

Poornaprajna Super-Executives Development Model for Innovative Business Management Education – A Case Study

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ABSTRACT

Purpose: *The purpose of researching the Super-Executives Development Model in Business Management Education is to create a comprehensive framework that enhances the development of future business leaders who are both highly employable and capable of entrepreneurial success. This model aims to integrate key elements such as leadership development, innovation, ethical decision-making, and experiential learning, ensuring that graduates not only excel in executive roles but also possess the skills and mindset to start and sustain their own ventures. By identifying and analyzing the components that contribute to the holistic development of super-executives, the research seeks to provide actionable strategies for institutions to enhance their business management programs and better prepare students for the dynamic global business environment.*

Methodology: *Exploratory research method is used. Relevant information are collected using suitable keywords from institutional website, Google search engine, Google Scholar search engine, and analysed using suitable frameworks for creating new interpretations.*

Model & Analysis: *A new model of executive education at postgraduate level is envisioned and the factors affecting the model are identified and named as Super Executive Development Model. SWOC analysis framework is used to analyse the impact of the model. Value addition to existing MBA curriculum is made and presented as MBA++ programme.*

Originality/Value: *A new model of Super executives' development in systematic higher education in business management is developed, presented and analysed. The anticipated impact of the model in executive higher education and entrepreneurship is also analysed. The model is evaluated using SWOC analysed.*

Type of Paper: *Exploratory Research Case Study.*

Keywords: Poornaprajna Institute of Management, Super-Executive Development model, Turnaround Strategy, Executive & Entrepreneur Education, Innovations in executive education, Best practices in Executive education, Case Study

1. INTRODUCTION :

Executive development education through Post Graduate programmes in Business Management has become a cornerstone for preparing future leaders who are equipped to handle the complexities of today's dynamic global markets. These programmes, typically designed for individuals aspiring to executive roles, provide an in-depth understanding of business strategies, leadership principles, and management practices. By combining theoretical knowledge with real-world applications, Post Graduate programmes foster critical thinking, decision-making abilities, and strategic foresight. Business Management programmes, especially those focused on executive education, emphasize the development of soft skills like leadership, communication, and emotional intelligence, as well as hard skills in finance, marketing, operations, and human resources. The aim is to produce well-rounded leaders capable of driving growth, innovation, and organizational change (Crotty, P. T., & Soule, A. J. (1997). [1]).

In recent years, there has been a growing recognition of the need to integrate Information Technology (IT) management into executive education programmes. The rapid evolution of digital technologies, coupled with the increasing importance of data-driven decision-making, has made it imperative for future executives to possess a strong understanding of both business management and IT. Post Graduate programmes in Business Management now often include specialized tracks or courses in IT management, focusing on areas such as digital transformation, cybersecurity, and the strategic use of technology to gain a competitive edge (Conger, J. A., & Xin, K. (2000). [2]). The integration of these disciplines ensures that graduates not only have the ability to manage traditional business operations but can also harness the power of technology to drive innovation and operational efficiency (Vicere, A. A. (1996). [3]).

A systematic approach to executive development in business and IT management involves creating comprehensive models that align academic learning with industry needs. This necessitates the development of curricula that are adaptable to the fast-changing business and technology landscapes, with an emphasis on experiential learning through internships, apprenticeships, and real-world projects (Downham, T. A., et al. (1992). [4]). By engaging with industry leaders and leveraging case studies, these programmes enable participants to apply theoretical concepts to practical scenarios, fostering a deeper understanding of strategic decision-making. Moreover, continuous evaluation of the effectiveness of these programmes through performance assessments, feedback loops, and industry-aligned competencies ensures that the development of executives remains relevant and future-focused. The concept of a **Super-Executives Development Model** in Business and IT Management builds on these foundations, aiming to create a new framework for executive education that emphasizes agility, innovation, and global leadership. This research focuses on identifying key components that contribute to the success of executive education, including leadership development, technology integration, and organizational strategy. By systematically analyzing current trends, evaluating successful executive education programmes, and exploring the factors that influence the development of business leaders, this research will contribute to the creation of a robust model that can be implemented across various industries and educational institutions to develop future-ready super-executives.

Innovations in executive development have transformed the way leaders are prepared for the complexities of today's business environment, with a growing emphasis on employability and entrepreneurship. Traditional executive education focused primarily on leadership, strategic thinking, and functional expertise, but recent advancements have broadened the scope to include adaptability, technological proficiency, and entrepreneurial mindsets (Walsh, A., & Powell, P. (2018). [5]). Modern programmes now integrate experiential learning, real-time problem-solving, and digital tools that enable executives to not only lead established businesses but also identify and exploit new market opportunities. The emphasis on employability has led to the development of tailored curricula that address the evolving needs of global industries, with a focus on enhancing skills in emerging areas such as digital transformation, innovation management, and sustainability (Manimala, M. J., & Thomas, P. (2017). [6]).

Entrepreneurship, as a core component of executive development, has also seen significant innovation. Programmes designed for executives now incorporate modules that foster entrepreneurial thinking, teaching leaders how to innovate within their organizations or launch new ventures (McKellar, Q. (2020). [7]). This includes training in lean start up methodologies, venture financing, and risk management, preparing executives to take calculated risks while driving growth. The ability to develop and scale new business models is increasingly seen as a critical competency for future leaders. By integrating these entrepreneurial elements with employability-focused skills, modern executive development programmes equip leaders to be agile, innovative, and capable of navigating the uncertainties of today's business and technology landscapes. This research seeks to contribute to these innovations by systematically developing a **Super-Executives Development Model** that bridges business management and information technology management for executive education.

Making MBA graduates both employable executives and successful entrepreneurs requires a comprehensive approach that balances the development of leadership, managerial skills, and entrepreneurial thinking. A key strategy is to create a curriculum that combines traditional business education with experiential learning, focusing on real-world challenges and opportunities. This approach includes modules on leadership, strategy, and functional expertise, while also integrating entrepreneurial courses such as new venture creation, innovation management, and business model

design (Aithal, P. S. (2016). [8]). Additionally, providing access to mentorship from successful entrepreneurs and industry executives, alongside opportunities for internships and incubation, can bridge the gap between employability and entrepreneurship (Rae, D. and Ruth Woodier-Harris, N. (2013),) [9]. These practical experiences enable students to apply theoretical knowledge in real-world contexts, fostering both managerial acumen and entrepreneurial initiative.

Moreover, fostering an entrepreneurial mindset alongside employability skills is crucial. MBA programmes can achieve this by incorporating case studies, simulations, and project-based learning that encourage innovation, risk-taking, and problem-solving. Networking opportunities, industry collaborations, and business incubators within the academic environment further enhance students' entrepreneurial capabilities while improving their employability (Pittaway & Cope, 2007) [10]. The integration of technology management courses is also vital, given the rapid digital transformation of industries, equipping students to navigate both traditional business environments and the tech-driven entrepreneurial landscape. In this way, MBA graduates are prepared to either take on leadership roles in established companies or launch and manage their own businesses successfully.

In this paper, a Super-Executive Development model is proposed to make Business Management Post Graduates both Executive employable and Online/Traditional business owners through internship and incubationship focussed super executive education.

2. REVIEW OF LITERATURE :

2.1 Systematic Review of Literature on Executive Development Education and Models:

Executive development education has become a critical focus area for business schools and corporations, aiming to equip future leaders with the skills and knowledge necessary to succeed in an increasingly complex global business environment. This review systematically explores the current status of executive development education and its associated models, drawing insights from scholarly research.

Executive education programs have evolved significantly in recent decades, shifting from traditional lecture-based formats to more experiential and interactive models. For example, Conger and Xin (2000) [11] explore the role of tailored leadership programs in enhancing the managerial capabilities of executives. The authors argue that such programs should focus on the specific needs of the organization and the individual, blending both theoretical and practical learning components. Similarly, Moldoveanu and Nohria (2007) [12] highlight the importance of developing soft skills, such as emotional intelligence and decision-making capabilities, as key competencies for modern executives. Their study concludes that the integration of psychological and behavioural sciences into executive education curricula is crucial for effective leadership development.

The shift toward experiential learning is further supported by research from Garavan et al. (2015) [13], who emphasize the value of real-world problem-solving activities, such as action learning, in executive development programs. This approach allows executives to apply theoretical frameworks directly to their work environments, fostering both immediate and long-term impacts. In addition, Day and Dragoni (2015) [14] present a comprehensive review of leadership development models, suggesting that developmental experiences should be coupled with ongoing feedback and coaching to ensure sustained growth.

Further exploration into executive development models is provided by Ready and Conger (2003) [15], who describe a "pipeline" model of leadership development. This model stresses the importance of preparing executives for higher levels of responsibility through a structured series of development phases, each building on the competencies gained in the previous stage. Meanwhile, Petriglieri, Wood, and Petriglieri (2011) [16] argue for the importance of identity work in executive education, suggesting that personal development and self-awareness should be central components of leadership development programs.

In terms of the digital transformation of executive education, research by Miller, C. E. (2019) [17] indicates that online platforms and digital tools are playing an increasingly prominent role in delivering flexible and scalable executive education programs. This shift allows for a more personalized and accessible learning experience while maintaining the rigor and depth of traditional programs. Additionally, O'Leary and Pulakos (2011) [18] examine the role of assessment in executive development, emphasizing that regular evaluations and developmental assessments are critical for identifying strengths and areas for growth in leadership competencies.

Another significant contribution comes from Swanson and Holton (2001) [19], who analyze the importance of aligning executive education programs with strategic organizational goals. Their research demonstrates that successful executive development initiatives are those that integrate business strategy with leadership development, ensuring that executives are not only effective leaders but also capable of driving organizational success.

Finally, Burke and Rau (2010) [20] present a framework for designing effective executive education programs, emphasizing the need for a holistic approach that includes cognitive, behavioural, and emotional development. This approach ensures that executives are well-rounded leaders capable of adapting to various business challenges and environments.

2.2 Summary of related published works:

Summary of review of literature on related topics of innovations in executive educations is presented in table 1:

Table 1: Summary of review of literature on related topics of innovations in executive educations

S. No.	Area	Focus and outcome	References
1	Executive & Entrepreneur Education	This article presents a specialized entrepreneurship course designed for the more seasoned and experienced participants of an EMBA program. The curriculum outlined here is the culmination of 25 years of teaching, experimentation, and refinement within a university setting. It is proposed that the current course structure can serve as a model for similar programs in business schools operating in comparable cultural and economic environments.	Allahar, H., & Brathwaite, C. (2017). [21]
2	Executive & Entrepreneur Education	This study aimed to achieve three key objectives: identifying the factors that motivate successful entrepreneurs to engage in Entrepreneurial Education and Training (EEE), evaluating the relevance of EEE curricula to these entrepreneurs, and determining the value they place on EEE. Utilizing a descriptive research design, the findings revealed that referrals play a significant role in driving the enrollment of successful entrepreneurs into EEE programs.	Kanyotu, E. W. (2014). [22]
3	Executive & Entrepreneur Education	A new executive education course centered on technology assessment and the commercialization of products and services has been introduced into the curriculum. Moreover, each course within the EMBA cohort program will incorporate, where relevant, a discipline-specific "thread" designed to support the commercialization projects undertaken by each team.	Bell, J. (2009). [23]
4	Executive & Entrepreneur Education	This review paper highlights key entrepreneurial competencies required for successfully launching a business and evaluates the current skill levels of recent graduates from business and entrepreneurship programs. Additionally, it offers recommendations for innovative teaching strategies that align with the evolving business landscape in the U.S. Midwest.	Bauman, A., & Lucy, C. (2021). [24]
5	Innovations in executive education	This paper presents a solutions-driven approach to designing and delivering customized executive programs, emphasizing that a tailored, client-centric focus combined with operational precision can generate sustainable and measurable value for both individuals and organizations.	Dover, P. A., Manwani, S., & Munn, D. (2018). [x5]

