

## UKIBC Case Study

# UNIVERSITY OF GREENWICH

### Please give a description of your institutions products and services

The university traces its roots to 1890, when Britain's second polytechnic was opened near the Thames at Woolwich to teach practical and commercial skills to London workers. Over the years a range of specialist organisations have joined the institution, giving it diverse strengths in subjects such as teacher training, architecture, engineering and history. The name Thames Polytechnic was adopted in 1970. We became the University of Greenwich when we were awarded university status in 1992. The university has three campuses: Avery Hill, in the south-east London district of Eltham; Greenwich, in the historic London borough; and Medway, which is in Chatham Maritime, Kent.

People from more than 100 countries choose to study at Greenwich, part of an international student community of 4,000.

### The Centre for Indian Business

The Centre for Indian Business works within the University to provide easy access to knowledge and understanding of the Indian business world and it also acts as a hub where people can network, discuss and access a wealth of information about India. The centre works closely with institutions, industry and its communities to forge strong and mutually beneficial knowledge links with Indian business and business education through the centre into UK and Europe.

The centre is situated within the Business School at the University of Greenwich and draws on its expertise in generating and applying practical knowledge, as well as new and innovative techniques, to business needs.

The centre aims to provide a community of experts and interested individuals and organisations, to serve its communities in India and the UK. It will do this through its education, knowledge generation and inclusive practices, as well as its commitment to partnerships of long term mutual benefit.

The centre will organise regular seminars and conferences to promote knowledge sharing and build communities of practice that can benefit from the networking and exchange of ideas and information.

The centre offers the following services:

- MBA International Business in India
- MBA Information Technology Management
- Work placements for graduates and students
- Short executive programmes
- Accredited degrees through partners in India
- High-quality applied research in Indian business
- Applied research and knowledge transfer
- Advice and support for access to Indian business

# partnership in action

Please outline your current projects/partners/interest in India

## The Institute of Management Technology (IMT) Ghaziabad

The Centre is working with IMT on a research project on the future of [Indian management education](#) and an international conference on brand management in January 2010.

[The Institute of Management Technology](#), Ghaziabad was established in 1980. In the last 28 years IMT has been consistently ranked among the top management institutes in the country. Today, IMT is widely recognised as a centre for excellence in management education, quality research and for its strong industry interface. The institute is strategically located in Ghaziabad, near the national capital. The IMT campus is spread over 14 acres with an infrastructure ranked among the best in the country. IMT offers a wide range of residential postgraduate programmes in management.

## The Federation of Indian Chambers of Commerce and Industry (FICCI)

[The Federation of Indian Chambers of Commerce and Industry \(FICCI\)](#) was set up in 1927, under the inspiration of Mahatma Gandhi, and today represents over 250,000 enterprises, and 400 Chambers and Associations spread across India. FICCI collaborates with apex business bodies in over 79 countries through which it conducts its 'track two' business diplomacy. Dr Mitra functions as the nodal point for these multi country trade and investment dialogue. FICCI and the Centre signed a Memorandum of Understanding on 10 June 2009 to work together on the following:

- Partnership in FICCI's annual HE Summit.
- Dissemination of FICCI reports through the Centre for Indian Business newsletter.
- Cooperation on a survey of the role of private higher education institutions in economic growth.
- Partnership in a research project that will highlight ways for India to achieve its potential as a global leader in management thought and the impact of its [management education on business](#).
- Cooperation on a seminar series looking at the planning of higher education space and how it relates to regional economic growth and local communities. (link to knowledge at work page)
- Cooperation on the development of applied research, teaching and cooperation that will help develop the biopharmaceutical industry in India.

## Malaviya National Institute of Technology

[MNIT](#) Jaipur was established in 1963 as a joint venture of the Government of India and the Government of Rajasthan named as Malaviya Regional Engineering College, Jaipur. At present it is an Institute of National Importance, declared by an act of Parliament, named as Malaviya National Institute of Technology Jaipur and fully funded by Ministry of Human Resource Development, Government of India. The Institute offers 9 undergraduate (BTech), 17 postgraduate (MTech, MSc, MBA), and PhD programmes in the areas of Engineering/Technology/Management/Science and Humanities.

