

GBSN 2017

Bridging The Knowing – Doing Gap Through ADMAP

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Background and motivation

ADMAP – course detail

Outcomes, challenges and roadmap

Genesis: Belief In Non-Classroom Learning

Conceived by innovative educationist: M. L. Shrikant (former, honorary dean of SPJIMR, DBA HBS)

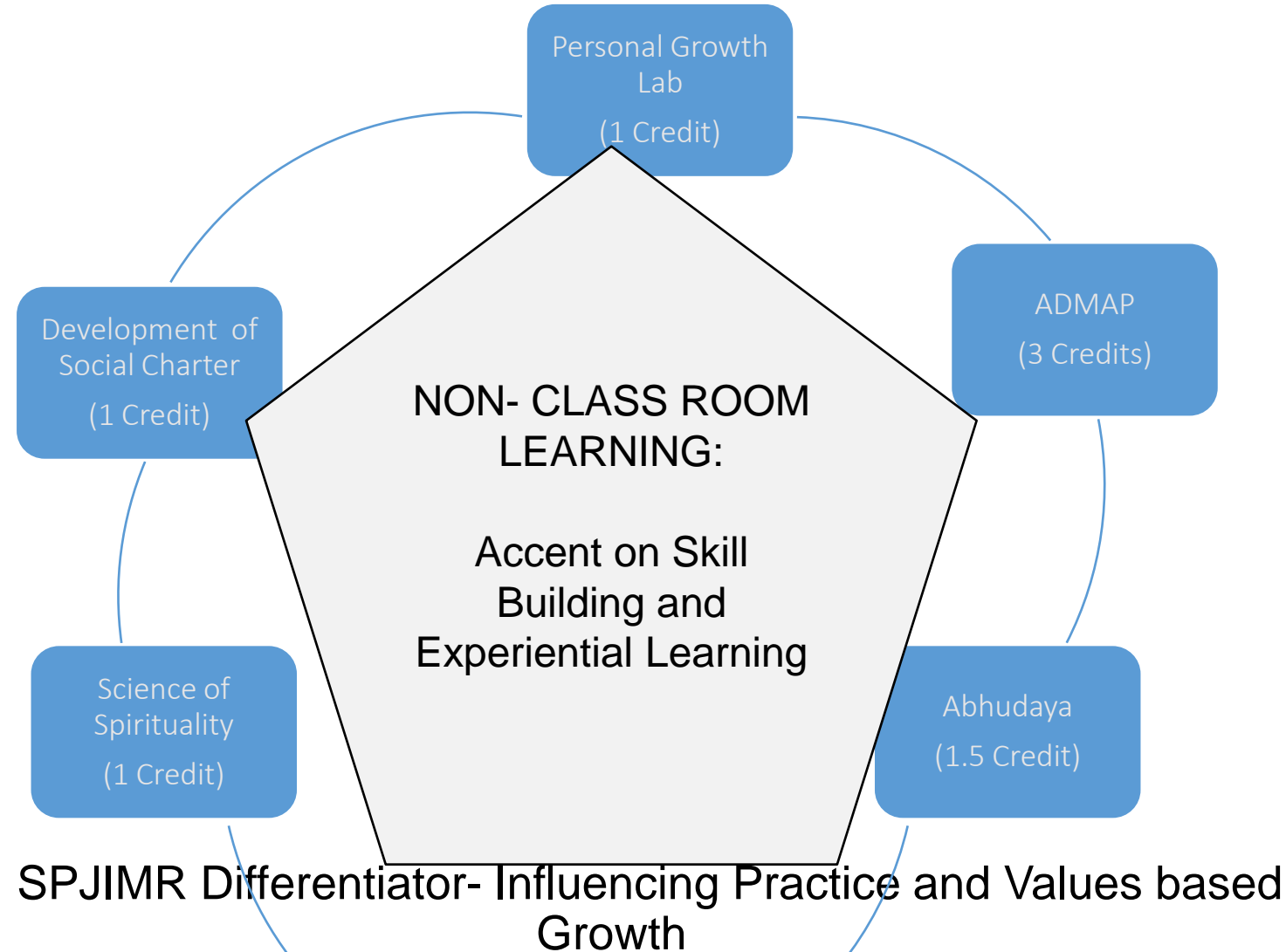
Challenge: 2-year MBA's in India mostly have work experience less than 3 years. How to help students to relate theories of management to their experiences?