6	Innovations in executive education	This paper examines three innovative executive education programs, each showcasing a thoughtfully designed, systemic approach that transitions from traditional classroom learning to a more action-oriented model. The article provides detailed descriptions of each program, analyzes evaluation data, and concludes with recommendations for developing effective executive education programs.	Vicere, A. A. (1996). [x6]
7	Innovations in executive education	This chapter highlights ten key challenges that effective executive education programs must tackle. The recommended strategies for overcoming these challenges emphasize the importance of rethinking current mental models and approaches to executive education. To inspire action, six examples of innovative programs are briefly presented, encouraging readers to experiment with these evolving challenges.	Wind, J. (2022). [x7]
8	Innovations in executive education	This paper examines the advantages and challenges of delivering executive education courses rooted in the research of a technology and innovation management group. Drawing on 15 years of experience at the Centre for Technology Management, University of Cambridge, it compares these insights with broader academic experiences in course delivery and highlights the differing motivations of academic and industry partners. The analysis identifies numerous benefits for all stakeholders, such as knowledge dissemination, access to innovative methods, shaping research agendas, and demonstrating research impact.	Probert, D. R., & Ridgman, T. W. (2013). [x8]
9	Best practices in Executive education	This paper explores the future of executive education, emphasizing two key trends: the impact of global competition and the changing needs of corporations. It discusses the potential evolution of executive programs, including university-based, in-house, and customized offerings. The paper highlights the influence of recent technological advancements and suggests that a major theme for the future of executive education will be increased involvement from companies in shaping these programs.	Crotty, P. T., & Soule, A. J. (1997). [29]
10	Best practices in Executive education	This paper critiques the conventional two-day workshop model, where the trainer takes center stage, and proposes a more innovative approach that places the learner's line manager in a central role. Success is evaluated based on measurable improvements in business performance, offering a fresh perspective that will engage both educators and buyers of executive education programs.	Terry, R. (2005). [30]
11	Best practices in Executive education	Executive education (EE) has been a key component of business school programs since their inception. This study proposes that integrating a project-based approach can effectively enhance the delivery of EE in an online format.	Jacobson, D., Chapman, R., Ye, C., & Van Os, J. (2017). [31]
12	Best practices in Executive education	The paper presents a novel proposal aimed at enhancing the value of MBA programs globally. It advocates for a transformative approach to MBA education, introducing a ground-breaking model designed to cultivate exceptional executives.	Aithal, P. S., & Karanth, B. (2024). [32]

13		A sustainable MBA program should realign traditional subjects to prioritize the elimination of models and processes that contribute, either directly or indirectly, to resource depletion, environmental degradation, and global warming. This initiative is often referred to as a Green MBA. This paper emphasizes the necessity for a comprehensive restructuring of the curriculum, the revision of pedagogical approaches, the refinement of business processes, the expansion of business opportunities, and the enhancement of placement prospects within this proposed sustainable model of business management education—the Green MBA.	Aithal, P. S., & Jeevan, P. (2016). [33]
14		This four-stage model is implemented throughout the entire course to facilitate growth through a time-bound, stage-based strategy. The model evaluates and demonstrates the effectiveness of this innovative MBA approach in the integrated development of business executives.	Aithal, P. S. (2015). [34]

3. OBJECTIVES OF THE STUDY :

- (1) Review of literature about Innovations in executive development including employability and entrepreneurship
- (2) To evaluate the Turnaround Strategy of Poornaprajna Institute of Management in Executive Education
- (3) To develop Poornaprajna Super-Executives Development Model (PSGDM)” by identifying its components.
- (4) To identify and evaluate various Factors affecting the Model.
- (5) To carryout SWOC analysis of the Model.
- (6) To anticipate the impact of Poornaprajna Super-Executives Development Model on Executive Higher Education and on Entrepreneurship.
- (7) To provide essential suggestions to implement the innovative model.

4. METHODOLOGY :

The paper uses exploratory research method to analyse the information in the form of a Case study. The required information are collected from the institution website, Google Search Engine, Google Scholar Search Engine, and AI-driven GPTs using selected keywords. The collected information are analysed, compared, evaluated, and interpreted to predict the impact and to present the suggestions.

5. ABOUT PIM :

The **Poornaprajna Group** in Udupi stands as a prominent educational and philanthropic institution deeply rooted in the traditions of Indian culture and learning. Established under the divine guidance of His Holiness **Shri Shri Vibudhesha Theertha Swamiji**, the Poornaprajna Group has a mission to promote holistic education based on the tenets of the **Dvaita philosophy**, as propagated by Sri Madhvacharya. The group manages a wide range of educational institutions, catering to students from early childhood to higher education. With a focus on academic excellence, discipline, and the inculcation of values, the Poornaprajna Group has grown over the years to become a pillar of education in India.

Among its many institutions, the Poornaprajna Group manages several schools and colleges, including Poornaprajna Pre-University College, Poornaprajna College, and Poornaprajna Institute of Management. These institutions are known for their rigorous academic programs, innovative pedagogy, and focus on character development. The group's emphasis on integrating modern education with traditional values is reflected in its curriculum, which seeks to develop not just intellectual prowess but also ethical and moral responsibility among students. The institutions under the Poornaprajna Group offer courses in science, commerce, and arts, ensuring that students receive a well-rounded education.

The **Poornaprajna Institute of Management (PIM)**, located in Udupi, is one of the key educational endeavours of the Poornaprajna Group. Established in 2006, PIM is affiliated with **Mangalore University** and approved by the **All India Council for Technical Education (AICTE)**. It is known for its exceptional academic programmes in management, offering a **Master of Business Administration (MBA)** degree. The institute is driven by its vision of creating dynamic leaders who can excel in both corporate environments and entrepreneurial ventures. The institute's commitment to academic excellence is evident in its faculty, who bring a blend of academic rigor and industry experience to the classroom.

At the core of the educational experience at Poornaprajna Institute of Management is the emphasis on value-based management education. The curriculum integrates modern management principles with ethical values, leadership skills, and practical business acumen. Students are encouraged to think critically, innovate, and develop a strong moral foundation, preparing them for the challenges of the business world. PIM's pedagogy includes a mix of theoretical knowledge, case studies, role-playing, and real-world industry exposure through internships and industry projects. This approach ensures that graduates are well-equipped to handle the complexities of the modern business environment.

PIM also places a strong emphasis on research and academic development. Faculty members and students are encouraged to engage in research that contributes to the body of knowledge in management. The institute regularly hosts conferences, workshops, and seminars that bring together industry leaders, academics, and students to discuss contemporary issues in business and management. PIM's academic initiatives are complemented by its state-of-the-art infrastructure, which includes modern classrooms, computer labs, a library with extensive management literature, and other facilities that enhance the learning experience.

In addition to academics, the Poornaprajna Institute of Management promotes all-around development by offering a range of extracurricular and co-curricular activities. Students participate in cultural events, sports, and management fests, which not only provide a platform to showcase their talents but also help them develop teamwork, leadership, and communication skills. The institute's **Placement Cell** plays a pivotal role in preparing students for the job market by organizing training sessions, mock interviews, and placement drives, ensuring that graduates secure positions in leading companies.

Thus, both the Poornaprajna Group and the Poornaprajna Institute of Management are committed to providing quality education rooted in traditional values while embracing modernity. The institutions aim to create leaders and professionals who are not only successful in their careers but also committed to contributing positively to society. Through their holistic educational approach, the Poornaprajna institutions continue to shape the future of thousands of students, making them torchbearers of knowledge, ethics, and leadership.

For more information, you can visit the official websites: [Poornaprajna Group](#) and [Poornaprajna Institute of Management](#).

6. PIM TURNAROUND STRATEGY IN EXECUTIVE EDUCATION :

Established in 2006, PIM is a business school offering postgraduate programs (PG) in the field of management studies. They are recognized by the All-India Council for Technical Education (AICTE) and provide a Full-Time MBA programme with various specializations. The institute emphasizes affordability, with fees structured to make management education accessible to a wider range of students.

PIM prides itself on its excellent faculty with extensive experience, ensuring students receive a high-quality education. Beyond academics, the institute fosters a well-rounded student experience by offering a range of facilities and amenities. These include separate hostels for boys and girls, a cafeteria, a library, an auditorium, sports facilities, and even a gym, all in the same campus. They believe in creating a vibrant learning environment that goes beyond textbooks, encouraging student interaction and development through various activities.

The website of the institute (pim.ac.in) showcases the institute's commitment to innovation and keeping pace with current trends. It highlights achievements of their students, such as securing top ranks in university examinations, demonstrating the effectiveness of their approach. With two hours additional classes everyday in addition to regular university requirements, the institute provides various value added training programs to improve their communication, creativity, and effective decision making abilities.

Overall, the Poornaprajna Group, through institutions like PIM, aims to equip students with not only business acumen but also strong ethical values and the ability to adapt to evolving technological landscapes. Their focus on holistic development and affordability positions them as a potentially valuable resource for aspiring management professionals in the country.

The **turnaround strategy of Poornaprajna Institute of Management (PIM)** is a comprehensive and forward-thinking approach by its current President His Holiness Shri Shri Eeshapriya Theertha Swamiji aimed at transforming the institute into a hub of excellence in management education. By focusing on multiple dimensions, PIM aims to not only expand its capacity and revenue but also create an ecosystem where students are prepared for the demands of future economies, while faculty members are empowered to innovate and contribute to the body of knowledge in their respective fields. The key components of this turnaround strategy are outlined below.

(1) Expansion of MBA Program Enrollment:

The first significant step in the turnaround strategy is the expansion of the **MBA programme enrollment from 60 students to 120 students**. This increase in admissions not only broadens access to the program but also significantly boosts the institute's revenue. By doubling the student intake, PIM can enhance its financial stability, which in turn can be invested in upgrading infrastructure, enhancing faculty development programs, and incorporating more advanced teaching methodologies. This step also aligns with the growing demand for quality management education in India and provides an opportunity for more students to benefit from the value-driven education offered by PIM.

(2) Introduction of MCA Programme:

PIM is expanding its **postgraduate offerings** by introducing a **Master of Computer Applications (MCA)** programme. This strategic addition diversifies the academic portfolio of the institute and meets the increasing need for technically skilled professionals in the evolving IT industry. By providing students with strong technical and managerial skills, PIM can position itself as a leader in both management and technology education, opening up new avenues for collaboration with industry and enhancing employability for its graduates. This program expansion will further contribute to the institute's reputation and financial growth.

(3) Leadership through Dynamic Role Model:

The institute has identified and empowered a **dynamic role model leader** who is a critical part of PIM's turnaround strategy. This leader has inspired and motivated faculty members and students alike, fostered an environment of innovation, discipline, and excellence. A charismatic and visionary leader can not only guide the academic and operational strategies of the institution but also create a culture of growth, collaboration, and continuous improvement. By leading by example, this leader has ensured that the institute remains aligned with its mission and vision while adapting to the rapidly changing educational landscape.

(4) Autonomy and Curriculum Innovation:

Another major component of the strategy is to transition from an **affiliated college to an autonomous institution**. This shift allows PIM to design and implement **industry-oriented curricula** that are forward-looking and aligned with global trends. Autonomy gives the institute the freedom to innovate in its course offerings, adopt emerging pedagogical tools, and respond quickly to industry demands. By developing cutting-edge programs that incorporate **new technologies, industry certifications, and entrepreneurial skills**, PIM can attract more students and improve its academic standing. This flexibility will also enable the institute to offer specialized programs tailored to the needs of the global market.

(5) Value-Added Subjects for Employability and Entrepreneurship:

PIM is committed to enhancing the **employability and entrepreneurship** of its students through **compulsory value-added subjects**. These subjects will equip students with future business skills, leadership capabilities, and entrepreneurial knowledge. By offering modules that cover essential business areas such as **innovation management, digital marketing, financial literacy, and start-up ecosystems**, PIM ensures that its graduates are ready to excel in the global economy. Additionally, these courses will foster a mindset of continuous learning and adaptability, crucial for success in today's rapidly changing business environment.

(6) Future Business Skills for GIG Economy:

PIM has also focussed on preparing students to contribute to the **GIG economy** by fostering a strong foundation in entrepreneurship and **self-employment** through **internship and incubationship**

opportunities. The institute aims to create a robust support system that allows students to develop their own businesses and start-ups, offering them access to mentorship, financial resources, and industry networks. This initiative not only aligns with the growing trend of freelance and gig-based work but also empowers students to become job creators rather than job seekers, contributing to the larger economy.

(7) Poornaprajna Publication for Academic Contributions:

To support the academic growth of both students and faculty members as a part of its turnaround strategy, PIM has established **Poornaprajna Publication**, which will enable the publication of **scholarly articles, books, journals, and conference proceedings**. This platform will provide students and faculty with opportunities to share their research, enhance their academic profiles, and contribute to the global body of knowledge. It will also foster a research-driven culture within the institution, promoting intellectual development and collaboration among academics and industry practitioners.

(8) Poornaprajna Ubiquitous Digital Library:

PIM has offered its students and faculty **ubiquitous access to learning resources** through the **Poornaprajna Ubiquitous Digital Library**, an online platform that provides access to a vast repository of books, journals, and other academic materials. This digital library will facilitate continuous learning and research by offering resources anytime and anywhere. It will also be instrumental in supporting the research and academic efforts of both students and faculty, ensuring that they remain updated with the latest developments in their respective fields.

(9) Poornaprajna Consultancy for Earn While Learn:

To further support students' practical learning, PIM has established **Poornaprajna Consultancy**, a business subsidiary that offers students the chance to **earn while they learn**. Faculty members will also benefit from **earn while you teach** opportunities. This consultancy firm will provide real-world experience to students by involving them in business projects, consultancy assignments, and entrepreneurial ventures. It creates a bridge between theoretical learning and practical application, equipping students with the skills needed to succeed in the business world.

(10) Poornaprajna Incubator for Start-ups:

The establishment of the **Poornaprajna Incubator** has provided essential **support for start-up ventures** by offering incubation services to students with innovative business ideas. This incubator will provide mentorship, funding opportunities, and access to resources necessary for launching a successful business. By supporting entrepreneurial initiatives, PIM fosters a culture of innovation and self-reliance among its students, encouraging them to think creatively and take calculated risks.

