turnaround strategies to remain competitive and relevant. Innovations in management education encompass the integration of technology, new pedagogical methods, and curriculum reform aimed at enhancing the learning experience and meeting the demands of the workforce. This literature review examines various scholarly articles discussing these themes, highlighting successful turnaround strategies implemented by educational institutions.

Innovations in Management Education:

(1) Technology Integration:

The integration of technology in management education is crucial for developing competencies necessary for the modern workforce. A study by Benavides, et al. (2020) [9] highlights the importance of digital tools in enhancing student engagement and learning outcomes. The authors argue that institutions must embrace technology to create immersive learning experiences, suggesting that hybrid learning models can significantly benefit management education.

(2) Active Learning and Experiential Learning:

Active learning techniques, such as case studies and simulations, are increasingly adopted in management education. According to Kolb and Kolb (2017) [10], experiential learning approaches promote critical thinking and problem-solving skills. Their research indicates that students who engage in experiential learning demonstrate a deeper understanding of management concepts compared to traditional lecture-based methods.

(3) Curriculum Reform:

Curriculum innovation is another vital aspect of management education. Blasco, M. (2012) [11] discuss how aligning curricula with industry needs can enhance employability. Their findings suggest that incorporating soft skills training and real-world problem-solving into the curriculum can better prepare students for the complexities of the workplace.

(4) Collaborative Learning:

Collaborative learning fosters teamwork and communication skills among students. Wu, C. H., (2013) [12] emphasize that group projects and peer learning significantly enhance student interaction and

learning outcomes. They advocate for institutions to create more collaborative learning environments to develop essential interpersonal skills in future managers.

(5) Assessment and Feedback:

Innovative assessment methods are critical for gauging student learning effectively. Brown (2019) [13] argues that traditional assessment techniques may not accurately reflect student capabilities. The study recommends continuous assessment and feedback mechanisms, such as peer reviews and formative assessments, to provide a more comprehensive evaluation of student performance.

(6) Holistic Approaches to Educational Management:

Emphasizing a comprehensive strategy that integrates technology, leadership development, and organizational culture is crucial for effective educational management (Moreira et al., 2024) [14]. Continuous training for managers and personalized teaching methods are identified as vital components for sustainable innovation (Moreira et al., 2024) [14].

(7) Pedagogical and Organizational Innovations:

Innovative pedagogical practices, such as the integration of digital tools and personalized learning environments, are essential for modern educational settings (Mialkovska, 2024) [15]. Organizational innovations include strategic planning and the application of modern management technologies to enhance educational outcomes (Grynova et al., 2024) [16].

(8) Stakeholder Engagement and Collaborative Learning

Building networks for stakeholder interaction and developing partnerships with educational institutions are critical for fostering innovation (Grynova et al., 2024) [16]. Collaborative leadership models and data-driven decision-making are necessary to address contemporary educational challenges (Chatterjee, 2024) [17].

While these innovations present significant opportunities for enhancing management education, they also pose challenges, such as the need for substantial investment in training and resources to implement these changes effectively.

Turnaround Strategies in Educational Institutions:

(1) Leadership and Governance:

Strong leadership is essential for implementing turnaround strategies in educational institutions. Fullan (2016) [18] identifies transformational leadership as a critical factor in driving change. The study highlights that effective leaders can inspire faculty, staff, and students to embrace new initiatives and foster a culture of innovation.

(2) Stakeholder Engagement:

Engaging stakeholders, including faculty, students, and industry partners, is crucial for successful turnaround efforts. A study by Ulewicz, R. (2017). [19] emphasizes that involving stakeholders in decision-making processes leads to more sustainable changes. The authors suggest that institutions should establish strong partnerships with industry to align educational offerings with market needs.

(3) Financial Management:

Effective financial management is vital for educational institutions undergoing turnaround strategies. Vicente, et al. (2015) [20] explore the role of financial sustainability in educational reform. Their research indicates that institutions must adopt strategic financial planning and budgeting practices to ensure long-term viability and support innovation.

(4) Cultural Transformation:

Institutional culture plays a significant role in the success of turnaround strategies. Kezar, A., & Eckel, P. D. (2002) [21] argue that fostering a culture of continuous improvement and adaptability can lead to more successful outcomes. They recommend that institutions focus on creating an inclusive and supportive environment that encourages innovation and collaboration.

(5) Strategic Planning:

Strategic planning is essential for guiding turnaround efforts. Kearns (2016) [22] highlights the importance of developing a clear vision and actionable goals. The study emphasizes that institutions should regularly assess their performance and adapt their strategies to changing circumstances to ensure ongoing relevance and effectiveness.

Thus, Innovations in management education and effective turnaround strategies are critical for educational institutions striving to remain competitive and meet the demands of the evolving job

market. By embracing technology, enhancing curricula, fostering collaboration, and engaging stakeholders, institutions can create an environment conducive to learning and growth. Additionally, strong leadership, financial management, and a focus on cultural transformation are vital for successfully implementing turnaround strategies.

This literature review synthesizes current research on innovations in management education and effective turnaround strategies for educational institutions, emphasizing the importance of adaptability and proactive approaches in today's dynamic educational landscape.

4.2 Case studies or examples of similar approaches in other educational institutions for context:

Here are two detailed case studies of educational institutions that have implemented innovative approaches and turnaround strategies similar to those being examined in the Poornaprajna Institute of Management, India. Each case study highlights the context, strategies employed, challenges faced, and outcomes achieved.

Case Study 1: INSEAD Business School [23]:

Background:

INSEAD, one of the world's leading business schools with campuses in Europe, Asia, and the Middle East, faced increasing competition from other global institutions and changing demands from students and employers. To maintain its reputation and relevance, INSEAD embarked on a comprehensive turnaround strategy in the early 2010s.

Strategies Employed:

- (1) **Curriculum Innovation:** INSEAD revamped its MBA curriculum to incorporate more experiential learning components. This included case studies, simulations, and live projects in collaboration with companies, enabling students to apply theoretical knowledge to real-world situations.
- (2) **Technology Integration:** The school invested heavily in digital learning platforms, creating an online learning environment that complemented traditional classroom experiences. This included developing interactive online courses that could reach a global audience.
- (3) **Diversity and Inclusion Initiatives:** INSEAD aimed to enhance diversity within its student body and faculty by implementing targeted recruitment strategies and promoting a culture of inclusion. This was crucial in developing a global mindset among students.
- (4) **Partnerships with Industry:** The school strengthened its ties with various industries by establishing advisory boards and partnerships that provided insights into current business trends and challenges. This collaboration informed curriculum development and research agendas.

Challenges Faced:

- Resistance to change from faculty accustomed to traditional teaching methods.
- Balancing the needs of a diverse student body with differing expectations regarding education delivery and outcomes.
- Managing the financial implications of extensive curriculum and infrastructure changes.

Outcomes Achieved:

- Enhanced global rankings, with INSEAD consistently ranked among the top business schools worldwide.
- Increased student satisfaction and engagement due to the interactive and practical nature of the learning experience.
- Strengthened relationships with industry partners, leading to improved job placements for graduates.

Case Study 2: Ashoka University [24]:

Background:

Established in 2014, Ashoka University in India was designed to offer a liberal arts education, promoting critical thinking, interdisciplinary learning, and social responsibility. The university faced challenges in gaining recognition and building a robust student base in a competitive higher education environment.

Strategies Employed:

- (1) **Interdisciplinary Curriculum:** Ashoka developed a unique curriculum that emphasized interdisciplinary studies, allowing students to explore various fields before specializing. This approach fostered a broader understanding of issues and promoted creativity.
- (2) **Student-Centric Learning:** The university implemented student-centric teaching methods, focusing on interactive learning, seminars, and discussions. This was complemented by a robust mentoring program that paired students with faculty and industry experts.
- (3) **Research and Innovation Support:** Ashoka established centers for research and innovation, providing funding and resources for faculty and students to pursue groundbreaking projects. This encouraged a culture of inquiry and problem-solving.
- (4) **Global Collaborations:** The university formed partnerships with leading international institutions, facilitating exchange programs and joint research initiatives. This exposure enriched the academic experience and enhanced Ashoka's global standing.

Challenges Faced:

- (i) Establishing credibility in a system dominated by traditional educational institutions.
- (ii) Attracting qualified faculty and students in a short timeframe while maintaining high academic standards.
- (iii) Ensuring financial sustainability in the face of high operational costs.

Outcomes Achieved:

- (i) Rapid growth in student enrollment, with a significant increase in applications each year, showcasing the demand for its unique educational model.
- (ii) Recognition as one of the top liberal arts universities in India, attracting attention from global academic circles.
- (iii) Successful placement of graduates in reputable organizations, reflecting the effectiveness of its educational approach.