Approach: Give students meaningful experiences in “**getting things done**” and “**influencing without power**”

ADMAP – Assessment and Development of Managerial and Administrative Potential – emerged as a separate course in 2004



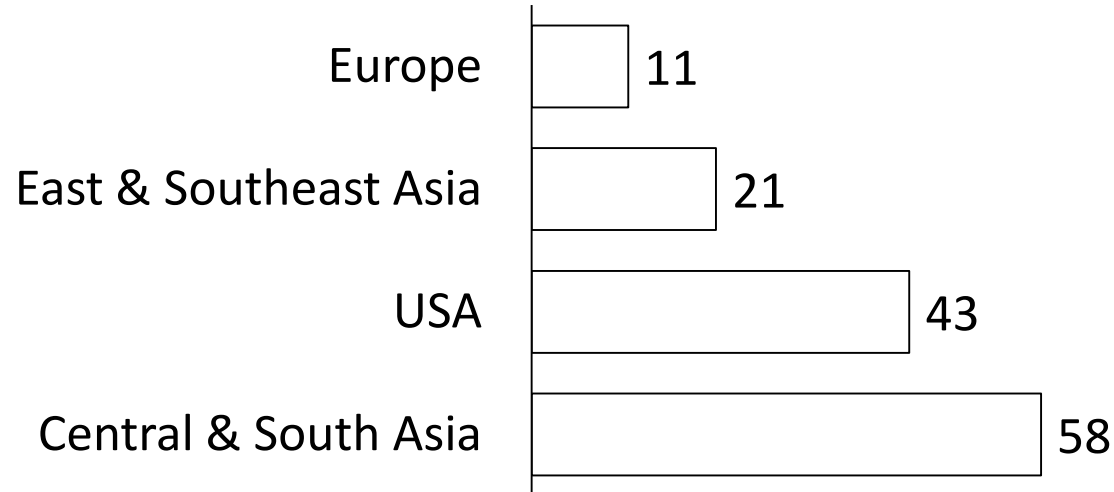
ADMAP – Linked To Other Non-Classroom Learning Courses At SPJIMR



Current Motivation – Relevance To Graduate Management Education Across The World, Esp. Emerging Markets

2016 Applicants to fulltime MBA programs having less than 3 years of experience

Percent of all applicants from that geography



“We like that our hires from SPJIMR just hit the ground running”