(11) Intellectual Property Rights (IPR) and Patents:

As part of the turnaround strategy, PIM has focused on educating its students about **Intellectual Property Rights (IPR)** and encouraging them to secure **copyrights and patents** for their academic publications and innovative business plans. This initiative will help students protect their intellectual contributions and leverage their innovations for commercial success, thereby enhancing their entrepreneurial and academic achievements.

(12) Poornaprajna Integrated Students General Service Model:

Finally, PIM has implemented the **Poornaprajna Integrated Students General Service Model**, which offers **quality services** to ensure students receive holistic support throughout their educational journey. This model will focus on academic advising, career counseling, mental health services, skill development workshops, and other essential services that promote student well-being and success. By offering these comprehensive services, PIM ensures that students are supported not only academically but also personally and professionally. This model has core objective of ensuring student satisfaction, student delight, and student enlightenment through such services.

Thus, the turnaround strategy of Poornaprajna Institute of Management aims to position the institution as a leader in management & technology education by expanding its programs, enhancing employability, fostering entrepreneurship, and supporting research and innovation. By aligning with global trends and focusing on future-oriented education, PIM is set to create a transformative learning experience for its students, faculty, and the broader community.

To add further fuel to turnaround strategy, PIM has developed a new super innovative student development model with 12 sub models to produce super graduates. This paper focuses on presenting and analysing these sub-models of Poornaprajna super-executive development model.

7. POORNAPRAJNA SUPER-EXECUTIVES DEVELOPMENT MODEL :

7.1 Components of Poornaprajna Super Executive Development Model:

“Poornaprajna Super-Executives Development Model (PSGDM)” includes following components:

- (1) Poornaprajna Vision, Mission, Tradition, and Core Values model,
- (2) Poornaprajna Integrated Student Development Model with twelve components,
- (3) Poornaprajna Integrated Student Service Model with twelve components,
- (4) Poornaprajna Integrated Student Evaluation Model,
- (5) Poornaprajna Integrated Online & Campus Placement Service Model,
- (6) Poornaprajna Continuous & Lifelong Learning Model,
- (7) Poornaprajna experiential Learning Model with Fieldworks, Internships, Apprenticeship, or Incubationship,
- (8) Poornaprajna Digital Library Model for ubiquitous access of Library & Information Resources,
- (9) Poornaprajna Scholarly Publication model through Poornaprajna IPR Publication Support,
- (10) Poornaprajna Admission Counselling & Education Loan Support Model,
- (11) Poornaprajna Annual Faculty Performance Evaluation & Faculty Grading Model,
- (12) Poornaprajna Executive Networking Model through large Poornaprajna Alumni Group started from 1921.

7.2 Poornaprajna Super Executive Development Model:

The twelve sub model components of Poornaprajna Super Executive Development Model are shown in figure 1.

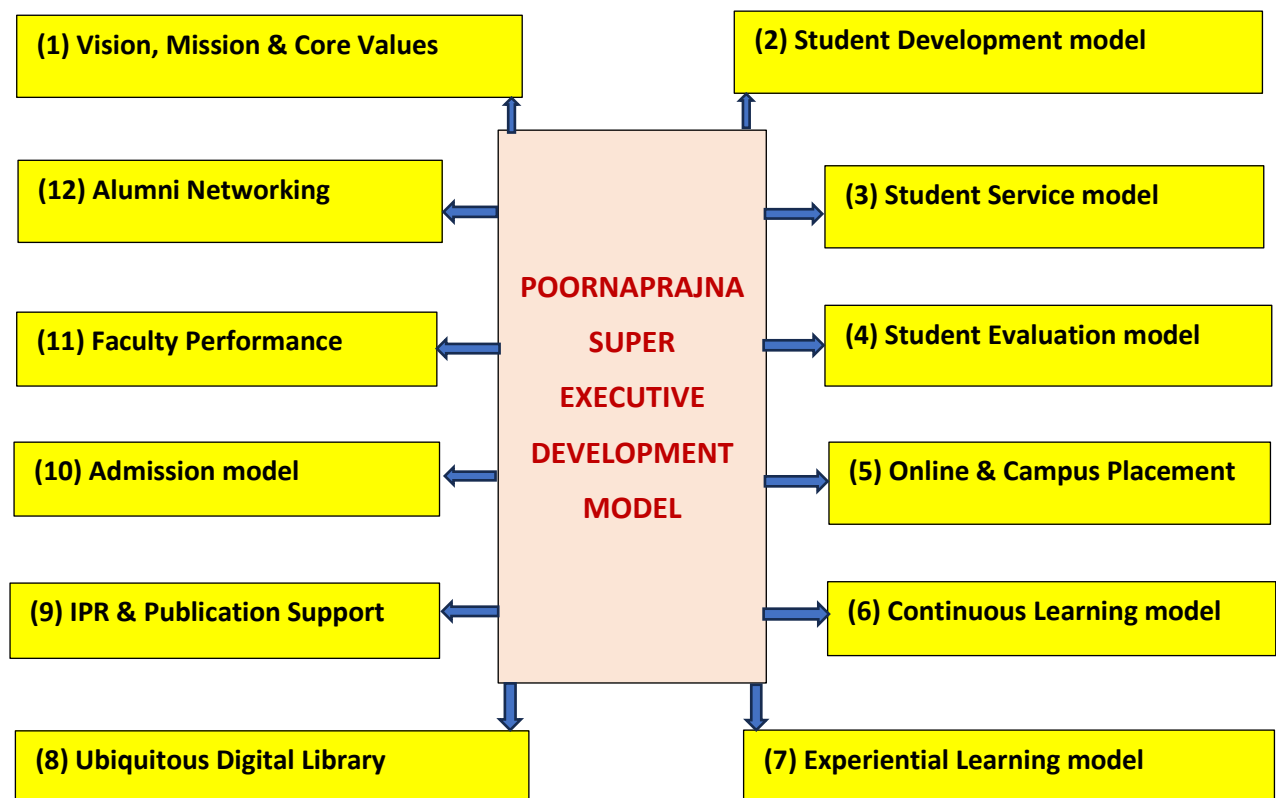


Fig. 1: Poornaprajna Super Executive Development Model

8. DETAILS ABOUT THE COMPONENTS OF THE MODEL:

8.1 Poornaprajna Vision, Mission, Tradition, and Core Values model:

The *Poornaprajna Vision, Mission, Tradition, and Core Values model* consist of following components:

Vision of Poornaprajna Institute of Management (PIM):

“To be a leading B-school in the region with a focus to transform the youth to modern managers and build ideal business practices among the student community to enable them to meet the ever-changing business requirements.”

Mission of Poornaprajna Institute of Management (PIM):

- Develop conceptual and practical business skills among the students to help them adapt to the dynamic business environment.
- Build leadership acumen among the students by promoting lifelong and essential learning skills.
- Provide an environment that enables innovation, creativity, research and out of the box thinking.
- Encourage transformational learning resulting in building a strong personality to face corporate challenges.
- Empower the students from diverse academic and socio-economic backgrounds by providing quality education and transforming them to become business leaders and professionals who are committed, dedicated and ethical.

Objectives of Poornaprajna Institute of Management (PIM):

Based on the Vision and Mission statements, Poornaprajna Institute of Management (PIM), has following five specific objectives that align with its goal:

(1) To Enhance Practical Business Skills: Develop and implement a comprehensive curriculum that integrates real-world business scenarios, internships, and industry projects to ensure students acquire practical business skills that can be immediately applied in a dynamic business environment.

(2) To Foster Leadership and Lifelong Learning: Establish leadership development programs, including workshops, mentorship opportunities, and experiential learning activities, to cultivate essential leadership qualities and promote the habit of continuous learning among students.

(3) To Promote Innovation and Research: Create dedicated centers for innovation and research within the institute, offering resources and support for students and faculty to engage in cutting-edge research, innovative projects, and creative problem-solving initiatives.

(4) To Facilitate Transformational Learning: Design and offer transformative learning experiences through immersive simulations, case studies, and personality development courses that prepare students to effectively handle corporate challenges and develop strong, adaptable personalities.

(5) Ensure Inclusivity and Ethical Professionalism: Implement policies and programs that support students from diverse academic and socio-economic backgrounds, ensuring equal access to quality education. Emphasize ethical practices and professional integrity through dedicated ethics courses and community service initiatives, shaping students into committed and ethical business leaders.

These objectives are crafted to ensure that Poornaprajna Institute of Management meets its vision of transforming youth into modern executives and building ideal business practices among its student community.

Poornaprajna Core Values:

(1) Moral and Ethics: Poornaprajna Institute of Management (PIM) is committed to develop moral and ethical values in their teaching-learning processes. The entire education system lies on the strong foundation of morals and ethics which make every person in the Institute a worthy human being. Knowledge of the right & the wrong makes every individual a responsible citizen of the country.

(2) Teamwork: Teamwork at Poornaprajna Institute of Management (PIM) is a fundamental core value that permeates every aspect of the student experience, fostering collaboration and collective growth. The institutes emphasize the importance of working together across various dimensions, integrating teamwork into academic projects, co-curricular engagements, and extracurricular activities. In the classroom, students are encouraged to collaborate on team work, group assignments, and case studies, enhancing their ability to navigate and solve complex problems collectively. Beyond academics, PIM promotes team-based initiatives in clubs, games, sports, and cultural events, ensuring that students develop strong interpersonal skills, leadership qualities, and a sense of community. By nurturing an environment where teamwork is integral, PIM prepares its students to excel in diverse professional settings, understanding that the synergy of a well-coordinated team often leads to greater innovation and success than individual efforts alone.

(3) Respect for the Individual: PIM is committed to respect the individual irrespective of his age, gender, caste and creed. This is inclusive of respect to the hierarchy which means that every individual is bound to respect his classmates and seniors undoubtedly.

(4) Responsibility: Responsibility as a core value at PIM guides the actions and decisions of all stakeholders, fostering a culture of accountability and ethical conduct. For students, this means taking ownership of their learning journey, adhering to academic integrity, and actively contributing to the community. Faculty members embody responsibility by delivering high-quality education, staying current with society/industry trends, and mentoring students with dedication. Administrative staff ensure the smooth functioning of the institute, maintaining transparency and upholding the institution's standards. Alumni are encouraged to support and mentor current students, contributing to the growth of the PIM community. Collectively, these efforts create a robust, responsible environment that prepares students to be ethical and conscientious leaders in the business world.

(5) Selfless Social Service: PIM is committed to deliver altruistic service to the society by and large. This includes taking care of social wellbeing of the people in and around to make this place a better world.

(6) Sharing & caring: PIM is committed to share and care for one another; be it within the institution or outside the institution. Within the Institution the faculty and mentors share their valuable experiences with the younger generation and take care of them. Outside the boundaries of the Institution the students carry out a number of activities which show their concern to the society and the nature.

(7) Quality: PIM is committed to deliver quality in all the aspects of the education; be it in teaching or in the infrastructure. Quality is not compromised at any cost to deliver the best results in academics.

(8) Discipline: PIM is committed to build discipline among the student community as well as in the Institution throughout. It helps the student to be focused, stay healthy and also avoid problems. As per the current life style and social trends, discipline techniques seem to be one of the essential life skills for any student.

(9) Communication, Commitment, and Courage: At Poornaprajna Institute of Management (PIM), the core values of Communication, Commitment, and Courage are foundational elements that cultivate confidence and maturity in students. Effective communication is emphasized, enabling students to articulate ideas clearly and collaborate efficiently, which is crucial for leadership and teamwork. Commitment to academic and professional excellence instils a strong work ethic and dedication to achieving goals. Courage is encouraged, empowering students to take risks, innovate, and confront challenges head-on. Together, these values build a robust character, equipping students with the self-assurance and maturity needed to navigate the complexities of the business world successfully. This holistic development ensures that PIM graduates emerge as confident, mature professionals ready to lead and inspire.

(10) Tech-savviness: Poornaprajna Institute of Management (PIM) underscores the importance of technological proficiency among all stakeholders, ensuring the institution remains at the forefront of modern business education. For students, this involves mastering contemporary digital tools, platforms, and analytical software essential for today's business environment. Faculty members integrate advanced technologies into their teaching methods, utilizing digital resources to enhance learning and stay updated with the latest industry developments. The administrative staff leverage technology to streamline operations, improve communication, and enhance the overall efficiency of the institute. By fostering a culture of tech-savviness, PIM prepares its community to navigate and thrive in an increasingly digital world, ensuring graduates are well-equipped to tackle the technological demands of the modern business landscape.

(11) Quest Excellence: PIM is committed to develop and pursue higher standards in promoting continuous improvement and utilize systems that promote student and employee success. It encourages creativity, innovation, and risk-taking and also anticipates needs and responds accordingly.

(12) Accountability: PIM is committed to take responsibility for personal and professional growth and development. It continuously evaluates and improves our systems and policies and also establishes and communicates clearly defined and articulated goals and objectives.