Thus, both INSEAD and Ashoka University exemplify how educational institutions can implement innovative strategies to navigate challenges and drive successful turnarounds. By focusing on curriculum innovation, technology integration, interdisciplinary approaches, and strong industry partnerships, these institutions have enhanced their educational offerings and improved their overall standing in the competitive higher education landscape. The experiences of these institutions provide valuable insights and context for the turnaround strategy of Poornaprajna Institute of Management in India, underscoring the importance of adaptability and responsiveness to the changing educational environment.

5. ANALYSIS OF KEY TURNAROUND INITIATIVES :

5.1 Expanding Enrollment and Program Diversity:

The Poornaprajna Institute of Management (PIM) in Udupi, India, has undertaken significant initiatives to enhance its academic offerings and expand its enrollment, particularly through the introduction of a Master of Computer Applications (MCA) program alongside its established MBA program. These efforts reflect a broader trend in management education where institutions are adapting to meet the evolving demands of students and the job market.

(1) Increased MBA Enrollment:

PIM has focused on increasing its MBA enrollment by implementing several strategies:

- (i) **Curriculum Modernization:** The curriculum has been updated to include contemporary topics such as digital marketing, data analytics, and sustainable business practices. This modernization aligns with industry demands and prepares students for the current job market.
- (ii) **Industry Collaboration:** PIM has established partnerships with local and national businesses, allowing students to engage in internships and real-world projects. This collaboration enhances the learning experience and increases employability.
- (iii) **Promotional Activities:** The institute has intensified its marketing efforts through digital platforms, reaching a wider audience and attracting potential students. Open houses, webinars, and workshops have been organized to showcase the benefits of the MBA program.

(2) Introduction of the MCA Program:

The introduction of the MCA program is a strategic move to diversify PIM's academic offerings and attract a different demographic of students:

- (i) **Alignment with Technology Trends:** The MCA program is designed to equip students with essential skills in software development, data science, and IT management, addressing the growing need for tech-savvy professionals in the industry.
- (ii) **Curriculum Design:** The MCA curriculum integrates practical training and theoretical knowledge, ensuring that graduates are well-prepared for the tech industry. This includes partnerships with technology firms for curriculum design and internship opportunities.
- (iii) **Attracting a New Student Base:** By offering an MCA program, PIM is appealing to undergraduate students from diverse fields such as computer science, engineering, and mathematics, thereby broadening its enrollment base.

(3) Impact of Turnaround Strategies:

The impact of these initiatives has been notable:

- (i) **Enrollment Growth:** The combined efforts to enhance the MBA program and introduce the MCA program have led to a significant increase in overall student enrollment. This growth is essential for the financial sustainability of the institution.
- (ii) **Enhanced Reputation:** As PIM continues to modernize its programs and collaborate with industries, its reputation as a leading management institution in the region is strengthened. This reputation attracts quality faculty and students, further enhancing the academic environment.
- (iii) **Alignment with Market Needs:** The shift towards technology-oriented programs reflects an understanding of market needs, ensuring that graduates are equipped with the skills demanded by employers. This alignment improves placement rates and strengthens the institution's value proposition.

Thus, the Poornaprajna Institute of Management's initiatives to expand enrollment and diversify its program offerings illustrate a proactive approach to turnaround strategies in management education. By modernizing the MBA curriculum and introducing the MCA program, PIM not only addresses the changing demands of students and employers but also secures its position as a competitive educational institution in India.

These initiatives serve as a model for other educational institutions aiming to adapt to the rapidly evolving landscape of management education.

5.2 Cultivating Leadership and Curriculum Innovation:

The Poornaprajna Institute of Management (PIM) in Udupi, India, is committed to aligning its educational offerings with global market demands through innovative curriculum designs and role model initiatives. The institute aims to foster a learning environment that not only meets academic standards but also prepares students for the challenges of the modern business landscape.

(1) Role Model Initiatives:

PIM has implemented several initiatives that position it as a role model in management education:

- (i) **Identification and appointment of a multidisciplinary innovative role model in academic & research areas as new Director:** The institute identified and appointed a successful leader with proven capabilities in making innovative decisions in education & research administration as its director. With a multi-disciplinary background, and technology management skills and experience, the new leader has created a hope for institutional anticipated accelerated growth.
- (ii) **Industry Collaboration:** PIM collaborates with various industries to ensure that its programs are relevant and up-to-date. Guest lectures, workshops, and internships with industry leaders provide students with practical insights and real-world experience.
- (iii) **Alumni Network Engagement:** The institute leverages its alumni network to facilitate mentorship programs, job placements, and industry partnerships. Alumni who have excelled in their respective fields share their experiences and guidance with current students, fostering a culture of continuous learning and professional growth.
- (iv) **Research and Development:** PIM encourages faculty and students to engage in research activities that address current challenges in management. This focus on research helps in developing innovative solutions and enhances the institution's reputation as a thought leader.

(2) Curriculum Innovation:

To align with global market demands, PIM has introduced several innovative elements in its curriculum:

- (i) **Flexible Curriculum Design:** The curriculum at PIM is designed to be flexible, allowing students to choose elective courses that align with their career goals and interests. This customization enables students to gain expertise in specific areas of management, such as digital marketing, entrepreneurship, and data analytics.
- (ii) **Incorporation of Technology:** Recognizing the importance of technology in modern business, PIM has integrated digital tools and platforms into its curriculum. This includes the use of learning management systems, virtual classrooms, and online resources that enhance the learning experience.
- (iii) **Global Exposure:** PIM emphasizes the importance of global exposure in management education. The institute offers opportunities for students to participate in international conferences, exchange programs, and collaborative projects with foreign universities. This exposure helps students understand global business practices and prepares them for international careers.
- (iv) **Focus on Soft Skills:** In addition to technical skills, PIM places a strong emphasis on developing soft skills such as leadership, communication, and teamwork. Workshops and training sessions are organized to enhance these skills, ensuring that graduates are well-rounded professionals.

Thus, through its role model initiatives and innovative curriculum, the Poornaprajna Institute of Management Studies is successfully aligning its educational offerings with global market demands. By fostering industry collaboration, engaging alumni, promoting research, and incorporating flexibility and technology into its curriculum, PIM prepares its students for successful careers in management. These efforts not only enhance the quality of education but also position PIM as a leader in management education in India.

5.3 Employability and Entrepreneurship Development:

The Poornaprajna Institute of Management Studies (PIM) in Udupi, India, emphasizes employability and entrepreneurship development as key components of its educational framework. Recognizing the dynamic nature of the job market, particularly in the context of the GIG economy, PIM offers various value-added subjects and programs tailored to equip students with the necessary skills and knowledge to thrive in today's competitive landscape.

(1) Value-Added Subjects:

PIM integrates value-added subjects into its curriculum to enhance students' employability & entrepreneurship under the Employability Skills Enhancement Program (ESEP) and Entrepreneurship Ability Enhancement Program (EAEP). These subjects are designed to provide students with practical skills that are highly sought after in the job market:

- (i) **Digital Marketing:** This course equips students with essential digital marketing skills, including social media marketing, search engine optimization (SEO), and data analytics. Understanding digital marketing is crucial for navigating the contemporary business environment.
- (ii) **Data Analytics:** Students learn to analyze and interpret data, a vital skill for decision-making in business. The curriculum focuses on tools and techniques that help students understand data trends and make informed business decisions.
- (iii) **Business Communication:** Effective communication is essential in any professional setting. This subject focuses on enhancing students' verbal and written communication skills, preparing them to present ideas clearly and persuasively.
- (iv) **Case Studies & Publication:** Students are involved in Industry Analysis & publication, Company analysis & publication, CEO analysis & publication, and Business plan development & application for patent.

(2) GIG Economy Preparation:

PIM acknowledges the rise of the GIG economy, where freelance and contract work is becoming increasingly prevalent. The institute prepares students for this shift through:

- (i) **Skill Development Workshops:** Regular workshops are conducted to help students develop skills that are in high demand in the GIG economy, such as graphic design, content creation, and programming. These workshops not only enhance employability but also encourage entrepreneurial thinking.
- (ii) **Freelancing Opportunities:** PIM facilitates connections with local businesses and startups, allowing students to undertake freelance projects. This hands-on experience helps students build a portfolio that demonstrates their skills to potential employers or clients.

- (iii) **Entrepreneurial Mindset:** The curriculum encourages students to think like entrepreneurs, equipping them with problem-solving skills and creativity needed to succeed in a flexible work environment.

(3) Entrepreneurship-Focused Programs:

PIM has launched various programs to foster entrepreneurship among students:

- (i) **Startup Incubator:** PIM has established a startup incubator that provides resources and mentorship to aspiring entrepreneurs. Students can access funding, business advice, and networking opportunities to turn their ideas into viable businesses.
- (ii) **Entrepreneurship Development Program (EDP):** This program aims to nurture entrepreneurial skills through workshops, seminars, and guest lectures from successful entrepreneurs. Students learn about business planning, market analysis, and financial management.
- (iii) **Collaborations with Industry:** PIM collaborates with industry partners to provide real-world insights and support for student-led startups. These partnerships enhance the practical learning experience and help students understand the intricacies of running a business.