V. Gupta, Senior Partner at Deloitte

Source: GMAC Applicant Trends Survey 2016, n> 500 in each geography

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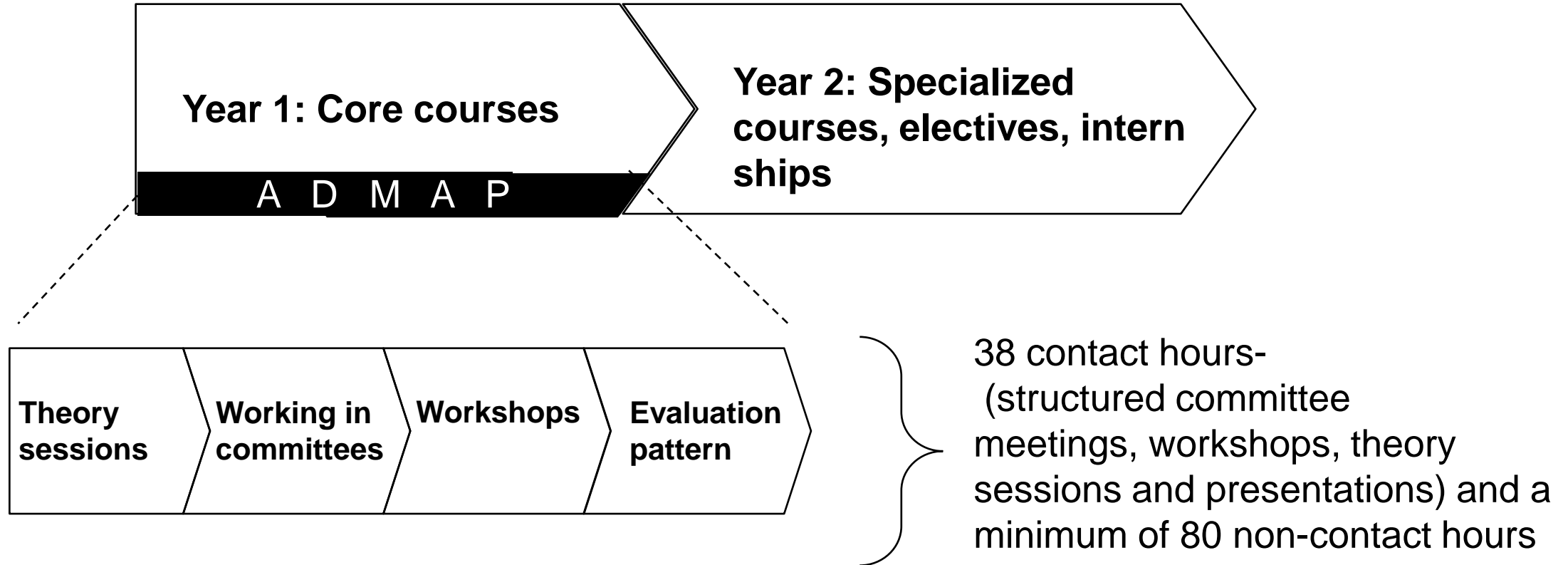
ADMAP – Learning Objectives

1. How to **get things done**: Work in student committees to achieve objectives in support of larger institutional objectives

2. Manage **without positional authority**
 - Influencing without power
 - Learning to work in a team of peers with diverse administrative styles
 - Cultivate a professional attitude

3. **Understand organizations**
 - Organizational structure
 - Sources of formal and informal power

Positioning In The 2-Year MBA Curriculum



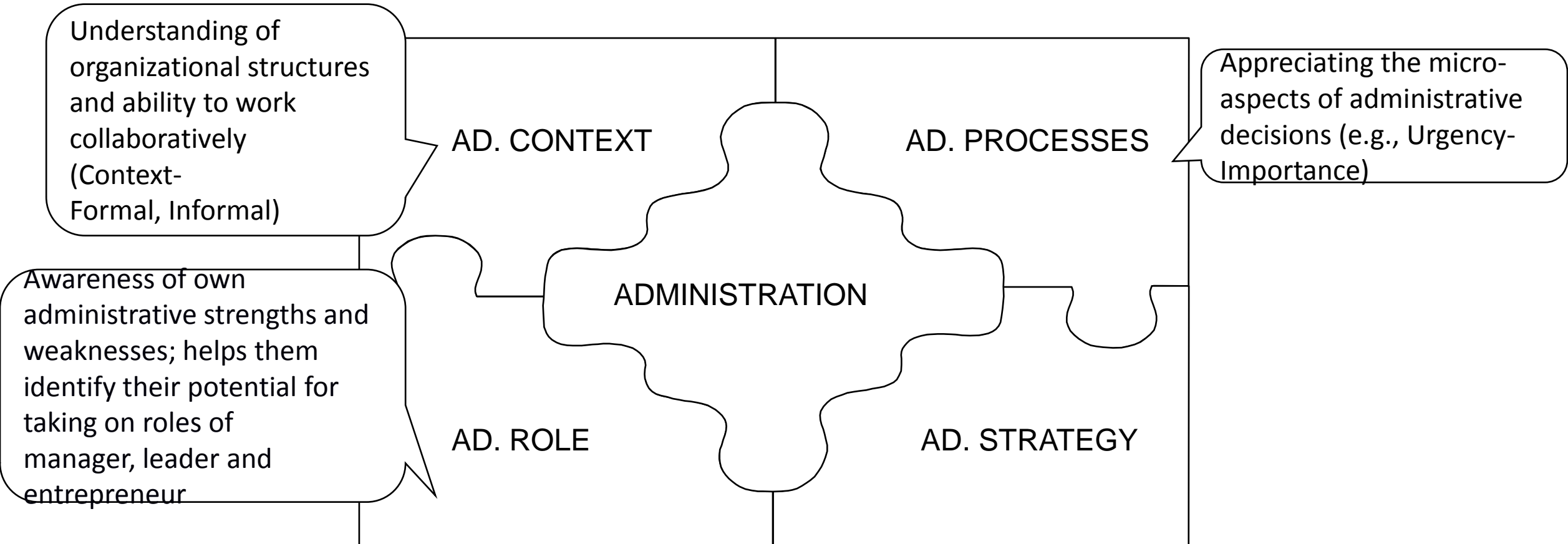
ADMAP Course Structure:

Theory sessions

Working in committees

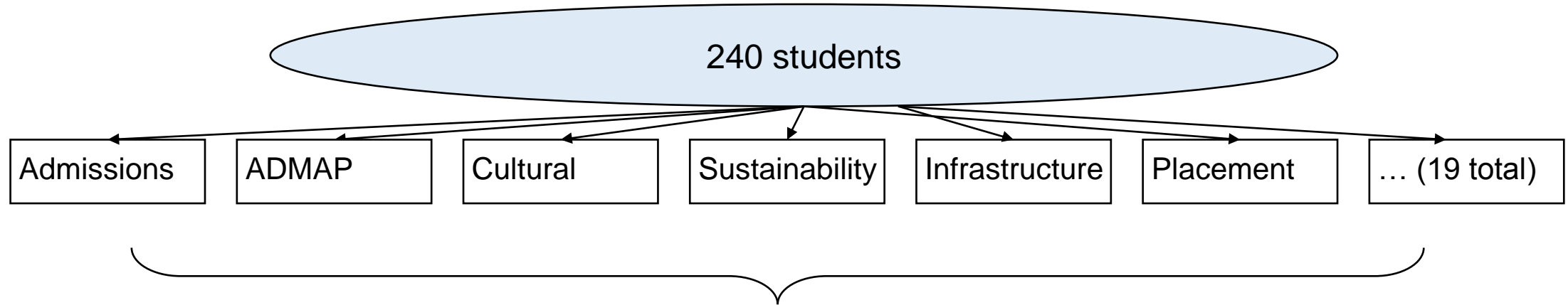
Workshops

Evaluation pattern



Administrative construct' comprising processes, roles, context and strategy. Help to understand organisational structure and identifying the presence and importance of positional power circles

Committee Assignment Is Stratified Random



Assignment to committees on the basis of the following stratification (equal proportions)

- i. Gender
- ii. Specialization
- iii. Experience
- iv. Science or Non Science Background
- v. Class sections / divisions

Randomized allocation does not take into account student preferences – controversial!
Rationale: cultivating a professional attitude

Faculty guided committees. Min 2 and Max 3 Faculty in each comm. Total full time institute faculty participation 40.