(13) Open System: An Open System is a core value at PIM that embodies a commitment to accessibility, transparency, and collaboration through the use of open software and open publications. By integrating open-source software into the curriculum, PIM ensures that students and faculty have access to cutting-edge tools without the barrier of high costs, fostering an inclusive learning

environment. Open publications are encouraged, promoting the sharing of research and knowledge freely with the global community. This approach not only democratizes education but also supports the continuous exchange of ideas and innovation. By embracing an open system, PIM cultivates a culture of openness and shared learning, preparing students to contribute ethically and effectively to a collaborative, knowledge-driven business world.

(14) Continuous and Life-long Learning: This emphasizes the importance of perpetual growth and the pursuit of knowledge beyond formal education. This principle is ingrained in the institute's culture, encouraging students, faculty, and alumni to remain intellectually curious and adaptable throughout their careers. PIM fosters an environment where learning is a continuous journey, offering opportunities for professional development, advanced certifications, and executive education programs. By promoting a mindset of life-long learning, PIM ensures that its community remains agile and relevant in the ever-evolving business landscape, equipped to tackle new challenges and seize emerging opportunities with confidence and competence.

8.2 Poornaprajna Integrated Student Development Model with following twelve components designed for Holistic Growth:

The *Poornaprajna Integrated Student Development Model* consists of following twelve components:

- (1) Expanded curriculum with more Subjects/Value added Certificates and more Credits including IKS, Sustainability & SWAYAM subjects per Semester to cover the latest developments in the subject areas.
- (2) Compulsory Employability Skills Enhancement Programs (ESEP) in every semester.
- (3) Compulsory Entrepreneur Ability Enhancement Programs (EAEP) in every semester.
- (4) STEAM (Science Technology, Engineering, Arts & Design, and Mathematics) Model for Choosing Subjects in every semester/year.
- (5) Equal number of Theory & Practical Subjects in each semester to provide experiential learning opportunities to the students.
- (6) Team-based projects in every semester.
- (7) Subjects on Product Analysis & Patent Analysis subjects or Organization analysis & CEO/Leadership analysis and their presentation & publication in Edited Books/Conference proceedings/ journals to create awareness about IPR.
- (8) Six months compulsory internship/apprenticeship/incubation-ship program (technology/business).
- (9) At least one applied patent and one copyright in the student's name before graduation.
- (10) Future-focused industry syllabus based on foreseeing the future developments in technology & people's perception in society.
- (11) Digital Presence of Every Students through individual student Website.
- (12) Every student of Higher Education should be nurtured to become owner of a digital ubiquitous business in GIG economy while graduating.

8.3 Poornaprajna Integrated Student Service Model with following thirteen components:

The *Poornaprajna Integrated Student Service Model* consists of following thirteen components:

- (1) Future industry-aligned Syllabus for each subject and sharing it with every student on the first day of the class.
- (2) Distribution of Session-wise systematic teaching plan with pedagogical details.
- (3) Unit-wise study materials sharing through class WhatsApp groups & Online classroom platforms (Google Classroom/Teachmint).
- (4) Clarity in internal assessment and internal marks distribution pattern.
- (5) Sharing of PowerPoint presentation slides in PDF format of every class session with every student before or after the class.
- (6) Sharing Bloom's Taxonomy-based Question banks with the required number of questions after every chapter.
- (7) Sharing Model answers for Question bank questions.
- (8) Sharing of sample question papers of University semester-end exams of each subject in every semester.
- (9) Sharing at least five Textbooks in pdf format related to the teaching subject through WhatsApp and Online teaching-learning platforms (say Google Classroom/Teachmint platform) other than accesses to Poornaprajna Library & Poornaprajna Online Digital Library.

- (10) Student Counselling to identify and support fast and slow learners.
- (11) Publishing the Study Materials of each Subject in the form of a Book with ISBN & DOI under Poornaprajna Publication and sharing full book with the students before Semester-end Exams.
- (12) Distribution of Evaluated Answer papers of Internal Exams with marks within a week.
- (13) Publishing at least 4 Teaching Case Studies per subject in Poornaprajna Teaching Case Study Journal and discussing them in the classes.

8.4 Poornaprajna Integrated Student Evaluation Model:

The *Poornaprajna Integrated Student Evaluation Model* consists of following components:

- (1) Equal weightage to Continuous evaluation and Semester-end University Examinations.
- (2) Choice Based Credit System (CBCS) and Competency Based Evaluation System (CBES).
- (3) Scientifically planned Question paper with emphasis on MCQs and Descriptive type questions.
- (4) Online Digital Evaluation model to announce the examination results within a week after last exam,
- (5) Opportunity for Challenge Valuation, Personal seeing of the evaluated paper, and Make-up Examination to avoid loss of a year.
- (6) Project-based exams & evaluations in certain semesters as an alternative/option to traditional theory-based exams & evaluations.
- (7) Implementation of Academic Bank of Credits (ABC) and freedom to earn micro-credits across the discipline from academics & industries.

8.5 Poornaprajna Integrated Online Placement Service Model:

Poornaprajna Institute of Management through its Placement and Training division provides placement training and support for following kind of aspirants:

- (1) Graduates looking for Company placement for executive positions,
- (2) Graduates looking for public sector placement through competitive exams.
- (3) Graduates looking to manage Self-owned businesses.
- (4) Graduates looking for own/ team-based Start-ups.
- (5) Graduates looking for higher education leading to Ph.D. with Stipend (India/Abroad),
- (6) Graduates seeking Foreign Admission for another Master's Degree to get a job & settle.
- (7) Graduates seeking Teaching positions in UG/PG Institutions by taking NET/SLET.

Through a unique fortnight program called “**Poorna Udyoga Pakshika**” the institute arranges both Online & Campus based Placement support to all Course completed Students before their Graduation. However, placement support will continue for six months after graduation.

8.6 Poornaprajna Continuous & Lifelong Learning Model:

Poornaprajna Group of Institutions encourages continuous and lifelong learning for all stakeholders.

The components of continuous and lifelong learning include:

- (1) Self-Directed Learning:** To encourage individuals to take responsibility for their learning journey by identifying goals, resources, and methods that align with their interests and needs.
- (2) Learning Agility:** Focuses on the ability to quickly learn, adapt, and apply new knowledge and skills in various contexts, making learning a fluid, dynamic process.
- (3) Personalized Learning Paths:** Customizes learning experiences based on individual preferences, learning styles, and career objectives, using adaptive technologies and tailored resources.
- (4) Mentorship and Peer Learning:** Involves guidance from mentors and collaborative learning with peers to exchange knowledge, provide support, and enhance understanding.
- (5) Experiential and Reflective Learning:** Integrates practical experiences, such as internships, projects, or real-world challenges, combined with reflection to draw insights and reinforce learning.
- (6) Knowledge and Skill Updating:** Continuous acquisition and upgrading of skills and knowledge to stay relevant in rapidly changing environments, with a focus on both hard and soft skills.
- (7) Digital Learning and E-Learning Platforms:** Utilizes online courses, webinars, micro-learning modules, and virtual communities to access diverse learning resources anytime, anywhere.
- (8) Feedback and Assessment Mechanisms:** Implements regular feedback loops and self-assessment tools to monitor progress, identify areas for improvement, and adjust learning strategies.

(9) Interdisciplinary and Cross-Functional Learning: Encourages exploring subjects beyond one's core expertise to develop a holistic understanding and adaptability across different domains.

(10) Curiosity and Lifelong Motivation: Fosters an intrinsic desire to learn and explore, driven by curiosity and a commitment to personal and intellectual growth throughout life.

This model emphasizes adaptability, personalized learning, and a mindset that embraces change, supporting continuous development in a rapidly evolving world.

8.7 Poornaprajna experiential Learning Model with Fieldwork, Internships, Apprenticeships, or Incubationship:

The *Poornaprajna Experiential Learning Model* integrates traditional knowledge with modern experiential techniques, focusing on comprehensive, practical education. Below are suggested components:

(1) Fieldwork:

- Real-world application of theoretical knowledge through hands-on projects, field surveys, and community-based research.
- Focus on problem-solving in local settings, connecting classroom learning with societal needs.

(2) Internships:

- Structured learning experiences in industry, research institutions, or non-profit organizations.
- Exposure to professional environments, skill enhancement, and application of academic knowledge in real-world scenarios.

(3) Apprenticeships:

- Long-term mentor-guided training under experts or practitioners in specific fields.
- Combines skill acquisition with value-based learning, aligning with the traditional *Guru-Shishya* model.

(4) Incubationships:

- Support for entrepreneurial initiatives where students learn by building start-ups or social ventures under the guidance of mentors.
- Encourages innovation, leadership, and practical business management skills.

(5) Reflection and Analysis:

- Regular sessions for reflecting on experiences, analyzing challenges, and integrating lessons learned back into the academic curriculum.

(6) Interdisciplinary Collaboration:

- Projects that require the integration of knowledge across different subjects, promoting holistic problem-solving and team-based learning.

(7) Community Engagement:

- Involvement in community service or social impact projects that connect education to societal needs, fostering empathy and social responsibility.

(8) Skill-Based Workshops:

- Practical workshops focusing on soft skills, technical abilities, and vocational training relevant to students' career aspirations.

(9) Mentorship and Guidance:

- Continuous mentorship from industry experts, faculty, and alumni, providing career guidance, technical insights, and personal development support.

(10) Assessment and Feedback:

- Ongoing evaluation based on practical outcomes, reflective journals, presentations, and peer feedback to assess learning effectiveness.

This model emphasizes learning by doing, deep reflection, and connecting knowledge to real-world challenges, preparing students for dynamic and diverse career paths.

8.8 Poornaprajna Digital Library Model for ubiquitous access of Library & Information Resources:

The *Poornaprajna Online Ubiquitous Digital Library Model* aims to provide seamless access to library and information resources for a diverse range of stakeholders. Below are key components:

(1) Unified Digital Platform:

- A centralized online portal offering access to digital resources like e-books, journals, research papers, multimedia, and databases.
 - Integrated with user-friendly interfaces accessible via web and mobile apps.
- (2) Role-Based Access and Customization:**
- Personalized access based on user categories (students, teachers, parents, alumni, etc.), allowing tailored recommendations, reading lists, and access privileges.
 - Customizable dashboards based on individual interests and learning needs.
- (3) 24/7 Ubiquitous Access:**
- Cloud-based infrastructure enabling users to access resources anytime, anywhere across multiple devices.
 - Support for offline access to downloaded materials for uninterrupted learning.
- (4) Resource Sharing and Collaboration Tools:**
- Features enabling resource sharing, discussion forums, study groups, and collaborative learning projects among stakeholders.
 - Tools for peer reviews, annotations, and collective knowledge-building.
- (5) Multi-Format Resource Integration:**
- Inclusion of diverse formats like e-books, audiobooks, videos, podcasts, interactive modules, and visual archives.
 - Incorporation of local language resources and regional content for inclusive learning.
- (6) Search, Discovery, and Curation:**
- Advanced search functionalities with filtering options based on subject, author, format, and relevance.
 - Curated collections, thematic reading lists, and featured content for guided exploration.
- (7) Interactive Learning and Analytics:**
- Interactive features such as quizzes, reading progress trackers, and skill assessments embedded within the library system.
 - Data analytics to monitor engagement, suggest resources, and provide insights into user preferences and learning behaviours.
- (8) Virtual Librarian Assistance:**
- AI-powered virtual assistant offering recommendations, query resolution, and guidance on resource usage.
 - Scheduled live sessions or chat support with librarians for personalized help.
- (9) Integrated Learning and Information Systems:**
- Seamless integration with Learning Management Systems (LMS), course materials, and academic schedules.
 - Automated updates of newly added resources, event alerts, and relevant academic content.
- (10) Stakeholder Engagement and Feedback:**
- Continuous engagement with stakeholders through newsletters, webinars, and content suggestions.
 - Feedback mechanisms for improving the user experience, content relevance, and system enhancements.
- (11) Digital Preservation and Archival Management:**
- Long-term preservation strategies for valuable digital content, ensuring accessibility to historical resources and archival materials.
 - Regular updates and backups to maintain resource availability and integrity.

This model focuses on inclusivity, user-centered design, and leveraging technology to foster a vibrant, collaborative, and resource-rich learning ecosystem for all stakeholders.

8.9 Poornaprajna Scholarly Publication model through Poornaprajna IPR Publication Support:

The *Poornaprajna Scholarly Publication Model* provides a structured approach to publishing diverse scholarly content through Poornaprajna Publication through its following components:

(1) In-House Publishing Unit:

- A dedicated unit for managing and overseeing the entire publication process, from manuscript submission to distribution.