Thus, through its emphasis on employability and entrepreneurship development, the Poornaprajna Institute of Management Studies is effectively preparing its students for the challenges of the modern job market. By offering value-added subjects, preparing students for the GIG economy, and fostering an entrepreneurial spirit, PIM not only enhances employability but also cultivates the next generation of innovators and business leaders. These initiatives position PIM as a forward-thinking institution committed to aligning education with the demands of a rapidly changing economic landscape.

5.4 Poornaprajna Publication and Scholarly Contributions:

The establishment of Poornaprajna Publication [25] marks a significant turnaround initiative for the Poornaprajna Institute of Management Studies (PIM) in Udupi, aiming to enhance scholarly output and contribute to the academic community. This initiative aligns with the institute's commitment to fostering research, innovation, and academic excellence among its faculty and students.

(1) Overview of Poornaprajna Publication:

Launched as a dedicated publishing unit, Poornaprajna Publication focuses on producing high-quality scholarly content that includes journals, research articles, and academic books. By providing a platform for faculty and students to publish their research findings, the publication unit aims to elevate the institute's academic profile and contribute to the broader knowledge base in management studies.

(2) Objectives and Goals:

The primary objectives of Poornaprajna Publication include:

- (i) **Promoting Research and Innovation:** By encouraging faculty and students to engage in research, the publication unit aims to foster a culture of inquiry and innovation within the institute. This initiative supports the development of original ideas and contributes to the advancement of knowledge in management education.
- (ii) **Enhancing Scholarly Output:** The publication unit serves as a vehicle for disseminating research findings, thus increasing the visibility and impact of the institute's academic contributions. It aims to publish a variety of materials, including peer-reviewed journals and conference proceedings, that are accessible to a wider audience.
- (iii) **Strengthening Academic Collaboration:** Poornaprajna Publication seeks to collaborate with other academic institutions and research bodies to enhance the quality and reach of its publications. Such partnerships can lead to joint research initiatives, exchange of ideas, and broader academic discourse.
- (iv) **Facilitating Knowledge Sharing:** By publishing scholarly works, the unit promotes knowledge sharing among educators, practitioners, and researchers in the field of management. This initiative aligns with the institute's mission to provide value-driven education that meets the needs of a dynamic and globalized marketplace.

(3) Impact on Academic Community:

The establishment of Poornaprajna Publication is anticipated to have several positive impacts on the academic community:

- (i) **Increased Research Activity:** The availability of a dedicated publication platform is expected to motivate faculty and students to engage more actively in research activities, thereby increasing the overall research output of the institute.

- (ii) **Enhanced Reputation:** As more scholarly works are published under the Poornaprajna banner, the institute's reputation as a center of academic excellence will likely improve, attracting more students and faculty who are interested in research and academic pursuits.
- (iii) **Contribution to Global Discourse:** By participating in the global academic dialogue through its publications, PIM aims to position itself as a contributor to the management education field, influencing practices and policies at both national and international levels.

Thus, the establishment of Poornaprajna Publication represents a strategic initiative to enhance the scholarly contributions of the Poornaprajna Institute of Management Studies. By fostering a culture of research, collaboration, and innovation, this initiative is poised to drive significant advancements in the academic community and strengthen the institute's position in management education.

5.5 Digital Library for Ubiquitous Learning:

The Poornaprajna Institute of Management Studies (PIM), Udupi, has embarked on a transformative initiative to establish a **Digital Library for Ubiquitous Learning** aimed at enhancing accessibility and enriching the academic experience for its stakeholders, including students, faculty, and alumni [26]. This initiative is designed to leverage digital technologies to facilitate continuous learning and knowledge sharing, addressing the diverse needs of the academic community.

(1) Benefits of the Poornaprajna Ubiquitous Digital Library:

- (i) **Enhanced Access to Resources:** The digital library provides 24/7 access to a wide array of academic resources, including e-books, journals, research papers, and multimedia content, enabling users to retrieve information anytime, anywhere.
- (ii) **Support for Diverse Learning Styles:** By incorporating various formats and media, the digital library caters to different learning preferences, making education more inclusive and engaging for all users.
- (iii) **Facilitation of Collaborative Learning:** The platform promotes collaboration among students and faculty through shared resources and tools, fostering a community of learners who can engage in discussions, projects, and research collaboratively.
- (iv) **Increased Scholarly Output:** With improved access to research materials and publishing resources, faculty and students are encouraged to contribute to scholarly output, enhancing the institution's academic reputation.
- (v) **Lifelong Learning:** The digital library supports lifelong learning by providing alumni and professionals with access to current research and educational materials, allowing them to stay updated with industry trends and advancements.
- (vi) **Cost Efficiency:** By digitizing resources, the institution can optimize costs associated with physical storage and maintenance of traditional library facilities.

This initiative aligns with PIM's commitment to innovation and academic excellence, ensuring that its stakeholders are equipped with the necessary tools and resources to thrive in a rapidly evolving educational landscape. By embracing digital transformation, PIM aims to create a more connected and empowered learning environment for all its stakeholders.

5.6 Consultancy Services for Practical Learning:

The establishment of the Consultancy Services Centre at Poornaprajna Institute of Management Studies (PIM), Udupi, marks a significant turnaround initiative aimed at enhancing practical learning experiences for students while fostering financial empowerment. This center serves as a vital resource, bridging the gap between academic knowledge and real-world applications, thereby enriching the educational environment.

(1) Key Features and Impact:

- (i) **Experiential Learning:** The Consultancy Services Centre focuses on practical learning through projects and assignments that allow students to engage with real clients and scenarios. This hands-on approach helps students apply theoretical concepts in practical settings, thereby enhancing their problem-solving skills and preparing them for the job market.
- (ii) **Financial Empowerment:** By engaging in consultancy projects, students gain insights into business operations, financial management, and strategic decision-making. This experience not

only boosts their employability but also equips them with the necessary skills to potentially start their own ventures or contribute meaningfully to existing organizations.

- (iii) **Industry Collaboration:** The center fosters partnerships with various industries, which provides students with networking opportunities and exposure to current market trends and challenges. This collaboration ensures that the curriculum remains relevant and aligned with industry needs.
- (iv) **Skill Development:** Through workshops, seminars, and live projects, students are trained in essential skills such as critical thinking, communication, and teamwork. These competencies are vital in today's dynamic job landscape.
- (v) **Support for Local Businesses:** The consultancy center not only benefits students but also provides valuable services to local businesses, helping them solve real challenges while giving students practical experience.

Thus, the Consultancy Services Centre at PIM is a pivotal initiative that enhances experiential learning and financial empowerment. By equipping students with practical skills and fostering industry connections, it significantly contributes to their professional growth and prepares them for successful careers in various sectors.

5.7 Incubation and IPR Support for Innovation:

The Poornaprajna Institute of Management Studies (PIM), Udupi, has launched a key initiative to establish the **Poornaprajna Incubator and Intellectual Property Rights (IPR) Support** system. This initiative aims to foster innovation and protect intellectual assets among students, faculty, and aspiring entrepreneurs associated with the institute.

(1) Overview of the Initiative:

The **Poornaprajna Incubator** serves as a hub for nurturing new ideas and startups. It provides critical resources and mentorship to help participants translate their innovative concepts into viable business models. The incubator is designed to create an ecosystem that encourages entrepreneurship and technological advancements, equipping stakeholders with the tools needed to succeed in a competitive landscape.

(2) IPR Support:

To complement the incubator's goals, PIM has established an **IPR Support System**. This framework is dedicated to guiding individuals through the complexities of intellectual property rights, ensuring that their innovations are legally protected. The IPR support includes workshops, expert consultations, and resources on patenting, copyrights, and trademarks, which empower stakeholders to safeguard their creations effectively.

(3) Benefits and Implications:

- (i) **Enhanced Innovation:** The initiative promotes a culture of creativity and innovation among students and faculty. By providing access to resources and mentorship, the incubator helps transform ideas into actionable projects, fostering a spirit of entrepreneurship.
- (ii) **Financial Empowerment:** By supporting startups and innovations, the Poornaprajna Incubator aims to enhance the financial prospects of its participants. Successful ventures can lead to job creation and economic growth within the community.
- (iii) **Knowledge Sharing:** The IPR support system facilitates knowledge sharing and collaboration among stakeholders, creating a network of innovators who can learn from each other's experiences.
- (iv) **Global Competitiveness:** By focusing on innovation and IPR protection, PIM positions itself and its stakeholders to compete in the global market, thus increasing the institute's reputation and reach.

Thus, the establishment of the Poornaprajna Incubator and IPR Support system represents a strategic initiative by the Poornaprajna Institute of Management Studies to promote experiential learning, foster innovation, and empower individuals financially through comprehensive support for entrepreneurial endeavours. This initiative not only enhances the academic environment but also contributes positively to the broader economic landscape.