ADMAP Course Structure:

Theory sessions

Working in committees

Workshops

Evaluation pattern

Exhibit 1a: Typical work planning committee meeting: ADMAP Committee

Exhibit 2a: Outcome of a Committee's planning and efforts – ADMAP Committee



ADMAP 2017

(2nd) ADMAP MEETING
 ADMAP MEETING (6th)
 ADMAP MEETING (19th)
 ADMAP MEETING (30th)
 ADMAP PRESENTATION (13th)
 REFLECTIVE WORKSHOP

EVALUATION	MARKS	TOTAL
Theory, Movie	15	15
Workshop; Inray, 6 thinking hats		15
Committee Work	50*2=100	100
Presentations	15*3=45	45

ACADEMIC, DOCC, INDUSTRY INT. : AMRUTA, VIJAY
 ADMISSIONS, INFRASTRUCTURE, PROJECT : PRAGYA, SANCHIT

ADMAP Course Structure:

Theory sessions

Working in committees

Workshops

Evaluation pattern

Exhibit 1: Typical work planning committee meeting



Exhibit 2a: Outcome of a Committee's planning and efforts - CIIC

In Management world when you don't know what's next.. Standing in midst of tension is where leaders are made.. If you Agree like it.. Don't agree comment.. #btperfectbeast #CEOTalksSPJIMR

Alisha Chaturvedi, Prachi Mahajan and 15 others

2 Comments 2 Shares



Exhibit 2b: Event planning - Cultural Committee

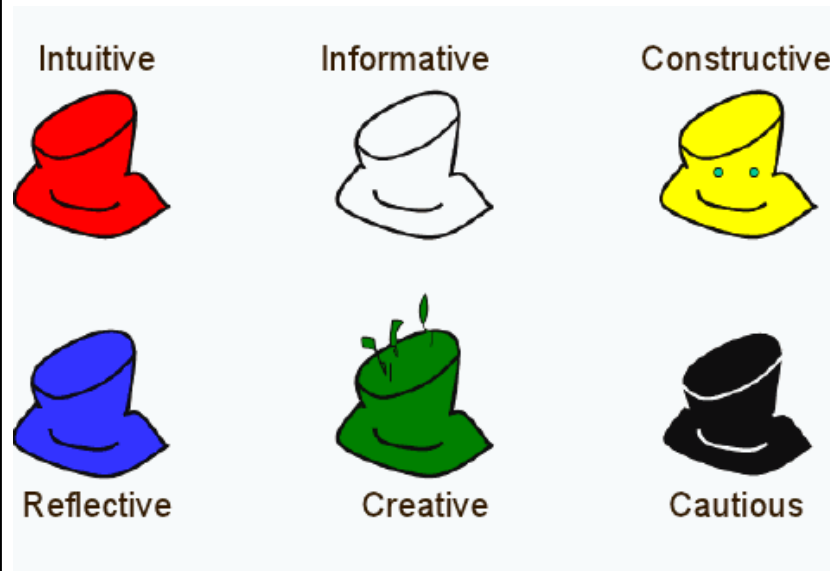


Only TWO things matter in life: Decision Making & Influencing. #btperfectbeast #CEOTalksSPJIMR

Intray workshop

Importance	High	HI-LU / Best Work 4 8 7 13	HI-HU / Fire fighting 3 15 11
	Low	LI-LU / Back burner 2 14 9 12 1	LI-HU / Do a favor 6 5 10
		Low	High
		Urgency	