- Editorial boards and review committees for each publication category (journals, books, proceedings).
- (2) Open-Access Journals:**
 - Publication of five international, peer-reviewed open-access journals with ISSNs and DOIs, ensuring global visibility and accessibility.
 - Structured submission, peer-review, and publication process with options for special issues and themed editions.
- (3) Textbooks and Edited Books:**
 - Support for the publication of textbooks and edited volumes in various academic disciplines.
 - Assignment of ISBNs and DOIs to ensure traceability and academic recognition.
 - Structured content development process involving peer review, expert feedback, and author collaboration.
- (4) Conference Proceedings:**
 - Publication of conference proceedings with ISBNs and DOIs for scholarly events hosted by academic and research institutions.
 - Fast-tracked review and publication process to ensure timely dissemination of research findings.
- (5) Digital and Print Distribution:**
 - Dual-mode distribution through digital platforms (e-books, PDFs) and print copies, catering to a global and diverse audience.
 - Availability of resources on open-access platforms and institutional repositories for wider reach.
- (6) DOI and ISBN Management:**
 - Systematic allocation and registration of DOIs for articles and ISBNs for books and proceedings to maintain academic credibility and ease of citation.
 - Integration with global indexing databases and digital libraries.
- (7) Editorial and Peer-Review Workflow:**
 - A transparent and structured peer-review process involving expert reviewers and editorial boards.
 - Automated manuscript tracking, version control, and review management system for efficient handling of submissions.
- (8) Author and Contributor Support:**
 - Comprehensive guidelines, templates, and tools for authors and editors for manuscript preparation, formatting, and submission.
 - Workshops, webinars, and training programs for authors on academic writing, citation standards, and publication ethics.
- (9) Open-Access and Licensing Options:**
 - Flexible licensing options (e.g., Creative Commons) for open-access publications to encourage knowledge sharing while maintaining intellectual property rights.
 - Subscription models for premium content or print editions, combined with free access to digital versions.
- (10) Indexing and Archiving:**
 - Ensuring publications are indexed in global databases like Scopus, Web of Science, and Google Scholar.
 - Long-term digital preservation strategies to maintain access to published content through institutional repositories.
- (11) Collaborative Publishing Initiatives:**
 - Collaboration with academic institutions, research centers, and professional bodies for co-publishing initiatives, joint editorial projects, and knowledge dissemination.
- (12) Ethics and Compliance:**
 - Adherence to ethical standards in publication, including plagiarism checks, conflict-of-interest management, and data integrity.
 - Establishment of a publication ethics board to handle disputes, misconduct, and retractions.
- (13) Marketing and Outreach:**

- Strategic promotion of published content through academic networks, social media, and global conferences.
- Engagement with international audiences through targeted marketing and outreach programs.

(14) Stakeholder Engagement and Feedback:

- Continuous interaction with authors, readers, reviewers, and academic communities to gather feedback and enhance the publication process.
- Periodic surveys and assessments to improve the quality and impact of the publication portfolio.

This model emphasizes a comprehensive approach to scholarly publishing, ensuring academic rigor, global visibility, and ease of access for a broad scholarly community.

8.10 Poornaprajna Admission Counselling & Education Loan Support Model:

The *Poornaprajna Admission Counselling & Education Loan Support Model* helps individual students through following components:

- (1) Admissions are purely based on the First-Come, First-Served basis.
- (2) Lower Tuition Fees compared to Commercial Education Institutions.
- (3) Tuition fees are variable based on integrated scholarship and depends on the percentage of marks scored in the qualifying examination.
- (4) Faculty members are involved in admission counselling for information clarity.
- (5) The Institutional Website contains details on Institutional philosophy, Programme structure, Admission eligibility, Student facilities & activities, Fee Structure, etc.
- (6) Every applicant gets an Institutional Prospectus upon application registration.
- (7) All selected students are advised to apply for Education loans to decrease the financial burden on their parents.
- (8) The institution provides an expenditure letter for admitted students based on a request letter submitted to facilitate Education Loan through the Vidyalakshmi portal (www.vidyalakshmi.ac.in).
- (9) The programme expenditure Letter may contain, Tuition Fees, Other Fees, Examination Fees, Hostel accommodation & Food Fees/living expenditure, Laptop computer cost, and Books expenditure.
- (10) The education loan sanctioned by the bank towards annual education fees will directly reach the institution. Reimbursement, if any, will be made from the institution to the student's bank account.

Post-Graduation with Education Loan (FAQ):

(1) Why you should go for Education Loan for your Post Graduation Study?

(i) The education Loan interest rate is typically lower than those of other loan types, such as personal loans. In accordance with section 80E of the Income Tax Act of India, 1961, you are entitled to tax benefits on interest paid on an education loan. (ii) The principal amount of the loan paid back can be used for IT deductions under Section 80C up to Rs. 1,50,000 per year. (iii) Also initially, Section 80C provides for a deduction up to Rs.1,50,000 on tuition fees paid by individual taxpayers (Parents). (iv) The interest paid by parents can also be shown for deduction under 80E for parents IT return until the student gets a job and starts repayment.

(2) How to get Education Loan?

Step 1: Visit your chosen bank branch. Step 2: Request a student loan application form. Step 3: Fill out the form with personal, academic, and financial details. Step 4: Confirm loan terms with a bank official. Alternatively, apply for education loan through Vidyalaxmi Portal. <https://www.vidyalakshmi.co.in/Students/> The education loans for a Master's degree generally begin at an interest rate of 8.55% and finance up to 50 Lacs Unsecured and 2 Crores Secured for studies in India and around 1 crore unsecured for abroad.

(3) When should we repay an education loan?

The repayment of EMI starts 12 months after the completion of the course or 6 months after getting the employment, whichever is earlier for Student and Scholar Loan Schemes.

(4) Does an education loan cover hostel fees?

Expenses includes tuition fee, Hostel/mess charges, Examination/ Library/ Laboratory fee, Insurance premium, Books/ equipment/ instruments/ uniforms, computer/laptop, travel expenses (for studies abroad), any other expenses required to complete the course – like study tours, project work, thesis, etc. are covered by Education Loan.

(5) How much Education Loan can be availed Without Collateral?

As per the RBI guidelines on unsecured loans, the banks are supposed to provide education loans up to INR 4 lakh without collateral. Any loan above INR 4 lakh up to INR 7.5 lakh will require a guarantor. Public banks give maximum of INR 7.5 Lakhs while Private banks can lend up-to INR 40 Lakhs.

To apply for a collateral free education loan, you need to submit documents like university offer letter, income proof of the family, academic records, birth certificate, PAN card, Aadhaar card, bank statement, address proof, duly filled loan application form, and self-declaration.

(6) Guidelines for Registering on Vidya Lakshmi Portal:

(1) Name- Please enter student name as per 10th class mark sheet or as per the mark sheet attached with your loan application.

(2) Mobile Number- Enter a valid mobile number. Student can provide mobile number of parent/guardian.

(3) Email ID- Enter a valid email ID.

(7) What is proof of income in an Education Loan?

Proof of income, usually required from the co-applicant or guarantor, includes documents like salary slips, bank statements, and income tax returns.

(8) What if I will not pay my education loan?

Collateral Liquidation: If the loan is secured, banks can auction off collateral to recover debts. Credit Score Impact: Defaulting on the loan significantly lowers your CIBIL score, affecting future loan and credit card eligibility.

(9) How many days does it take for an education loan to be approved?

Many factors influence how fast an education loan is approved. Some banks along with the loan experts can help you get an education loan approval and sanction letter within in 3 days. The average approval cycle is 5-7 days. Once you have the sanction letter, the disbursement process begins.

(10) Is there any age limit for an education loan?

Age Criteria: Applicants should be between 16 and 35 years of age. Provide confirmed admission status: Admission confirmation is crucial. Offer tangible collateral or guarantor: Depending on the Loan amount and income source.

(11) What is the education loan scheme by Narendra Modi 2024?

7.5 lakhs with no collateral. These loans support undergraduate, postgraduate, and doctoral studies, including foreign universities. With 38 banks involved, the initiative targets students with family incomes below Rs. 4.5 lakhs, offering interest rates from 7% to 13%.

(12) How many years do I have to repay my education loan?

The Loans are sanctioned as Term Loans and to be repaid in EMIs over a maximum repayment term of 15 years (180 EMIs) for Student, Scholar and Global Ed-vantage Education Loans.

8. 11 Poornaprajna Annual Faculty Performance Evaluation & Grading Model:

The annual faculty responsibility format and Annual Performance Indicators (API) based evaluation and Grading components are listed below table 2:

Table 2: Format for Annual Performance Indicators (API)

Poornaprajna Institute of Management
Annual Faculty Responsibility
(From 01st July XXXX to 31st June XXXX)

Name : _____ Designation : _____
Date of Joining PIM : _____ Total Experience after PG: _____
E-Mail : _____ Mobile/WhatsApp No.: _____
Google Scholar ID: _____

S. No.	Responsibility	Minimum Annual Requirement	Annual Achievement
1	Teaching Work Load	16-18 Hours/Week	
2	Study Material Books as per Syllabus with ISBN & DOI	2 to 4 Books per Year	
3	Student Mentoring (Offline/Online using Google Classroom/Teachmint Group)	04 Counselling per Student	
4	Coordinator of Micro Research Centre	02	

5	Micro Incubation Centre using G-Classroom/Teachmint Group	02 – 05	
6	Journal Paper in UGC-CARE/ Poornaprajna Journals with ISSN & DOI	02 as First Author	
7	Books/ Chapters in Edited Volumes / Chapters in Conference Proceedings with ISBN & DOI	02 as First Author	
8	Academic Result in Subjects Handled	Above 90%	
9	Co-Curricular/ Extra Curricular Co-ordinatorship	02 or more	
10	Organizing Value-added Certificate Course (Offline/Online through G-Classroom/ Teachmint)	02	
11	Attending FDP / MDP / Refresher Program (Min 5 days/20 Hours) with Certificate	02 (1 Swayam + 1 Offline/Online)	
12	Successful Admission Counselling	05 Students	
13	Awards/ Recognition / Innovations	01	
14	Copyright/ Patent (Publishing/Award)	02	
15	PhD Guidance & Award (Only for Rec. Guides)	5 for 5 Years	
16	Research Project (Govt. or Non Govt.)	01	
17	Increase in True H-Index of Publications	1-10	
18	PhD Awarded/ Registered with NET/SLET	Yes	
19	Use of PPG LMS for Curricular Activity Documentation	Yes	
20	Attending Workshop/Conference and Member of Professional Bodies with payment Proof of total Rs. 5,000.	One each	
21	E-Content Development of at least 20 Sessions	01	
22	Faculty Best Practice in Teaching-Learning Process	01	
23	Publication of Teaching Case Studies of Subjects Handling with Answers	04 (02/Subjects handled)	
24	Publication (ISSN/ISBN) with UG/PG Students	02	
25	Student Council Activity with an external Association for Student Chapter	01	

NOTE 1: PG Assistant Professor should have True H-Index = At Least 10.

PG Associate Professor should have True H-Index = At Least 20.

PG Professor should have True H-Index = At Least 30.

NOTE 2: A Master Degree Holder without NET/SET/SLET/ Ph.D. is not eligible to become Assistant Professor.

8.12 Poornaprajna Executive Networking Model through large Poornaprajna Alumni Group starting from 1921:

The *Poornaprajna Executive Networking Model* supports following components:

- (1) Registered Alumni Association.
- (2) Year-wise Alumni WhatsApp Group for communication.
- (3) Involvement of Alumni in Institutional Activities.
- (4) Noted Alumni List with their Photos in the Website.
- (5) Alumni Membership to Poornaprajna Digital Library.
- (6) Alumni Involvement in Micro-Incubation Teams.
- (7) Continuous Learning Opportunity for Alumni through Poornaprajna Centre for Continuous & Lifelong Learning.
- (8) Consultation Facility from Poornaprajna IPR & Incubator Centre.

- (9) Opportunity for Alumni for their contribution in Philanthropical Activities.
- (10) Use of Alumni as Mentor for Student Internship/Incubationship Projects.
- (11) Alumni Writings: Through Poornaprajna Publication, alumni are encouraged to publish their articles or Books with ISBN and DOI.
- (12) Annual Best Alumni Award: Two awards – (i) Based on the Maximum Number of direct Jobs Created by an Alumni Entrepreneur, (ii) Maximum number of Citations received in Google Scholar for an Alumni Researcher.