5.8 Integrated Student Development Model:

The Poornaprajna Institute of Management Studies (PIM) in Udupi has launched a key initiative: the Integrated Student Development Model (ISDM). This comprehensive framework aims to enhance

student experience through twelve interconnected sub-models designed to foster holistic development, bridging academic learning with real-world applications.

(1) Overview of the Integrated Student Development Model:

The ISDM focuses on various aspects of student life, integrating academic, professional, and personal growth. Here are the twelve sub-models included in this initiative:

- (i) **Academic Excellence:** Encourages high academic standards through rigorous coursework and faculty support.
- (ii) **Skill Development:** Offers training in critical skills such as leadership, teamwork, and communication.
- (iii) **Career Guidance:** Provides resources and mentorship to help students plan their career paths effectively.
- (iv) **Emotional Well-being:** Implements counseling and mental health resources to support student wellness.
- (v) **Extracurricular Activities:** Promotes involvement in clubs and organizations to foster community and teamwork.
- (vi) **Entrepreneurship Support:** Encourages entrepreneurial thinking through workshops and practical experience.
- (vii) **Internship and Placement Services:** Facilitates real-world experience and job placements through partnerships with industry.
- (viii) **Research and Innovation:** Inspires students to engage in research and innovative projects, fostering critical thinking.
- (ix) **Social Responsibility:** Encourages students to participate in community service and social initiatives.
- (x) **Cultural Awareness:** Promotes appreciation of diverse cultures through events and activities.
- (xi) **Alumni Engagement:** Strengthens connections with alumni to enhance networking and mentorship opportunities.
- (xii) **Lifelong Learning:** Instills the value of continuous education and professional development.

(2) Benefits and Implications:

The ISDM is set to have a transformative impact on students, faculty, and alumni:

- (i) **Holistic Development:** Students will benefit from a well-rounded education that prepares them not just academically but also personally and professionally.
- (ii) **Enhanced Employability:** The integration of skill development and career guidance will significantly improve the employability of graduates, as they will possess the necessary skills and experience sought by employers.
- (iii) **Stronger Alumni Network:** Engaging alumni in the development process creates a supportive community that can offer mentorship and job opportunities for current students.
- (iv) **Fostering Innovation:** By promoting research and entrepreneurship, the model encourages innovative thinking and practical solutions to real-world problems, benefiting society at large.

Overall, the Poornaprajna Integrated Student Development Model exemplifies PIM's commitment to nurturing well-rounded individuals capable of succeeding in a complex, rapidly changing world

6. DISCUSSION :

6.1 Overall impact of these initiatives on the institute's reputation and student outcomes:.

The turnaround strategic initiatives implemented by Poornaprajna Institute of Management Studies (PIM) in Udupi are poised to significantly enhance the institute's reputation and improve student outcomes. Here's a detailed analysis of the anticipated impacts based on the key initiatives outlined:

(1) Expanding MBA Enrollment:

Increasing the MBA enrollment from 60 to 120 students opens up opportunities for a broader range of young talent, allowing for a more diverse cohort. This initiative not only boosts the institute's revenue but also enhances its reputation by creating a vibrant learning environment filled with varied perspectives. A larger student body can lead to improved networking opportunities and a richer peer learning experience, which is crucial for future leaders in business.

(2) Introduction of the MCA Program:

The launch of a Master of Computer Applications (MCA) program combines management and technology education, responding to the growing demand for professionals skilled in both areas. This innovative program is likely to attract students interested in technology-driven management roles, thereby increasing the institute's appeal. The dual focus on management and technology enhances employability prospects, aligning with industry needs and expectations Cultivating Leadership through Role Models

(3) Faculty Role Models: By fostering dynamic role models within the faculty, PIM can enhance its reputation as a nurturing ground for future leaders. Exposure to experienced professionals can inspire students, fostering a culture of leadership and innovation. This initiative will likely result in higher student satisfaction and better learning outcomes, as students feel more connected and motivated.

(4) Leveraging institutional autonomy:

For curriculum innovation ensures that the programs remain relevant to the ever-evolving global market demands. Tailoring courses to reflect current trends in business and technology will make PIM graduates more competitive, further enhancing the institute's reputation as a forward-thinking educational provider.

(5) Value-Adds for Employability:

Offering value-added subjects enhances students' skills and makes them more attractive to employers. This focus on employability not only improves job placement rates for graduates but also strengthens the institute's reputation as a provider of quality education that meets industry requirements.

(6) GIG Economy:

Preparing students for the GIG economy through internships and incubator programs fosters entrepreneurship and practical experience. This hands-on approach equips students with the skills needed to navigate a flexible job market, significantly improving their employability and confidence in pursuing entrepreneurial ventures.

(7) Establishing Poornaprajna Publication:

Start of Poornaprajna Publication as a scholarly contribution platform positions PIM as a hub for academic research and knowledge dissemination. This initiative will enhance the institution's academic credibility and attract more faculty and students interested in research and publication.

(8) Poornaprajna Ubiquitous Digital Library:

Creating a digy offers students, faculty, and alumni access to resources anytime and anywhere, significantly enhancing the learning experience. The availability of diverse materials supports research and self-directed learning, improving academic outcomes and student satisfaction.

(9) Poornaprajna Consultancy Service:

The consultancy service provides "Earn while Learn" opportunity, which can enhance practical learning experiences for students and faculty alike. This initiative not only adds financial empowerment but also promotes a culture of applied learning, further improving student outcomes and career readiness.

(10) Poornaprajna Incubator and IPR Support:

The establishment of the Poornaprajna Incubator & IPR support facilitates the development of innovative business ideas and protects intellectual property. This initiative encourages students to engage in entrepreneurship, potentially leading to successful startups and contributing positively to the local economy. Such initiatives enhance the institute's reputation as a leader in fostering innovation and entrepreneurship.

(11) Integrated Student Development Model:

Implementing the Integrated Student Development twelve sub-models provides a comprehensive approach to student development. This holistic model ensures that students receive a balanced education that caters to their academic, personal, and professional needs, ultimately leading to improved student outcomes and a stronger institutional reputation.

Overall, these turnaround strategic initiatives are likely to enhance Poornaprajna Institute's reputation significantly while improving student outcomes. By focusing on enrollment growth, innovative programs, employability, and entrepreneurship, PIM positions itself as a leader in management education, capable of meeting the demands of the contemporary job market and producing well-rounded graduates ready to excel in their careers.

6.2 Contribution of these strategies to the institution's vision and long-term goals:

The turnaround strategies implemented by the Poornaprajna Institute of Management Studies (PIM) in Udupi align closely with the institution's vision and long-term goals. These initiatives not only aim to enhance the quality of education but also to position PIM as a leader in management education in India. Below is a detailed analysis of how these strategies contribute to the institute's vision and long-term goals.

(1) Vision Alignment:

PIM's vision emphasizes the creation of a premier institute that fosters holistic education and develops professionals who are capable of excelling in a dynamic global environment. The turnaround strategies support this vision in several ways:

- (i) **Expanding Enrollment:** By increasing MBA enrollment and introducing an MCA program, PIM can attract a diverse student body, which enriches the learning environment. This aligns with the vision of creating a dynamic academic community.
- (ii) **Curriculum Innovation:** Leveraging institutional autonomy for curriculum innovation ensures that PIM remains responsive to global market demands. This adaptability is crucial for developing graduates who can thrive in an ever-changing landscape, reinforcing the institute's commitment to excellence in education Goals.

(2) Long-term Goal:

PIM's long-term goals include enhancing employability, fostering innovation, and establishing a robust academic reputation. The following strategies contribute to these goals:

- (i) **Value-Added Subjects:** Offering subjects that enhance employability directly addresses the goal of preparing graduates for successful careers. This initiative equips students with relevant skills that are in demand in the job market, increasing their chances of employment.
- (ii) **Entrepreneurship Development:** By preparing students for the GIG economy and establishing incubation support, PIM encourages entrepreneurial thinking and practical experience. This fosters innovation, which is essential for the institute's goal of contributing to economic development.
- (iii) **Poornaprajna Publication:** This initiative enhances scholarly contributions and strengthens PIM's academic reputation. By producing high-quality research outputs, the institute positions itself as a leader in management education, thereby attracting more students and faculty.

(3) Institutional Reputation:

The overall impact of these turnaround strategies on PIM's reputation cannot be overstated. The following elements contribute to building a strong institutional brand:

- (i) **Digital Library and Consultancy Services:** The creation of a digital library and consultancy services demonstrates PIM's commitment to providing accessible and practical learning resources. This not only improves the student experience but also enhances the institute's image as a forward-thinking educational provider.
- (ii) **Integrated Student Development Model:** This model embodies PIM's holistic approach to education, ensuring that students receive comprehensive support throughout their academic journey. By focusing on various aspects of student development, PIM enhances its appeal to prospective students and stakeholders.