# partnership in action

MNIT and The University of Greenwich won a UK India Education and Research Initiative (UKIERI) award in autumn 2008 to develop a joint MBA in Technology Management. This will be launched in August 2009. The two institutions also plan to develop a number of joint research programmes in the following areas: civil and structural engineering and power electronics.

## **Apeejay**

[Apeejay](#) Education Society, established 40 years ago, is dedicated to the pursuit of excellence in higher learning through a network of Institutions and Colleges of Global Standards.

Apeejay Institute of Technology (AIT), campus at Greater Noida, is an integral part of Apeejay Education. AIT is committed to imparting quality education to aspiring students by offering them a wide range of professional programmes. The institute offers a range of full-time programmes under three schools – School of Management (PGDM-General and PGDM – Banking and Finance); School of Computer Science (MCA & PGDM-IT) and School of Architecture and Planning and conducts research in the diverse fields of Management and Technology. Apeejay Institute of Technology has over 1,000 students in its management programmes at its various institutions.

The University of Greenwich and Apeejay Institute of Technology won a joint UK India Education and Research Initiative (UKIERI) award in autumn 2008 to develop a joint MBA Executive Management. This will be launched in August 2009. The two institutions also plan to develop a number of joint research programmes in a range of management issues.

## **ITM Universe**

[ITM Universe](#) has over 7,000 students studying at their 125 acre Gwalior campus. They have an A grade accreditation from the National Accreditation Board (NBA) of India.

The University of Greenwich and ITM Universe won a joint UK India Education and Research Initiative (UKIERI) award in autumn 2007 to develop a joint MBA in International Business which was launched in March 2009 and an MBA in Technology Management which will be launched in August 2009.

## **What have you experienced as the main barriers to entering the Indian market?**

**Regulatory environment:** The unclear regulatory environment is undoubtedly the largest barrier to entry. This is now being addressed by the current Government and we look forward to a more transparent and straightforward regulatory system.

**Communication:** The UK norms for communication are very different from the Indian norms. In India much faith is placed on face to face interaction and also moving quickly. Indian businesspeople tend to devote their attention to issues intensely over short periods whereas in the UK it is often normal to give limited attention to an issue but sustain communication over a longer time period. The mobile phone is used much more in India and also hours of work are much more loosely defined so that much business gets done in the evenings and over weekends. This means that when the Indian partner devotes their attention to an issue they will often be in touch very frequently and will expect very swift responses often out of hours. They may then go quiet for long periods when they devote their attention to other issues. They also place much less faith in email than in UK.

# partnership in action

**Timescales:** Establishing an effective partnership is a long term investment – it can easily take 18 months. Bearing in mind the different communication styles, it is often difficult to match expectations and keep both partners on track over these periods.

**Jurisdiction:** There are different expectations on the jurisdiction of agreements under UK or Indian law.

**Finances:** The market situation is very different in India to UK. Lower prices are the norm and consumers are very value conscious but not necessarily cost conscious. India knows how to do business and will drive a hard bargain. Payment timescales are long and far exceed the UK norms.

## What are the solutions to these barriers? Please share best practice

Partnerships with India need to be seen over the longer term. Trust is necessary and attention should be given to building this in the initial stages of the interaction. This will mean considerable face to face contact and social interaction. It is necessary to understand, without judgement, the very different styles of doing business between the two countries. It is often assumed that we share many cultural similarities but this can hide the very real differences too. UK contacts need to consider how they can make themselves easily accessible to their partners – usually by sharing a mobile number and being responsive to different sorts of communication. They will need to consider how to better react to the contrasting working styles they meet.

On matters of pricing and legal jurisdiction in my opinion these are best dealt with by frank and robust interactions but based on principles of equity – be prepared to be flexible on some factors but respond by being robust on other factors.