9. FACTORS AFFECTING THE MODEL :

- (1) Poornaprajna Vision, Mission, Tradition, and Core Values Model: This component focuses on aligning the development of executives with the core vision and mission of Poornaprajna Institute of Management (PIM), which emphasizes holistic education rooted in tradition, ethics, and modern knowledge. Factors such as cultural values, leadership philosophy, and long-term institutional goals affect this model by shaping the direction and framework of executive development.
- (2) Poornaprajna Integrated Student Development Model with Twelve Components: This model outlines a comprehensive approach to student growth across academic, personal, and professional dimensions. The factors impacting this model include the relevance of curriculum, student engagement in extracurricular activities, access to mentorship, and support for personal growth initiatives, all of which contribute to a well-rounded education.
- (3) Poornaprajna Integrated Student Service Model with Twelve Components: This model ensures that students receive comprehensive support services, including career counseling, health services, and academic advising. Factors influencing this model include resource availability, the efficiency of service delivery, and the responsiveness to student needs, which are critical for fostering student success and satisfaction.
- (4) Poornaprajna Integrated Student Evaluation Model: This model provides a framework for assessing student performance across multiple dimensions, from academic achievement to extracurricular involvement. Factors affecting it include the effectiveness of evaluation methods, transparency in grading, and the alignment of assessment tools with learning outcomes, which collectively ensure a fair and constructive evaluation process.
- (5) Poornaprajna Integrated Online & Campus Placement Service Model: Focused on facilitating student placements in both online and campus settings, this model is shaped by the strength of industry partnerships, the effectiveness of career counseling, and the quality of internship and job opportunities. External factors such as economic trends and job market demands also play a significant role in the success of this model.
- (6) Poornaprajna Continuous & Lifelong Learning Model: This component supports lifelong learning for executives, emphasizing continuous skill development and knowledge expansion. Factors affecting this model include access to learning resources, opportunities for professional development, and the evolving needs of industries, ensuring that executives remain competitive and adaptable.
- (7) Poornaprajna Experiential Learning Model with Fieldworks, Internships, Apprenticeships, or Incubationship: Hands-on learning through internships, fieldwork, and apprenticeships is a key element. This model is impacted by the availability of quality placements, industry collaboration, and the alignment of practical experiences with academic learning. Mentorship and real-world application of skills also influence its effectiveness.
- (8) Poornaprajna Digital Library Model for Ubiquitous Access to Library & Information Resources: This model focuses on providing students and executives with seamless access to digital academic resources. Factors such as technological infrastructure, user accessibility, digital literacy, and the range of available resources determine how effectively the digital library supports learning and research.
- (9) Poornaprajna Scholarly Publication Model through Poornaprajna IPR Publication Support: This model supports the publication of scholarly works and intellectual property. Factors influencing its success include the quality of research produced, access to peer review, publication platforms, and institutional support for research and intellectual property development.
- (10) Poornaprajna Admission Counselling & Education Loan Support Model: This model aids prospective students in navigating admission processes and securing financial support. Key factors include the clarity and accessibility of admission counseling services, the availability of financial aid or loan programs, and institutional partnerships with financial institutions.

(11) Poornaprajna Annual Faculty Performance Evaluation & Faculty Grading Model: This model evaluates faculty performance through various metrics such as teaching effectiveness, research output, and student feedback. Factors affecting this model include the robustness of evaluation criteria, faculty development opportunities, and the alignment of evaluation with institutional goals and student outcomes.

(12) Poornaprajna Executive Networking Model through a Large Poornaprajna Alumni Group Starting from 1921: This component leverages a vast alumni network to create executive opportunities, mentoring, and collaboration. Factors influencing this model include alumni engagement, the strength of networking events, and the institution's ability to maintain meaningful relationships with its graduates over time.

10. SWOC ANALYSIS OF THE MODEL :

A SWOC (Strengths, Weaknesses, Opportunities, and Challenges) analysis of a Higher Education Delivery Innovative Model provides a structured framework to evaluate its effectiveness. Strengths typically include improved access to education through digital platforms, personalized learning, and enhanced student engagement through interactive technologies. Weaknesses may involve high initial implementation costs, digital divide issues, and the need for continuous faculty training. Opportunities lie in expanding global reach, fostering partnerships with industry, and promoting lifelong learning. However, challenges include maintaining quality standards, ensuring data privacy, and aligning innovations with traditional accreditation frameworks. This analysis helps institutions strategically enhance educational delivery and adapt to evolving technological and pedagogical trends (Drucker, 2015 [35]; Christensen & Eyring, 2011 [36]; McCluskey & Winter, (2012). [37], Aithal, P. S., & Kumar, P. M. (2015). [38], Mallik, D. A., & Aithal, P. S. (2024). [39], Venkata Lakshmi Suneetha M., Aithal, P. S. (2024). [40], Aithal, P. S., & Aithal, S. (2019). [41])

10.1 Strengths of the Model:

The "Poornaprajna Super-Executives Development Model (PSEDM)" has various strengths, which arise from its comprehensive design and integration of educational, professional, and networking elements. Below table 3 lists the strengths of each component and the affecting factors:

Table 3: Strengths of Poornaprajna Super-Executives Development Model

S. No.	Sub Model	Key Strengths	Factors affecting
1	Poornaprajna Vision, Mission, Tradition, and Core Values Model	(i) Aligns executive development with holistic education, ethics, and modern knowledge. (ii) Provides a long-term strategic framework rooted in strong cultural and leadership values. (iii) Emphasizes ethical leadership and a balance between tradition and innovation. (iv) Well-established tradition adds credibility and trust to the institution.	(i) Long-term institutional goals and leadership philosophy help shape a clear and coherent executive development path. (ii) Cultural values ensure that executives are trained not only in technical skills but also in ethical responsibility.
2	Poornaprajna Integrated Student Development Model with Twelve Components	(i) Comprehensive approach covers academic, personal, and professional growth. (ii) Emphasizes personal growth initiatives, fostering well-rounded development. (iii) Strong mentorship support for leadership and career development.	(i) The relevance of curriculum and active engagement in extracurricular activities boosts student preparedness for executive roles. (ii) Access to personal and professional growth opportunities strengthens the students' leadership potential.

		(iv) Relevant curriculum ensures industry-ready graduates with holistic competencies.	
3	Poornaprajna Integrated Student Service Model with Twelve Components	(i) Comprehensive support services (career counseling, health services, academic advising) enhance student success. (ii) Efficient service delivery ensures that student needs are met swiftly. (iii) High student satisfaction levels due to responsiveness to their requirements.	(i) Resource availability and quality of services lead to well-supported students, equipping them to focus on their development.
4	Poornaprajna Integrated Student Evaluation Model	(i) Multi-dimensional performance assessment leads to a well-rounded evaluation of student capabilities. (ii) Transparency in grading and clear learning outcomes ensure fairness and student motivation. (iii) Constructive feedback mechanisms enhance both academic and extracurricular performances.	(i) Evaluation methods and alignment with learning outcomes encourage continuous improvement among students.
5	Poornaprajna Integrated Online & Campus Placement Service Model	(i) Strong industry partnerships ensure access to quality job opportunities and internships. (ii) Effective career counselling helps students navigate career options and excel in interviews. (iii) High placement rates contribute to institutional success and reputation.	(i) Market-aligned placement services and industry networking increase the employability of graduates.
6	Poornaprajna Continuous & Lifelong Learning Model	(i) Promotes continuous skill development, ensuring executives remain adaptable to industry changes. (ii) Lifelong learning culture encourages a growth mindset, critical for leadership roles. (iii) Availability of professional development resources ensures executives stay current.	(i) Evolving industry demands and professional development opportunities keep executives competitive.
7	Poornaprajna Experiential Learning Model with Fieldwork, Internships, Apprenticeships, or Incubationship	(i) Practical hands-on experience fosters real-world skills and application of theoretical knowledge. (ii) Strong mentorship through industry placements helps students learn from experienced professionals. (iii) Alignment with academic learning ensures experiential learning complements classroom teaching.	(i) Industry collaboration and quality placements contribute to the overall development of practical skills.

8	Poornaprajna Digital Library Model for Ubiquitous Access to Library & Information Resources	(i) Provides seamless access to academic resources, ensuring learning continuity. (ii) User-friendly interface and wide range of resources enhance research capabilities. (iii) Strong technological infrastructure supports uninterrupted learning and access to knowledge.	Technological infrastructure and user accessibility increase resource utilization and research productivity.
9	Poornaprajna Scholarly Publication Model through Poornaprajna IPR Publication Support	(i) Encourages scholarly output, enhancing institutional and student visibility in academia. (ii) Provides a platform for quality research and intellectual property development. (iii) Institutional support for publishing fosters academic excellence and innovation.	(i) Strong peer-review processes and access to publication platforms ensure quality research dissemination.
10	Poornaprajna Admission Counselling & Education Loan Support Model	(i) Clear and accessible admission counselling helps attract and guide prospective students. (ii) Availability of financial aid or loan programs makes education accessible to a wider population. (iii) Partnerships with financial institutions ensure smooth financial support for students.	(i) Accessible admission counselling services and financial aid options ensure students from diverse backgrounds can enroll.
11	Poornaprajna Annual Faculty Performance Evaluation & Faculty Grading Model	(i) Provides a structured evaluation system that promotes continuous faculty development. (ii) Faculty receive constructive feedback, which fosters improvement in teaching and research. (iii) Faculty grading aligns with institutional goals, encouraging excellence.	(i) Robust evaluation criteria and alignment with student outcomes ensure faculty meet high performance standards.
12	Poornaprajna Executive Networking Model through a Large Poornaprajna Alumni Group Starting from 1921	(i) Vast alumni network provides invaluable mentoring, career development, and business opportunities. (ii) Strong institutional ties with alumni foster collaboration and executive placements. (iii) Long-standing alumni base adds credibility and opportunities for inter-generational learning.	(i) Alumni engagement and networking events foster executive development through mentorship and collaborative opportunities.

Thus, The **Poornaprajna Super-Executives Development Model** demonstrates considerable strengths in integrating ethical values, comprehensive learning models, practical experiences, lifelong learning, scholarly publications, and extensive networking opportunities. These factors collectively contribute to the holistic development of executives ready to meet the challenges of dynamic industries.

10.2 Weaknesses of the Model:

The **Weaknesses** of the “Poornaprajna Super-Executives Development Model (PSEDM)” may arise due to challenges in implementing and maintaining its various components and the factors influencing each of them. Table 4 gives a detailed analysis of potential weaknesses for each component and affecting factors:

Table 4: Weakness of Poornaprajna Super-Executives Development Model

S. No.	Sub Model	Key Weaknesses	Factors affecting
1	Poornaprajna Vision, Mission, Tradition, and Core Values Model	Traditional rigidity: The emphasis on tradition and core values could limit the adoption of modern, innovative approaches to executive development. Leadership disconnect: If there's a lack of alignment between leadership philosophy and evolving global business needs, it may hamper the relevance of executive training.	Cultural disconnect: Executives from diverse backgrounds may find it challenging to adapt to the institution's cultural values, potentially reducing engagement.
2	Poornaprajna Integrated Student Development Model with Twelve Components	(i) Overly broad framework: A comprehensive approach may lack focus or depth in specific areas, leading to an uneven development of competencies. (2) Resource-intensiveness: Maintaining support for multiple dimensions (academic, personal, and professional) may strain resources, making it difficult to offer high-quality services across all areas.	(i) Curriculum misalignment: Rapidly evolving industry needs may not always be reflected in the curriculum, leading to skill gaps for students. (ii) Limited access to mentorship: High demand for mentorship could overwhelm the available resources, limiting personal development.
3	Poornaprajna Integrated Student Service Model with Twelve Components	(i) Service inconsistency: The effectiveness of services such as career counselling and health services could vary depending on resource allocation, leading to inconsistent support for students. (ii) Response delays: A bureaucratic service model could slow responsiveness to students' immediate needs, affecting satisfaction and engagement.	(i) Limited resources: The availability of funds, personnel, and infrastructure could be insufficient to maintain the desired level of service for all students. (ii) Inefficient service delivery: An outdated service delivery model could hinder the ability to address student needs promptly and efficiently.
4	Poornaprajna Integrated Student Evaluation Model	(i) Evaluation bias: Evaluation methods may be subject to bias, particularly if criteria are not regularly updated to reflect changes in educational priorities. (ii) Complexity in assessment: A broad evaluation framework could become cumbersome and difficult to implement uniformly	(i) Inflexible grading: If assessment tools are not aligned with modern learning outcomes, students may feel that evaluations are outdated or irrelevant. (ii) Lack of transparency: Inconsistent communication regarding evaluation methods may result in dissatisfaction among students.