Thus, turnaround strategies at Poornaprajna Institute of Management Studies are intricately linked to the institution's vision and long-term goals. By expanding enrollment, innovating curricula, and enhancing employability through various initiatives, PIM is not only improving student outcomes but also establishing itself as a leader in management education. The commitment to holistic development, research, and innovation positions PIM for sustained success in the future.

6.3 Comparative analysis with similar turnaround strategies in other management institutes:

A comparative analysis of similar turnaround strategies in other management institutes reveals diverse approaches taken by institutes to enhance their MBA programs and align with industry needs, focusing on initiatives such as curriculum innovation, expanding enrollment, industry collaborations, digital learning resources, entrepreneurship development, and enhancing employability skills. The following

examines notable strategies implemented by various institutes and compares them with those of Poornaprajna Institute of Management Studies (PIM), Udupi:

(1) Expanding Enrollment and Program Diversity:

- (i) **PIM, Udupi:** PIM increased its MBA enrollment from 60 to 120 students and introduced an MCA program, blending management with technology. This strategy addresses both the growing demand for management education and the need for graduates skilled in technology.
- (ii) **IIMs and Other B-Schools in India:** Institutes like IIM Indore and NMIMS have diversified their programs by offering dual degrees (MBA + Digital Transformation) or additional MBA specializations (e.g., Digital Marketing, Business Analytics). This diversification provides students with industry-relevant skills, responding to evolving market demands.
- (iii) **Comparative Analysis:** While many institutes aim to expand their MBA program offerings, PIM's approach uniquely integrates technology education with management studies, setting it apart in a technology-driven landscape and appealing to students interested in interdisciplinary careers.

(2) Curriculum Innovation and Autonomy:

- (i) **PIM, Udupi:** Leveraging its autonomy, PIM has developed a curriculum aligned with global market demands, with a focus on value-added subjects such as employability and entrepreneurship, alongside preparation for the GIG economy.
- (ii) **XLRI Jamshedpur:** XLRI continuously revises its curriculum to integrate new-age subjects, like data science and sustainability management, to cater to global business needs and prepare students for diverse, complex challenges.
- (iii) **Comparative Analysis:** Both PIM and XLRI emphasize aligning the curriculum with global market trends. However, PIM's inclusion of GIG economy preparation reflects a unique commitment to fostering flexible, independent career paths, which is increasingly relevant in today's dynamic workforce.

(3) Digital Learning and Library Access:

- (i) **PIM, Udupi:** The Poornaprajna Ubiquitous Digital Library provides stakeholders, including students and alumni, with anytime access to vast learning resources, supporting self-paced and remote learning.
- (ii) **SP Jain School of Global Management:** SP Jain has adopted digital learning platforms, incorporating simulations and online resources that support a blended learning approach across campuses worldwide.
- (iii) **Comparative Analysis:** While SP Jain integrates digital learning in global contexts, PIM's Ubiquitous Digital Library ensures that all stakeholders, including high school collaborators, can benefit, thereby broadening access and nurturing a community of lifelong learners.

(4) Entrepreneurship and Incubation Initiatives:

- (i) **PIM, Udupi:** The institute's Poornaprajna Incubator and IPR support foster student startups, enabling young entrepreneurs to develop business ideas and protect their intellectual property, supporting a culture of innovation.
- (ii) **Symbiosis Institute of Business Management (SIBM), Pune:** SIBM has established an entrepreneurship cell that provides incubation services, mentorship, and networking opportunities, empowering students to build startups and collaborate with industry experts.
- (iii) **Comparative Analysis:** Both PIM and SIBM focus on entrepreneurship development. However, PIM's added emphasis on intellectual property rights provides a structured framework for students to legally protect their innovations, which is critical for sustainable entrepreneurial ventures.

(5) Industry Partnerships and Consultancy Services:

- (i) **PIM, Udupi:** The Poornaprajna Consultancy Service allows students and faculty to engage in consultancy projects with industry partners, offering practical experience and an "Earn While You Learn" opportunity.
- (ii) **Indian Institute of Management, Bangalore (IIMB):** IIMB has forged strong industry partnerships through consulting projects and student-driven initiatives, offering real-world insights and bolstering students' practical understanding of business challenges.
- (iii) **Comparative Analysis:** PIM's consultancy model is designed to empower both students and faculty financially while providing industry-relevant exposure, whereas IIMB's partnerships are typically project-based. PIM's approach promotes sustained interaction with industry, making practical learning more accessible to the student body.

(6) Scholarly Contributions and Publication Units:

- (i) **PIM, Udupi:** Establishing Poornaprajna Publication facilitates scholarly contributions through in-house journals, articles, and conference proceedings, contributing to academic discourse and enhancing the institute's reputation.
- (ii) **Indian School of Business (ISB):** ISB has set up research centers and publishes in reputable journals, contributing extensively to management research and thought leadership, though it outsources publication.
- (iii) **Comparative Analysis:** PIM's in-house publication model allows for streamlined, institution-specific publishing opportunities, fostering a culture of research at all levels and encouraging faculty and students to contribute directly to the institute's academic portfolio.

(7) Student Development Models and Mentorship:

- (i) **PIM, Udupi:** The Poornaprajna Integrated Student Development Model, with 12 sub-models, focuses on holistic development, enhancing students' personal, academic, and professional growth.
- (ii) **Great Lakes Institute of Management:** Great Lakes emphasizes mentorship through industry-specific programs and personalized student development initiatives, encouraging students to build leadership and soft skills alongside academic pursuits.
- (iii) **Comparative Analysis:** PIM's comprehensive model goes beyond traditional mentorship by integrating multiple sub-models that address diverse student needs, from leadership to academic excellence, making it a robust approach to holistic student development.

(8) Employability and Skill Development Programs:

- (i) **PIM, Udupi:** Through value-added courses and GIG economy-focused training, PIM equips students with in-demand skills, encouraging adaptability in various career landscapes.
- (ii) **Narsee Monjee Institute of Management Studies (NMIMS):** NMIMS offers employability boot camps and skill workshops, equipping students with practical skills like data analytics and digital marketing, aligning with employer expectations.
- (iii) **Comparative Analysis:** Both PIM and NMIMS emphasize skill-building for improved employability. However, PIM's preparation for the GIG economy is uniquely tailored to encourage freelance and contract-based employment, reflecting the institute's focus on creating versatile, self-sufficient graduates.

Thus, Poornaprajna Institute of Management Studies' turnaround strategies demonstrate a balanced approach that includes curriculum innovation, digital learning, industry engagement, and entrepreneurship, distinguishing itself in several ways:

- (i) **Integration of Technology and Management Education:** By combining management with technology programs like MCA, PIM caters to students' diverse career ambitions and addresses industry needs for technologically adept management professionals.
- (ii) **Focus on Intellectual Property and GIG Economy Preparation:** The emphasis on IPR support and GIG economy readiness is unique, fostering both innovative thinking and adaptability in freelance and entrepreneurial settings.
- (iii) **Ubiquitous Learning Resources:** PIM's digital library offers continuous access to resources, unlike conventional models, enhancing learning flexibility and resource accessibility for a broader audience.

Through these strategies, PIM aligns with both national and global management education trends, establishing a distinctive position that not only addresses current educational gaps but also anticipates future demands in management education.

7. CONCLUSION :

7.1 Summary of findings and insights into the role of innovative strategies in management education:

In conclusion, the role of innovative strategies in management education is increasingly critical as institutes worldwide adapt to rapidly changing business environments, technological advancements, and evolving student and employer expectations. This analysis highlights the transformative power of specific strategies such as curriculum innovation, digital learning resources, entrepreneurship support,

industry partnerships, and comprehensive student development models. Here are key insights derived from this exploration:

(1) Curriculum Innovation: Bridging Education and Industry Needs:

- Progressive curriculum designs that integrate new-age subjects such as digital transformation, sustainability, and GIG economy readiness help management institutes bridge the gap between academic theory and practical, real-world applications. By offering specialized tracks and interdisciplinary programs, institutes enable students to gain skills directly aligned with emerging business trends, fostering adaptability and a future-ready mindset.
- The autonomy granted to institutes to tailor curricula based on market demands allows for rapid adaptation to industry shifts, enhancing both student employability and relevance to employers.

(2) Digital Learning and Resource Accessibility:

- The integration of digital libraries, online learning tools, and flexible, self-paced course offerings has redefined the boundaries of management education, making it more inclusive and accessible. By enabling anytime, anywhere access to resources, digital tools empower students to learn at their convenience, thus improving engagement and learning outcomes.
- Digital learning infrastructure also facilitates lifelong learning opportunities, extending value to alumni and fostering a culture of continuous professional development.

(3) Entrepreneurship and Innovation Hubs:

- Establishing centers and incubation units dedicated to entrepreneurship and innovation has become essential for management institutes aiming to encourage a startup mindset and foster entrepreneurial skills among students. Such initiatives, coupled with intellectual property support, not only help students develop viable business ideas but also provide a framework for securing and scaling innovations.
- By nurturing entrepreneurial talent and encouraging a spirit of innovation, management institutes contribute to economic growth and position graduates as leaders capable of navigating and shaping new markets.