Workshop based on DeBono's 6 Thinking Hats



New workshops

Reflective workshop- consolidation and extension of learning

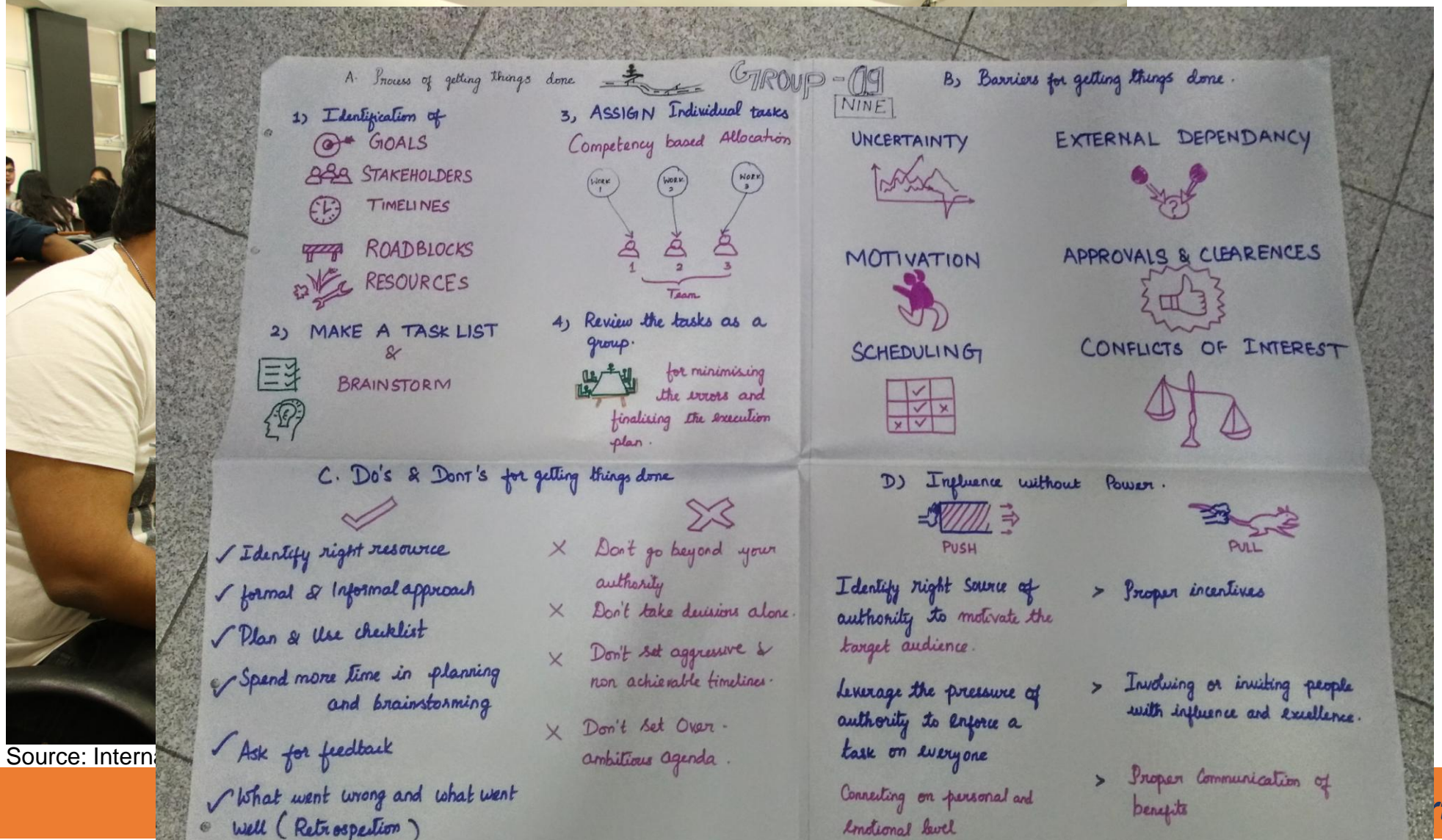
Workshop on effective meetings

Audience Input?

Reflective Workshop – Opportunity To Share And Record Reflections In A Semi-Structured Mode