		across various dimensions of student performance.	
5	Poornaprajna Integrated Online & Campus Placement Service Model	(i) Weak industry partnerships: Insufficient collaboration with industries could result in fewer placement opportunities and lower-quality internships. (ii) Job market dependency: Reliance on external job market conditions could limit placement success during economic downturns or shifts in industry demand.	(i) Outdated career counselling: Ineffective career guidance could lead to poor placement outcomes, especially if not aligned with emerging job roles and industries. (ii) Lack of global exposure: Limited global outreach could prevent executives from exploring international career opportunities.
6	Poornaprajna Continuous & Lifelong Learning Model	(i) Resource limitations: Ensuring continuous access to professional development opportunities may be financially and logistically challenging. (ii) Outdated learning materials: Learning resources may not be frequently updated to reflect the latest industry trends, reducing the relevance of lifelong learning.	Limited access: Executives may have limited opportunities to engage in lifelong learning due to time constraints or inadequate learning resources. Out-of-sync with industry needs: The model may not be adaptive enough to meet rapidly changing industry requirements.
7	Poornaprajna Experiential Learning Model	(i) Limited practical exposure: A lack of quality internships, fieldwork opportunities, and apprenticeships may hinder the effectiveness of experiential learning. (ii) Mismatch with academic learning: Practical experiences may not always align with academic training, leading to a disconnect between theory and practice.	(i) Insufficient industry collaboration: Without strong partnerships with industries, the model may struggle to provide meaningful and relevant real-world experiences. (ii) Low mentorship availability: A lack of qualified mentors may result in less effective hands-on learning.
8	Poornaprajna Digital Library Model	(i) Technological challenges: Outdated or inefficient technological infrastructure could limit seamless access to resources. (ii) Limited digital literacy: Users with low digital literacy may find it challenging to fully utilize the resources, reducing the model's overall effectiveness.	(i) Inadequate resource variety: The range of available resources may not meet the diverse needs of students and executives, particularly in specialized fields. (ii) Technical issues: Frequent technical issues or lack of user support could frustrate users and reduce engagement.
9	Poornaprajna Scholarly Publication Model	(i) Limited publication platforms: A lack of accessible publication platforms may make it difficult for executives to	(i) Insufficient peer review mechanisms: A weak peer review process could result in lower publication standards.

		publish and disseminate their work. (ii) Low research output: If the institution does not foster a strong research culture, the quantity and quality of publications may suffer.	(ii) Lack of institutional support: Limited support for research and intellectual property development could discourage innovation and scholarly output.
10	Poornaprajna Admission Counselling & Education Loan Support Model	(i) Complex admission processes: Overly complex or unclear admission processes may deter potential students. (ii) Limited financial aid options: A lack of accessible education loan programs could make it difficult for students to afford executive programs.	(i) Inconsistent counselling quality: Variations in the quality of admission counselling services could lead to confusion and dissatisfaction among applicants. (ii) Insufficient financial partnerships: A limited number of partnerships with financial institutions may reduce students' access to loans.
11	Poornaprajna Annual Faculty Performance Evaluation & Faculty Grading Model	(i) Resistance to change: Faculty members may resist evaluation methods, particularly if they feel the criteria are too rigid or misaligned with their teaching philosophy. (ii) Limited performance metrics: The evaluation may focus too much on quantifiable metrics, ignoring qualitative aspects of teaching, such as creativity and innovation.	(i) Lack of alignment: If evaluation criteria are not aligned with institutional goals, the evaluation process may become counterproductive. (ii) Low transparency: A lack of transparency in the grading process may create dissatisfaction among faculty members.
12	Poornaprajna Executive Networking Model	(i) Low alumni engagement: Alumni may not actively participate in networking initiatives, reducing the effectiveness of the model. (ii) Limited networking opportunities: If the institution does not regularly organize networking events, executives may miss out on valuable connections and collaborations.	(i) Lack of meaningful alumni relations: Without effective engagement strategies, maintaining long-term relationships with alumni may be difficult. (ii) Infrequent networking events: Inadequate opportunities for networking may reduce the value of the alumni network for current executives.

The **weaknesses** of the Poornaprajna Super-Executives Development Model stem from potential challenges in resource availability, technological limitations, alignment with industry trends, and engagement with stakeholders, which could affect the overall effectiveness of the model's implementation.

10.3 Opportunities for the Model:

Opportunities of the Poornaprajna Super-Executives Development Model (PSEDM)

The Poornaprajna Super-Executives Development Model (PSEDM) presents numerous opportunities for enhancing executive education and development. Table 5 gives an analysis of opportunities across the model's components and factors:

Table 5: Opportunities of Poornaprajna Super-Executives Development Model

S. No.	Sub Model	Key Opportunities
1	Poornaprajna Vision, Mission, Tradition, and Core Values Model	(i) Global Appeal: By integrating traditional values with modern management philosophies, Poornaprajna can attract a diverse global audience interested in ethical leadership grounded in holistic principles. (ii) Leadership in Ethical Education: Given its strong emphasis on ethics, Poornaprajna has the opportunity to become a leader in promoting responsible, value-based management education. (iii) Institutional Growth: By aligning long-term goals with leadership development, Poornaprajna can grow its reputation as an institution that shapes morally conscious leaders, enabling new collaborations and funding opportunities.
2	Poornaprajna Integrated Student Development Model with Twelve Components	(i) Holistic Growth Programs: The model provides opportunities to implement holistic student development programs that can differentiate Poornaprajna from other institutes. (ii) Industry Partnerships: By integrating professional development with mentorship and industry-related extracurricular activities, the model can attract partnerships that offer students real-world experiences, potentially increasing employment rates. (iii) International Expansion: Emphasizing well-rounded education can attract international students and create opportunities for cross-cultural executive training programs.
3	Poornaprajna Integrated Student Service Model with Twelve Components	(i) Enhanced Student Satisfaction: Comprehensive services can improve student satisfaction and retention rates. (ii) Technology-Driven Solutions: Leveraging digital platforms for services like counselling and health services can improve efficiency and allow for scalable, personalized student support. (iii) Strengthening Alumni Relations: Improved student services can enhance long-term relationships with alumni, who may contribute back to the institution.
4	Poornaprajna Integrated Student Evaluation Model	(i) Innovative Assessment Methods: Introducing AI-driven and competency-based evaluation methods can provide real-time feedback and more dynamic student performance assessment. (ii) Tailored Learning Paths: By refining evaluation methods, students can be provided with tailored educational pathways that maximize their strengths and address weaknesses. (iii) Recognition of Soft Skills: Expanding evaluation to include soft skills can better prepare students for leadership roles and add value to the overall educational experience.
5	Poornaprajna Integrated Online & Campus Placement Service Model	(i) Broader Job Market Access: A hybrid online and campus placement service opens up access to global job markets, enhancing the employability of students and executives. (ii) Strategic Industry Collaborations: Strengthening industry ties can result in exclusive recruitment opportunities and internships with leading corporations. (iii) Career Counseling Innovations: Digital tools like AI-driven career counseling platforms can enhance the quality of career guidance, helping students to better navigate job opportunities.
6	Poornaprajna Continuous & Lifelong Learning Model	(i) Executive Education: This model offers opportunities for expanding executive education programs focused on continuous skill development, appealing to mid-career professionals seeking to stay competitive.

		(ii) Digital Learning: By developing digital learning platforms, Poornaprajna can offer flexible, on-demand courses to a global audience, promoting lifelong learning. (iii) Industry-Focused Learning: Offering lifelong learning tailored to the specific needs of industries can create additional revenue streams and make Poornaprajna a leader in continuous professional development.
7	Poornaprajna Experiential Learning Model with Fieldworks, Internships, Apprenticeships, or Incubationship	(i) Increased Industry Engagement: The focus on experiential learning creates partnerships with industries for internships and apprenticeships, enhancing practical learning opportunities for students. (ii) Incubator Programs: Launching incubators for start-ups within the institute can promote innovation, attract entrepreneurial students, and potentially create successful ventures associated with the Poornaprajna brand. (iii) Field-Specific Expertise: Aligning experiential learning with specific industry needs can prepare students to excel in niche fields, boosting employability.
8	Poornaprajna Digital Library Model for Ubiquitous Access to Library & Information Resources	(i) Global Knowledge Access: The model provides a platform to expand access to global academic resources, attracting international collaborations and students. (ii) Increased Research Output: Access to vast digital resources can boost research productivity and encourage scholarly publication among students and faculty. (iii) Open Access Model: By adopting an open-access philosophy, the Poornaprajna digital library can position itself as a hub for global academic resources and contribute to the global knowledge base.
9	Poornaprajna Scholarly Publication Model through Poornaprajna IPR Publication Support	(i) Global Recognition: The publication of high-quality research can enhance the institution's reputation on the global academic stage, attracting more scholars and research funding. (ii) Interdisciplinary Research: By fostering interdisciplinary research publications, the model can create opportunities for innovation and new academic programs. (iii) Partnerships with Journals: Establishing partnerships with global academic journals can help students and faculty publish their work on international platforms.
10	Poornaprajna Admission Counseling & Education Loan Support Model	(i) Increasing Student Enrollment: A robust counseling and loan support system can attract more students, especially from underserved communities, ensuring accessibility and affordability of education. (ii) Financial Partnerships: Building partnerships with financial institutions can provide better loan terms and expand financial aid options for students. (iii) Outreach Programs: Conducting outreach programs to inform potential students about available counseling and financial aid can increase applications from diverse backgrounds.
11	Poornaprajna Annual Faculty Performance Evaluation & Faculty Grading Model	(i) Improving Teaching Quality: Regular, structured performance evaluations can enhance teaching quality, leading to better student outcomes. (ii) Faculty Development Programs: The model provides a framework to introduce comprehensive faculty development programs, ensuring that educators are continually improving their skills.

		(iii) Rewarding Innovation: By rewarding innovative teaching methods and research contributions, Poornaprajna can encourage excellence and retain top faculty members.
12	Poornaprajna Executive Networking Model through a Large Poornaprajna Alumni Group Starting from 1921	(i) Strong Alumni Network: Leveraging a large alumni base offers significant opportunities for mentoring, fundraising, and collaboration in executive education. (ii) International Collaborations: A strong alumni network can open up international business and academic collaborations, enriching both students' and executives' experiences. (iii) Job Opportunities for Graduates: By maintaining active connections with successful alumni, Poornaprajna can facilitate job placements, internships, and other professional opportunities for current students.

The above opportunities provide the Poornaprajna Super-Executives Development Model (PSGDM) with immense potential to enhance its value proposition, attract global talent, and establish itself as a leader in ethical and holistic executive education.

10.4 Challenges for the Model:

The **Poornaprajna Super-Executives Development Model (PSEDM)** is a comprehensive framework aimed at developing executives through a holistic approach. However, several challenges may arise across its components and affecting factors. Table 6 gives the challenges for each component:

Table 6: Challenges of Poornaprajna Super-Executives Development Model

S. No.	Sub Model	Key Challenges	Factors affecting
1	Poornaprajna Vision, Mission, Tradition, and Core Values Model	Balancing the integration of traditional values with modern executive education, particularly in a globalized business environment, where adaptability to diverse cultures and technological advances is essential.	Cultural rigidity, resistance to adopting modern leadership philosophies, and potential conflicts between institutional traditions and the rapidly changing corporate world.
2	Poornaprajna Integrated Student Development Model with Twelve Components	Ensuring holistic student development in an increasingly competitive academic and professional landscape.	Misalignment between curriculum design and evolving industry requirements, lack of adequate mentorship, and insufficient support for student personal and professional growth.
3	Poornaprajna Integrated Student Service Model with Twelve Components	Delivering high-quality, efficient, and responsive services to students while scaling up services to meet increasing student demands.	Limited resources, underdeveloped service delivery systems, and potential delays in addressing individual student needs.
4	Poornaprajna Integrated Student Evaluation Model	Implementing a fair and effective evaluation process that comprehensively measures student performance across multiple dimensions, including academic, extracurricular, and professional development.	Lack of transparency in grading methods, outdated evaluation tools, and potential misalignment between assessment criteria and learning outcomes.

5	Poornaprajna Integrated Online & Campus Placement Service Model	Securing quality placement opportunities for students and executives, particularly in industries affected by economic downturns or technological disruptions.	Weak industry partnerships, fluctuating job market demands, and limited opportunities for internships or apprenticeships in niche industries.
6	Poornaprajna Continuous & Lifelong Learning Model	Keeping executives engaged in lifelong learning amid rapidly changing business landscapes and growing personal and professional demands.	Limited access to relevant learning resources, insufficient opportunities for continuous professional development, and a potential disconnect between available learning modules and industry needs.
7	Poornaprajna Experiential Learning Model with Fieldwork, Internships, Apprenticeship, or Incubationship	Ensuring the availability and quality of hands-on learning experiences that align with academic goals and prepare students for real-world challenges.	Difficulty in securing high-quality placements, inconsistent mentorship during internships, and potential misalignment between theoretical knowledge and practical application.
8	Poornaprajna Digital Library Model for Ubiquitous Access to Library & Information Resources	Providing seamless, widespread access to a comprehensive range of digital resources, especially in areas with technological limitations or insufficient infrastructure.	Technological barriers, limited user accessibility, digital literacy challenges, and insufficient academic resources available in the digital library.
9	Poornaprajna Scholarly Publication Model through Poornaprajna IPR Publication Support	Facilitating high-quality scholarly research and publications in an increasingly competitive academic environment.	Limited access to peer-reviewed platforms, insufficient institutional support for research, and potential difficulties in securing intellectual property rights.
10	Poornaprajna Admission Counseling & Education Loan Support Model	Simplifying the admission process and ensuring that students have access to adequate financial support through loans or scholarships.	Bureaucratic challenges in admission procedures, lack of clarity in loan offerings, and insufficient partnerships with financial institutions to support student needs.
11	Poornaprajna Annual Faculty Performance Evaluation & Faculty Grading Model	Maintaining a fair and consistent evaluation process for faculty members that encourages continuous development and aligns with institutional goals.	Inconsistent evaluation criteria, insufficient faculty development programs, and potential bias or subjectivity in the grading process.
12	Poornaprajna Executive Networking Model through Large Poornaprajna Alumni Group Starting from 1921	Sustaining active engagement and meaningful connections within a large and diverse alumni network, ensuring valuable executive collaboration opportunities.	Alumni disengagement, challenges in organizing networking events, and difficulty in maintaining long-term, mutually beneficial relationships with graduates.