(4) Industry Collaboration and Real-World Learning:

- Practical experience through industry collaborations, internships, consultancy projects, and guest lectures bridges academic learning with hands-on experience. These partnerships expose students to contemporary business challenges and enhance their problem-solving skills while developing professional networks.
- The “Earn While You Learn” models found in some institutes, which engage students in real consultancy and industry projects, offer an innovative approach to experiential learning. They allow students to gain direct exposure to industry practices while financially benefiting from their education.

(5) Holistic Student Development Models:

- Holistic development models that address academic, professional, and personal growth help in producing well-rounded graduates equipped with essential soft skills, ethical frameworks, and leadership capabilities. Integrated development models that include mental wellness, communication skills, ethics, and adaptability training go beyond traditional curricula, shaping individuals capable of excelling in complex, dynamic business landscapes.
- As industries increasingly value versatile, emotionally intelligent leaders, these student-centered strategies prepare graduates to take on leadership roles with a strong sense of responsibility, ethical integrity, and adaptability.

(6) Focus on Employability and Lifelong Skills:

- Management institutes are increasingly focused on embedding employability skills within their programs. By offering targeted training in high-demand areas, including digital marketing, data analytics, and technological competencies, institutes ensure that students are equipped to meet employer demands immediately upon graduation.
- The emphasis on preparing students for freelance or contract-based careers within the GIG economy reflects an understanding of the evolving workforce dynamics. This adaptability is crucial for graduates to thrive in a landscape where career paths are less linear and often require a mix of specialized skills.

(7) Concluding Insights:

- Innovative strategies in management education are no longer optional but essential in providing students with relevant skills, knowledge, and experiences aligned with industry demands. By embracing these strategies, management institutes empower students not only to navigate the complexities of the modern business environment but also to drive positive change within it.
- These strategies are integral to building future leaders who are capable of thinking critically, innovating responsibly, and contributing meaningfully to global business ecosystems. Institutes that prioritize curriculum relevance, digital accessibility, entrepreneurial thinking, and comprehensive student support are setting the foundation for sustained success, both for their graduates and for the industries they will impact.
- Ultimately, the adoption of these innovative approaches positions management education as a dynamic, adaptable field that not only responds to but also anticipates changes in the business world, ensuring that students are prepared to become the leaders, innovators, and changemakers of tomorrow.

7.2 Implications for other management education institutions considering similar turnaround efforts:

The innovative strategies and turnaround efforts implemented by Poornaprajna Institute of Management (PIM), Udupi, provide a valuable blueprint for other management education institutions looking to enhance their offerings and outcomes. Below are key implications for similar institutions considering such transformative strategies (table 2):

Table 2: Implications for other management education institutions considering such transformative strategies

S. No.	Key Implication	Description	Action
1	Enhanced Relevance through Curriculum Autonomy and Industry Alignment	Autonomy in curriculum design allows institutions to quickly adapt courses to meet industry requirements, ensuring students are learning the most relevant skills. This alignment can enhance institutional reputation and graduate employability, making the institute more attractive to prospective students and employers.	Institutions could seek accreditation or partnerships that allow more flexibility in course design, enabling updates in real-time as market trends evolve. They might also engage industry stakeholders in advisory capacities to ensure that curriculum adjustments reflect immediate market needs.
2	Scaling Digital Infrastructure for Ubiquitous Learning	PIM's Digital Library model illustrates how digital resources can support 24/7, location-independent learning, fostering lifelong learning habits and offering alumni access for ongoing education. Other institutions could see similar improvements in learning outcomes and community engagement.	Invest in a robust digital learning platform with a wide range of resources, accessible both on and off-campus, possibly through mobile-friendly interfaces. Integrating digital learning management systems (LMS) and electronic library resources is a fundamental step toward supporting flexible, anytime learning.
3	Establishing an Incubation Center and IPR Support for Fostering Innovation	By supporting entrepreneurial endeavors and providing Intellectual Property Rights (IPR) services, institutions can cultivate an environment that encourages students to innovate confidently, thus boosting their career pathways and the	Institutions could create incubation centers where students receive mentorship, seed funding, and the tools to develop startups. Partnering with legal advisors for intellectual property guidance or training could also help

		institute’s reputation as a hub for innovation.	students protect their ideas, fostering an ecosystem of innovation and entrepreneurship.
4	Building Consultancy Services for Practical Learning and Financial Empowerment	A consultancy wing allows students and faculty to work on real-world projects, applying their learning directly and gaining experience. Financially, this can also provide additional revenue for the institution, making it a self-sustaining model that can fund further academic resources.	Institutes could establish a consultancy center where industry clients bring projects, allowing students to engage under faculty supervision. This also enables “Earn While You Learn” models, promoting both experiential learning and financial empowerment.
5	Strengthening Student Development with Holistic Programs	A model that integrates academic, personal, and professional growth—as seen with PIM’s Poornaprajna Integrated Student Development Model—ensures that graduates are not only knowledgeable but also possess the interpersonal and leadership skills needed in the workplace. This adds significant value for employers, increasing job placement success.	Incorporate workshops, mentoring sessions, and development programs that cover not only career skills but also soft skills, ethics, and emotional intelligence. Partnering with industry for guest lectures, career counseling, and mock interview sessions could also enhance these efforts.
6	Embedding an Entrepreneurial Culture and Preparing for the GIG Economy	Institutions that encourage entrepreneurial thinking and prepare students for the GIG economy give them the tools to succeed in an era of flexible, contract-based work. This aligns students’ career skills with current employment trends, providing graduates with a competitive advantage.	Design entrepreneurship programs that offer courses, internships, and mentorships focused on the GIG economy. Additionally, facilitate networking opportunities with alumni entrepreneurs and industry leaders to inspire and guide students toward entrepreneurial pathways.
7	Expanding Research and Scholarly Contributions through Dedicated Publications	Establishing a publication unit, as done by PIM, can elevate an institution’s standing in academia by promoting scholarly contributions. It also provides students and faculty with an avenue to share research, boosting the institute’s visibility and influence in the academic and business communities.	Institutions can initiate in-house journals, conference proceedings, and publication platforms, enabling both faculty and students to publish their work. Encouraging interdisciplinary research collaborations could also broaden the scope and impact of their scholarly outputs.
8	Recognizing Excellence and Community Contributions with Awards and Events	Offering awards for outstanding student projects, innovative teaching methods, and community contributions builds a culture of excellence, fostering motivation, and pride within the institution. This practice can strengthen community ties and	Institutions could establish annual awards in various categories such as student innovation, teaching excellence, and community service. Partnering with industry or alumni groups to sponsor these awards would

		foster a reputation for supporting and rewarding excellence.	further highlight the value of achievements.
9	Promoting Lifelong Learning and Alumni Engagement	An institution that actively engages alumni and supports their ongoing learning stands out for fostering a community that goes beyond graduation. Alumni who benefit from lifelong learning programs become advocates and often contribute to the institution’s growth through mentorship, networking, and financial support.	Establish a dedicated alumni office that provides continuous learning opportunities, career support, and networking events for graduates. Creating a digital platform where alumni can access exclusive resources or reconnect with the institution would also strengthen this engagement.
10	Leveraging Value-Added and Skill-Oriented Courses	Offering value-added courses—such as certifications in data analytics, leadership, and digital marketing—can greatly enhance student employability. These practical courses respond to current industry needs, thus adding to the institute’s credibility and student market readiness.	Collaborate with certification providers to offer specialized training in high-demand skills. This could also include short-term programs that provide technical skills, helping students gain credentials that are immediately useful in the job market.
11	Fostering Community and Societal Contributions	An institution involved in community outreach and societal contributions—like science popularization programs for high school students—demonstrates its commitment to the broader community, enhancing its brand and attracting socially responsible students.	Implement community programs that align with the institution’s expertise, such as workshops, mentoring, and science fairs. Involvement in these activities enhances the institution’s visibility, reinforces its social impact, and helps develop future student interest in STEAM or management fields.

7.3 Benefits and Challenges for Other Institutions:

- **Benefits:** Adopting a similar turnaround strategy can elevate an institution’s market reputation, boost student enrollment, and improve graduate outcomes. These innovations create a competitive advantage by offering more practical, relevant, and inclusive education, preparing students to be industry-ready and fostering lifelong connections with alumni.
- **Challenges:** Implementing these strategies may require substantial initial investment, curriculum restructuring, and partnership building. Additionally, institutions must establish systems for consistent evaluation and updating of these programs to remain relevant in an ever-evolving educational landscape.

Thus, institutions adopting similar strategies to PIM’s turnaround efforts can expect profound improvements in educational quality, institutional reputation, and student outcomes. By focusing on innovative, student-centered, and industry-aligned programs, management institutes can better prepare students for dynamic career paths and position themselves as leaders in modern business education.