Structure: Cross-committee mix, 4 broad headings

Output: Projective, with many a-ha! moments

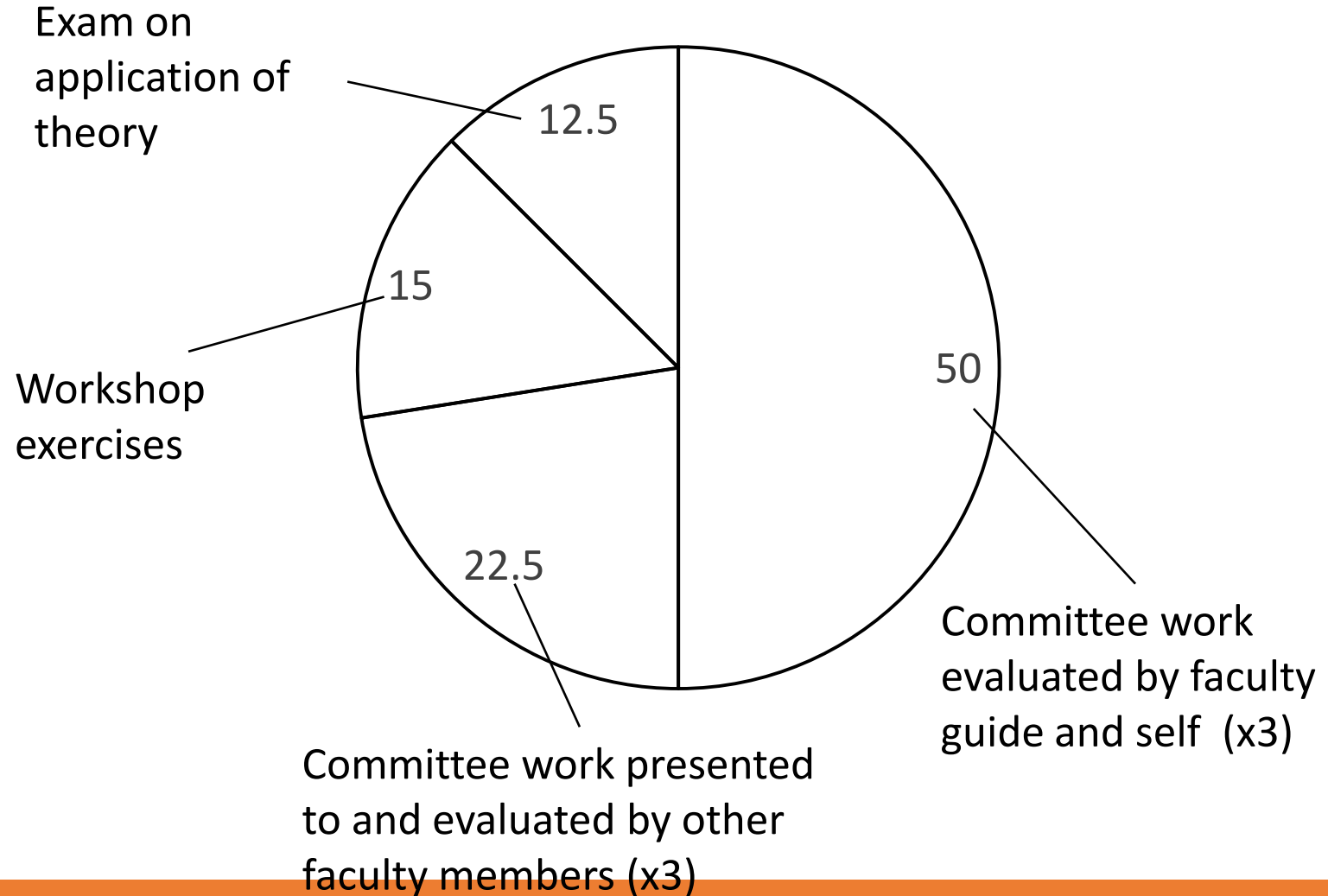
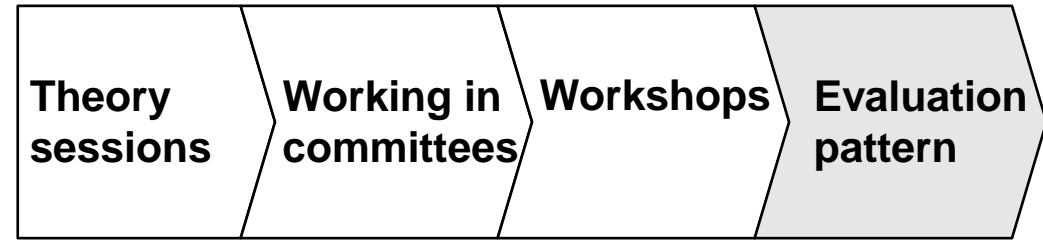