8. RECOMMENDATIONS :

8.1 Suggestions for further strengthening Poornaprajna’s initiatives:

To further strengthen Poornaprajna Institute of Management’s (PIM) initiatives in Business Management Education, here are some tailored suggestions (table 3):

Table 3: Suggestions for further strengthening

S. No.	Key suggestion	Objective	Details	Benefits
1	Establish a Center for Applied Research and Analytics	Support data-driven decision-making and management research.	This center can offer hands-on analytics labs, provide certification programs in data analytics, machine learning, and business intelligence, and encourage collaboration on real-world projects with industry partners.	It will equip students with vital data analysis skills and make PIM a hub for business analytics, attracting students and professionals interested in analytics-driven management.
2	Expand the 'Earn While You Learn' Program	Offer students practical experience while earning a stipend.	Collaborate with local and national businesses to create internship placements, consultative roles, and project-based work. Include areas like digital marketing, finance, and operations, where students can contribute while learning.	This would improve job readiness, reduce financial burden, and make PIM an attractive option for financially conscious students.
3	Launch Global Immersion Programs	Foster global exposure through study tours, exchange programs, and internships abroad.	Partner with international universities and multinational companies to allow students to gain global perspectives. Offer credit-bearing courses, cultural immersion, and guest lectures from international experts.	This will provide students with a global outlook, making them more competitive in a diverse job market and positioning PIM as a globally connected institution.
4	Develop an Entrepreneurship & Innovation Hub	Encourage innovation and support startup ventures by students and alumni.	Offer incubator services, seed funding, and mentorship programs. Partner with venture capitalists, experienced entrepreneurs, and local industry leaders to guide students in ideation, prototyping, and funding.	An innovation hub would help attract entrepreneurial-minded students, increase visibility in the startup ecosystem, and boost PIM's reputation as a breeding ground for new ventures.
5	Strengthen Alumni Engagement through Mentorship Programs	Leverage the alumni network for mentorship and industry insights.	Establish an alumni mentorship program where experienced alumni offer career guidance, industry knowledge, and networking opportunities to current students. Organize annual alumni-student networking events, online mentorship	A strong mentorship culture fosters a supportive community, facilitates job placements, and reinforces lifelong alumni loyalty to PIM.

			platforms, and guest lectures.	
6	Develop Online Mini-Certificate Courses for Lifelong Learning	Provide alumni and working professionals with continued learning options.	Offer short, intensive online courses in areas like AI, financial technology, strategic management, and sustainability, allowing participants to gain niche skills and credentials.	These mini-courses enhance PIM's reach, create additional revenue streams, and position it as a lifelong learning center for management education.
7	Introduce a Leadership Development Program (LDP) for Personal and Professional Growth	Enhance leadership skills across different levels of management.	Conduct LDP sessions with a focus on skills like emotional intelligence, negotiation, conflict management, and ethical leadership. Include case studies, role-playing activities, and industry leader interactions.	This will refine soft skills critical for leadership, make PIM graduates more versatile, and enhance the program's attractiveness to leadership-focused students.
8	Initiate Community Engagement Projects for Social Responsibility	Build a sense of social responsibility and community impact among students.	Organize social impact initiatives like financial literacy workshops, environmental projects, and educational programs in collaboration with NGOs. Introduce a credit-bearing module focused on corporate social responsibility (CSR).	This will enhance students' empathy, strengthen PIM's community impact, and reinforce the institute's commitment to social causes.
9	Enhance Digital Learning Resources through AR/VR and AI Integration	Upgrade digital infrastructure for immersive, interactive learning experiences.	Integrate virtual reality (VR) simulations for subjects like supply chain management or financial modeling. AI-driven tools for personalized learning and assessment can also be introduced.	This innovative approach will engage tech-savvy students, improve retention of complex concepts, and position PIM as a leader in digital pedagogy.
10	Organize Industry-Specific Symposiums and Conferences	Establish PIM as a thought leader in management education and create networking opportunities.	Host annual symposiums on topics like Industry 5.0, sustainable business, and digital transformation, inviting industry experts, researchers, and corporate leaders. Offer students chances to present their research and network.	Such events enhance institutional reputation, foster industry relationships, and provide real-world insights and job opportunities for students.
11	Expand Science and Technology Popularization	Strengthen the institute's community	Extend Poornaprajna's science popularization initiatives to include	This strengthens early student engagement, raises awareness of

	Programs for Younger Students	outreach and future enrollment pipeline.	career guidance in management and STEAM fields for high school students, offering school tours and science fairs.	PIM's programs, and could increase enrollment from local students interested in business and STEAM careers.
12	Create a Data-Driven Institutional Performance Dashboard	Improve decision-making through data analytics.	Develop a comprehensive dashboard that tracks metrics like student performance, program outcomes, job placements, and faculty research output to guide strategic planning.	This would allow PIM to make data-informed decisions, allocate resources effectively, and demonstrate accountability and progress to stakeholders.

By implementing these suggestions, Poornaprajna Institute of Management can further strengthen its position as an innovative, student-centered, and industry-aligned institution, enhancing its attractiveness, impact, and reputation in management education [27-28].

8.2 Potential strategies for scaling and enhancing impact on students and stakeholders:

Table 4 presents some potential strategies for scaling and enhancing impact on students and stakeholders in business management institutions, inspired by the turnaround strategies of Poornaprajna Institute of Management (PIM), Udupi:

Table 4: Potential strategies for scaling and enhancing impact on students and stakeholders in business management institutions

S. No.	Key strategies	Description	Impact
1	Diversify Program Offerings and Enrollment Capacity	Expand popular programs (like MBA) and introduce interdisciplinary degrees such as MBA-MCA dual programs.	Broadens the talent pool, attracts students with varied interests in management and technology, and enhances the institution's appeal to a wider demographic.
2	Integrate Technology and Digital Learning Tools	Establish digital libraries, incorporate virtual classrooms, and invest in online collaboration tools for flexible learning.	Increases accessibility, especially for remote and part-time students, enhancing the digital literacy and adaptability of students and stakeholders.
3	Launch Industry-Driven Certification Courses	Develop short, certification courses on trending topics such as artificial intelligence, digital marketing, and financial technology in collaboration with industry experts.	Offers value-added skills, making students more employable, while creating additional revenue streams for the institution.
4	Enhance Experiential Learning with "Earn While You Learn" Models	Partner with companies to provide practical experience through internships, consultancy projects, and industry-driven challenges.	Improves students' employability, helps them gain real-world experience, and fosters deeper institutional connections with the industry.
5	Establish Incubation and Entrepreneurship Hubs	Set up dedicated incubator spaces and provide resources, mentorship, and initial funding for student startups.	Cultivates entrepreneurial spirit, supports student-led innovations, and reinforces the institution's image as a hub for future entrepreneurs.

6	Strengthen Alumni Network and Mentorship Programs	Establish an alumni mentorship network, host annual alumni meets, and involve alumni in guest lectures and panel discussions.	Builds a strong support system for students, enhances networking opportunities, and reinforces alumni loyalty, which can also help with job placements and institutional fundraising.
7	Incorporate Global Exposure Programs	Organize international study tours, exchange programs, and virtual collaborations with foreign universities.	Provides students with a global perspective, prepares them for international careers, and helps build the institution's global reputation.
8	Create a Center for Research, Development, and Innovation	Develop a center focused on research projects and industry-sponsored studies, encouraging students and faculty to collaborate on impactful research.	Establishes the institution as a leader in research and innovation, increases opportunities for students to engage in high-impact projects, and enhances institutional visibility.
9	Offer Robust Student Development and Support Programs	Implement programs that focus on personal growth, emotional intelligence, leadership skills, and soft skills training.	Fosters holistic development, enhances students' confidence, and prepares them to become well-rounded leaders.
10	Initiate Teacher Training and Faculty Development Programs	Provide regular faculty development sessions on contemporary teaching methods, digital pedagogy, and industry-relevant skills.	Ensures faculty are up-to-date with industry trends and best practices, enabling them to deliver high-quality education that resonates with current industry needs.
11	Enhance Stakeholder Engagement through Community Programs	Organize community outreach initiatives like workshops for local businesses, community development projects, and STEM education programs for high school students.	Strengthens ties with the community, builds the institution's reputation as a socially responsible entity, and attracts prospective students by engaging them early.
12	Focus on Sustainability and Social Responsibility Initiatives	Incorporate sustainability and social responsibility courses, set up green campus initiatives, and support student projects focused on environmental issues.	Builds a culture of responsibility and ethical leadership among students, positioning the institution as forward-thinking and values-driven.
13	Develop Tailored Programs for GIG Economy Skills	Create specialized courses that focus on freelancing, digital entrepreneurship, and remote work skills.	Prepares students for the growing GIG economy, increasing their adaptability and career options in the flexible job market.
14	Publish and Disseminate Knowledge through a Dedicated Publishing House	Set up an in-house publishing unit to publish research papers, books, and newsletters focused on management topics, with contributions from students, faculty, and guest experts.	Raises the academic profile of the institution, promotes a culture of research and knowledge sharing, and enhances the institution's contributions to the broader academic community.