Source: Intern

ADMAP Evaluation

Evaluation components

Percent of total grade



ADMMap Evaluation: Excerpt From Committee Work Evaluation

Theory
sessions

Working in
committees

Workshops

Evaluation
pattern

Parameter	Basic performance (1-2)	Strong performance (3-4)	Exceptional performance (5)	Self	Faculty 1	Faculty 2
2b Appropriate prioritization of committee tasks (Process- Urgency and Importance)	Usually did not identify the urgency or importance of tasks and as a result, frequently missed critical deadlines	Often identified appropriate levels of urgency and importance of key committee tasks. Frequently met critical deadlines for committee work	Prioritized committee tasks with a clear view of both, the relative importance and urgency of tasks. Always met critical deadlines for committee work and/or identified key roadblocks. Helped prioritize tasks not only for self, but also for team members			
Corroborative experiences:						

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ADMAP Evidence Of Impact: Alumni Feedback

“ADMAP for me was about learning the art of **‘Influencing without authority’**. Especially while working in modern day organizations with flat structures and lots of ideas competing to see the light of the day, this becomes a key skill ... “

Ankur Bansal

Corporate solutions manager, Paytm
PGDM class of 2017

“ADMAP has helped me **deal with a variety of people** from various backgrounds. It truly helped me become a people manager.”

Divanshu Kakkar
Associate Manager
Product Supply, PnG
PGDM Class of 2017

“While interning with the Central Ops team at Uber, learnings from ADMAP helped me significantly in successfully coordinating the soft launch of an initiative across 4 pilot cities in India. ADMAP gave me a practice ground for learning to **influence without power** and also helped me realize the importance of **respecting everyone’s** ideas.”

Shamal Shah,
PGDM class of 2018,
Operations
Intern, Uber

Source: Alumni interviews, second-year student focus groups and anonymized feedback

Ideas For Measuring Impact

Approach 1: Text analysis

- Textual analysis of responses to cases of executing plans
- Diff in cohorts who have and have not participated in the ADMAP course

Approach 2: Longitudinal study

- Perceived value of “getting things done”
- Before and after assessment of task-orientation
- Focus group data from alumni with 2, 5, 7 years out

Approach 3: Other Possibilities

- Efficiency analysis
- Behavioral experiments with control group
- Audience input, please

Challenges And Road Ahead

Challenges

- Measurement of impact
- Consistency of quality of mentoring by faculty guides
- Adapting the course to work behaviors and norms for millennials (if different)

Road Ahead

- Designing new approaches to measurement of impact
- Early warning system to quickly mitigate “off-track” committees
- New modalities of learning, e.g., simulation and shadowing middle managers

Source: Internal analysis

Closing And Discussion

Our offer to you – we would be happy to help you explore any of the above, and ADMAP, at your campus

ADMAP Course Structure:

Theory
sessions

Working in
committees

Workshops

Evaluation
pattern

Movies as an instructional device:

- Choice of movie – to highlight a work situation, e.g., 12 O'clock high and The Intern
- After viewing, students are required to answer questions where administrative concepts are applied to the movie
- Teaching note customized to administrative context, roles and processes

ADMAP – Pedagogy

1. Theoretical Frameworks

1. Administrative construct of Process, Roles, Context and Strategy
2. Workshops

2. Self Learning and management of the others- Committee work, planning

- Getting along with others
- Through observing, doing, reflecting and recording

3. Decision Making- Committee work, executing

- Creating situations- institutional administrative processes
- Sources of formal and informal power

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