15	Offer Intellectual Property (IP) and Legal Support Services	Establish an IP support desk that guides students and faculty in protecting their innovations and securing patents or copyrights.	Encourages innovation by offering protection for new ideas, and reinforces the institution's reputation as a center for innovative thought and entrepreneurship.
16	Regularly Assess and Update Curricula for Market Relevance	Conduct annual curriculum reviews involving industry stakeholders, alumni, and current students to ensure relevance and alignment with market needs.	Keeps programs up-to-date with industry requirements, ensuring students are equipped with relevant, in-demand skills upon graduation.

By incorporating these strategies, other management education institutions can effectively scale their impact, enhance the quality of education, and become more aligned with the evolving needs of both students and the industry [29-30].

9. LIMITATIONS AND SCOPE FOR FUTURE RESEARCH :

9.1 Limitations of the current study:

The study on the turnaround strategies of Poornaprajna Institute of Management, Udupi (PIM), despite capturing key areas of innovation and growth, has certain limitations that could impact the comprehensiveness and applicability of its findings:

- (1) **Limited Longitudinal Data:** The study might lack longitudinal data that tracks the long-term impact of these strategies, such as increases in student employability, sustained entrepreneurial success, or contributions to research and academia. This limitation makes it challenging to assess the true, sustained effectiveness of these initiatives over time.
- (2) **Narrow Scope of Stakeholder Feedback:** The study may not include comprehensive feedback from all relevant stakeholders, such as alumni, employers, faculty, and the local community. Without this, it may overlook critical perspectives on the effectiveness and alignment of the initiatives with broader industry expectations.
- (3) **Comparative Analysis Constraints:** Although the study may mention similar strategies in other institutions, it might lack a thorough comparative analysis across different management institutions with similar initiatives. This limitation reduces the ability to benchmark PIM's strategies effectively against other models in management education.
- (4) **Focus on Immediate Outcomes:** There might be an emphasis on short-term results, such as increased enrollment or immediate employment outcomes, rather than on the development of competencies that contribute to long-term career growth or entrepreneurial resilience. This may obscure the lasting impact of these strategies.
- (5) **Limited Exploration of Technological Integration:** While digital initiatives like the Ubiquitous Digital Library are highlighted, the study may not delve into the specific technologies used, their integration, or their accessibility and effectiveness in improving student learning experiences.
- (6) **Inadequate Evaluation of New Program Offerings:** The study's analysis of new program offerings, such as the MCA and value-added subjects, may be limited in depth regarding their curriculum quality, industry alignment, and the unique value they bring to students' employability in comparison to other institutions.
- (7) **Potential Bias in Institutional Reporting:** The study may rely heavily on institutionally provided data, which could result in a positive bias, limiting an objective assessment of areas that need improvement or restructuring.
- (8) **Absence of Economic and Financial Impact Analysis:** The study may not assess the financial viability or ROI of initiatives like the Poornaprajna Consultancy Service or the incubator. This limits understanding of how these initiatives financially benefit the institution and students in the long term.
- (9) **Scalability and Resource Allocation Challenges:** The study might not consider the practical challenges of scaling these strategies, particularly in terms of resource requirements like faculty expertise, infrastructure, and financial support, which are critical for sustaining the initiatives.

- (10) **Insufficient Analysis of IPR and Incubator Outcomes:** Although IPR support and the Poornaprajna Incubator are innovative, the study may not fully evaluate their success in generating patents, start-ups, or student-led ventures, limiting insights into how these contribute to a culture of innovation.
- (11) **Unexplored Cultural and Regional Relevance:** The study may not account for the cultural and regional relevance of PIM’s strategies. Given that the institute operates in a specific cultural and geographic context, this oversight could limit the strategies' applicability in different settings.
- (12) **Limited Insights into Faculty Development Initiatives:** The role of faculty in driving these strategies forward is crucial, yet the study may not sufficiently analyze faculty development, support, and training necessary to implement and sustain these innovations effectively.

Addressing these limitations could deepen understanding of the true effectiveness of PIM’s strategies, providing a more nuanced view of how they might serve as a model for similar institutions aiming for transformative growth.

9.2 Areas for future research to expand on the innovations and their outcomes:

To expand on innovations and their outcomes in business management institutions, several key areas for future research could provide deeper insights and valuable frameworks for empowering stakeholders. Table 5 presents some suggested areas:

Table 5: Key areas for future research with objectives and outcome

S. No.	Key Areas	Objective	Outcome
1	Impact of Experiential Learning on Career Readiness	Assess the long-term impact of experiential learning models (like internships, live projects, and consulting assignments) on students' job readiness and career success.	Provide data-driven insights on which experiential elements have the most significant impact on employability, helping institutions tailor these opportunities more effectively.
2	Role of Digital Pedagogy in Enhancing Management Education Quality	Explore how digital tools, virtual simulations, and hybrid learning models influence learning outcomes and engagement levels in management education.	Determine best practices and technologies that optimize learning, creating a framework for other institutions to implement digital pedagogy effectively.
3	Effectiveness of Industry Partnerships in Curriculum Development	Study how partnerships with industry leaders contribute to curriculum relevance, skill-building, and placement outcomes.	Offer evidence-based recommendations on structuring industry-academia partnerships to maximize student and institutional benefits.
4	Evaluating the Success of Entrepreneurship Incubators in Business Schools	Assess the impact of on-campus incubators and accelerators on students' entrepreneurial ventures and startups' success rates post-graduation.	Develop benchmarks for incubator success, exploring factors such as mentorship quality, funding access, and networking opportunities.
5	Sustainability Education and its Influence on Business Leadership Skills	Examine the influence of sustainability-focused programs on students' leadership skills and commitment to social responsibility in business practices.	Insights on designing sustainability curricula that produce socially responsible business leaders, attracting students interested in impactful careers.
6	Assessment of Career Pathways in the GIG Economy for	Investigate the role of management education in preparing students for the GIG economy, freelancing, and remote work dynamics.	Identify skills and competencies crucial for success in flexible work environments, helping institutions align programs with GIG economy demands.

	Management Graduates		
7	Measuring the Effectiveness of Integrated Student Development Models	Evaluate the impact of comprehensive student development models (like Poornaprajna's) on academic, personal, and professional growth.	Offer data-backed insights into which components of these models are most beneficial, guiding institutions in designing holistic support frameworks for students.
8	Longitudinal Impact of Value-Added Programs on Alumni Success	Conduct a longitudinal study tracking the career progression of graduates who participated in value-added programs, such as certifications, workshops, or digital literacy training.	Provide insights on how supplemental skills influence long-term career trajectories, helping institutions decide which additional programs yield the best return on investment.
9	Influence of Digital Libraries on Research Productivity and Learning Outcomes	Explore the role of ubiquitous digital libraries on students' academic performance, research quality, and engagement with continuous learning.	Guide institutions on digital library features that best support students' research and learning needs, strengthening institutional resources.
10	The Impact of Faculty Development on Academic Quality and Student Engagement	Study how faculty development programs, especially in digital teaching methods, influence the quality of education and student satisfaction.	Provide a framework for effective faculty development initiatives, linking them to student engagement and academic success.
11	Success Metrics for Community Engagement Programs in Business Schools	Analyze the effects of community outreach initiatives, such as school workshops, STEM programs, and social responsibility projects on institutional reputation and student leadership skills.	Establish success metrics for community engagement that benefit both the institution and the local community, fostering social responsibility.
12	Exploring Innovations in Alumni Engagement for Institutional Growth	Investigate how innovative alumni engagement strategies contribute to fundraising, mentorship opportunities, and brand building for institutions.	Provide a roadmap for institutions to leverage alumni networks as a resource for growth, fostering long-term alumni relations.
13	Evaluating IPR Support as a Catalyst for Student Innovation	Assess the impact of intellectual property (IP) support on encouraging student-driven innovation, patent applications, and startup ventures.	Offer evidence on the value of IP support in educational settings, encouraging institutions to adopt similar frameworks for promoting innovation.
14	Role of Research Centers in Advancing Academic and Professional Outcomes	Examine how dedicated research centers in business schools contribute to academic rigor, professional expertise, and knowledge dissemination.	Outline effective models for research centers, highlighting how these initiatives drive student engagement, faculty development, and institutional prestige.

15	Identifying Key Factors for Success in Global Exchange Programs	Study the long-term effects of international study and exchange programs on students' global awareness, cultural adaptability, and career prospects.	Identify best practices for designing impactful exchange programs that enhance students' global competencies and intercultural skills.
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Researching these areas can provide a comprehensive understanding of the best practices in management education, offering a foundation for institutions seeking to implement or enhance innovative strategies for stakeholder empowerment.

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