Thus, the **Poornaprajna Super-Executives Development Model (PSEDM)** faces challenges in its various components, from balancing tradition and modernity to ensuring practical, high-quality services and resources. Overcoming these challenges requires adaptive strategies, resource optimization, and proactive engagement with industry stakeholders.

11. SUPER-EXECUTIVE MBA MODEL (MBA++) AT PIM :

Poornaprajna Institute of Management transformed its ordinary MBA programme of Mangalore University into extra-ordinary MBA programme called Super-MBA programme (MBA++) to create innovative super-executives to future industries. This is achieved by adding three value added subjects in each semester named Employability Skills Enhancement Program (ESEP) subjects and Entrepreneur Ability Enhancement Program (EAEP) subjects, and by providing an optional opportunity to carryout industry internship or institutional incubationship.

As per Super-Executive MBA (MBA++) model, each student of MBA has three value added certificate programs in each semester and

- (1) In the first semester, each MBA scholar has to publish two industry analysis scholarly articles in an indexed refereed Journal or indexed edited book,
- (2) In the second semester, each MBA scholar has to publish two company analysis scholarly articles in an indexed refereed Journal or indexed edited book,
- (3) In the third semester, each MBA scholar has to publish two CEO analysis scholarly articles and one Patent analysis scholarly article in an indexed refereed Journal or indexed edited book,
- (4) In the fourth semester each MBA scholar has to identify a business plan and develop a monocorn or multicorn business website to start online or blended freelancing business in GIG economy and apply for a patent.

The industry analysis, company analysis, CEO analysis and their scholarly publication allows them to get invitation for executive role in global companies. The patent analysis, business plan development and incubationship based online/blended start up allows them to become successful entrepreneur.

The curriculum structure for MBA++ programme is listed in Table 7:

Table 7: Curriculum structure for MBA++ programme (www.pim.ac.in)

MBA++ Programme Structure (Batch 2024-26)

S. No.	Subjects	Type	Hours/Week	Marks	Credit
SEMESTER ONE					
1	Modern Organization and Management	Hard Core	04	100	04
2	Business Accounting and Finance	Hard Core	04	100	04
3	Organizational Behaviour and Communication	Hard Core	04	100	04
4	Information Technology and Business	Hard Core	04	100	04
5	Economics for Manager	Soft Core	04	100	04
6	Business Analytics	Soft Core	04	100	04
7	Soft Skills & Business Ethics	ESEP - I	02	50	02
8	Industry Analysis using AI Tools	EAEP - I	02	50	02
9	Value Added Optional Subject I	SWAYAM	02	50	02
Total			28	750	28
SEMESTER TWO					
1	Human Resource Management	Hard Core	04	100	04
2	Marketing Management	Hard Core	04	100	04
3	Indian Business Environment	Hard Core	04	100	04
4	Business Research Methods	Hard Core	04	100	04
5	Operations Management	Soft Core	04	100	04
6	Marketing Analytics	Soft Core	04	100	04

7	SPSS & Advanced Excel using AI Tools	ESEP - II	02	50	02
8	Company Analysis using AI Tools	EAEP - II	02	50	02
9	Value Added Optional Subject II	SWAYAM	-	50	-
Total			28	750	28
SEMESTER THREE					
1	Entrepreneurship and Start-ups	Hard Core	04	100	04
2	Strategic Cost Management	Hard Core	04	100	04
3	Operational Research & Decision Science	Hard Core	04	100	04
4	Elective 1	Soft Core	04	100	04
5	Elective 2	Soft Core	04	100	04
6	Elective 3	Soft Core	04	100	04
7	Corporate Laws	ESEP - III	02	50	02
8	CEO Analysis & Patent Analysis	EAEP - III	02	50	02
9	Value Added Optional Subject III	SWAYAM	-	50	-
Total			28	750	28
SEMESTER FOUR					
1	International Business Environment	Hard Core	04	100	04
2	Project Report	Hard Core	04	100	04
3	Viva-voce	Hard Core	04	100	04
4	Elective 4	Soft Core	04	100	04
5	Elective 5	Soft Core	04	100	04
6	Elective 6	Soft Core	04	100	04
7	Placement Skills & Strategies	ESEP - IV	02	50	02
8	Business Plan Development,	EAEP - IV	02	50	02
	Internship/Incubationship	Startup	02	50	02
Total			28	750	28

Dual Electives from following Groups:

- ★ Financial Management
- ★ Human Resource Management
- ★ Hospital Administration
- ★ Aviation Management
- ★ Marketing Management
- ★ Banking & Insurance
- ★ Logistic & Supply Chain Management
- ★ Green Energy Management

12. ANTICIPATED IMPACT OF POORNAPRAJNA SUPER-EXECUTIVES DEVELOPMENT MODEL ON EXECUTIVE HIGHER EDUCATION AND ON ENTREPRENEURSHIP :

12.1 Anticipated impact of Poornaprajna Super-Executives Development Model on Executive Higher Education:

The anticipated impact of the Poornaprajna Super-Executives Development Model (PSEDM) on executive education is profound, offering a multi-dimensional approach that emphasizes holistic growth and adaptability in the ever-evolving business and technology landscape. By embedding the Poornaprajna Vision, Mission, Tradition, and Core Values into the foundation of the model, PSEDM cultivates a strong ethical framework, leadership abilities, and commitment to community values. This focus on values-driven education is expected to shape executives who are not only technically and managerially sound but also principled leaders capable of making informed, ethical decisions.

The Poornaprajna Integrated Student Development and Service Models, with their twelve components each, are likely to lead to a significant enhancement in student experiences, fostering skills in communication, leadership, and innovation. These components also address career development through personalized student services, mentorship, and skill enhancement programs. Additionally, the

Online & Campus Placement Service Model ensures graduates are industry-ready and have strong employment prospects, aligning the education model with both employability and entrepreneurial success.

Finally, the PSEDMD's focus on continuous learning through the Poornaprajna Digital Library Model and Lifelong Learning Model ensures that executives stay current with the latest knowledge and trends in their fields. The experiential learning opportunities, such as internships, apprenticeships, and incubationships, further contribute to practical knowledge, bridging the gap between academic learning and real-world executive functioning. Overall, the PSEDMD offers a comprehensive, innovative framework for executive education, making a substantial contribution to both individual development and the broader landscape of business leadership.

12.2 Anticipated impact of Poornaprajna Super-Executives Development Model on Entrepreneurship:

The **Poornaprajna Super-Executives Development Model (PSEDMD)** is expected to significantly impact entrepreneurship education by providing a holistic framework that fosters entrepreneurial thinking and business creation. The integration of the **Poornaprajna Vision, Mission, Tradition, and Core Values model** ensures that entrepreneurship is grounded in ethical, sustainable, and community-oriented principles, cultivating entrepreneurs who not only seek profit but also aim to contribute positively to society. This values-driven approach is crucial for creating responsible business leaders who can innovate within the bounds of societal and environmental responsibilities.

Through the **Poornaprajna Integrated Student Development and Service Models**, which focus on skill development, mentorship, and personalized career support, PSEDMD creates a fertile ground for budding entrepreneurs. These models ensure that students acquire essential entrepreneurial skills such as critical thinking, leadership, innovation, and risk-taking, while also providing access to resources, networks, and mentoring that can help them launch their ventures. Additionally, the **Poornaprajna Experiential Learning Model** with opportunities for internships, apprenticeships, and incubationships offers practical exposure, allowing students to test and refine their entrepreneurial ideas in real-world settings. This experiential aspect bridges the gap between theoretical knowledge and practical application, ensuring students are well-prepared to take on entrepreneurial challenges.

Moreover, the **Poornaprajna Digital Library Model** and the **Poornaprajna Scholarly Publication Model** support entrepreneurs by providing access to vast knowledge resources and encouraging research-based innovation. These components enable future entrepreneurs to stay abreast of emerging trends, technologies, and market needs, fostering a culture of continuous learning and adaptability. Combined with the **Poornaprajna Networking Model**, which connects students to a broad alumni base, PSEDMD ensures that aspiring entrepreneurs have the support, mentorship, and networks they need to succeed. By holistically integrating entrepreneurial education, PSEDMD can significantly boost entrepreneurial ventures among its graduates.

13. SUGGESTIONS FOR IMPLEMENTATION :

Here are 12 suggestions for implementing the **Poornaprajna Super-Executives Development Model (PSEDMD)** based on its various components:

(1) Aligning Vision, Mission, and Core Values: Clearly communicate Poornaprajna's vision, mission, and core values across all executive development programs. Integrate ethical leadership, cultural heritage, and modern management principles in executive training to ensure alignment with the institution's tradition and goals.

(2) Student Development: Incorporate experiential learning, leadership training, and interdisciplinary approaches into the Poornaprajna Integrated Student Development Model. Foster collaboration among students and industry experts to encourage personal, academic, and professional growth.

(3) Enhancing Student Services: Develop a robust infrastructure for the Integrated Student Service Model, ensuring accessibility to health services, counseling, and academic advising. Regularly assess student feedback and update services to meet evolving needs.

(4) Student Evaluation: Implement continuous, multi-dimensional assessments in the Integrated Student Evaluation Model, including peer reviews, project-based evaluations, and self-assessments, to create a holistic evaluation of student progress.

- (5) **Strengthening Online and Campus Placement Services:** Expand industry partnerships for the Poornaprajna Integrated Online & Campus Placement Service Model by organizing industry-specific job fairs, networking events, and strengthening alumni relations to support placements and internships.
- (6) **Promoting Lifelong Learning:** Encourage executives to embrace the Poornaprajna Continuous & Lifelong Learning Model by offering flexible, modular courses tailored to industry needs. Foster a culture of continuous professional development through online certifications and executive training programs.
- (7) **Experiential Learning Opportunities:** Strengthen the Poornaprajna Experiential Learning Model by offering more fieldwork, internships, and apprenticeships. Establish strong mentorship programs by collaborating with industry professionals who can guide students through real-world projects.
- (8) **Digital Library Access:** Enhance the Poornaprajna Digital Library Model by improving the accessibility and range of digital resources. Regularly update the collection with industry-relevant materials and research publications, ensuring executives have access to current knowledge.
- (9) **Support for Scholarly Publications:** Expand Poornaprajna's Scholarly Publication Model by encouraging executive students to engage in research and write papers. Provide editorial and peer-review support to maintain high-quality publications through Poornaprajna IPR Publication Support.
- (10) **Admission Counseling and Loan Support:** Strengthen the Poornaprajna Admission Counselling & Education Loan Support Model by providing comprehensive information on financial aid options. Collaborate with banks and financial institutions to offer favourable loan programs for prospective students.
- (11) **Faculty Performance Evaluation:** Introduce a transparent and balanced Poornaprajna Annual Faculty Performance Evaluation & Grading Model, focusing on teaching effectiveness, research contributions, and professional development. Offer incentives for high-performing faculty members to encourage excellence.
- (12) **Alumni Networking:** Leverage the Poornaprajna Executive Networking Model by hosting regular alumni events and webinars to keep the large alumni network engaged. Foster cross-industry mentorship and collaboration opportunities among alumni to benefit current and future executives.
- By addressing these suggestions, the PSEDM can foster a comprehensive and sustainable executive development framework aligned with Poornaprajna's tradition and global educational standards.

14. CONCLUSION :

In conclusion, the development of the **Poornaprajna Super-Executives Development Model (PSEDM)** presents a transformative approach to executive education by aligning with both traditional values and modern educational innovations. This scholarly paper has addressed the key objectives, beginning with a thorough review of literature on innovations in executive development, employability, and entrepreneurship. The analysis highlighted the strategic efforts of the Poornaprajna Institute of Management in creating an educational framework that supports the development of executives who are capable of adapting to the dynamic demands of the global market. By evaluating the institute's turnaround strategy, it is evident that Poornaprajna is positioned to become a leading institution in shaping future leaders.

The identification and exploration of the model's components reveal a holistic framework designed to support executive development across multiple dimensions. These components, which include the Poornaprajna Vision, Mission, Tradition, and Core Values Model, the Poornaprajna Integrated Student Development Model, and the Poornaprajna Experiential Learning Model, provide a comprehensive foundation that emphasizes both academic and practical learning. Furthermore, critical factors such as industry collaboration, mentorship, digital resources, and alumni networking were identified as essential elements in shaping the success of the PSEDM. Each of these factors plays a significant role in ensuring that the model remains relevant, effective, and adaptable to the changing demands of industries.

Finally, the SWOC analysis of the PSEDM has offered valuable insights into the strengths, weaknesses, opportunities, and challenges faced by the model. Based on these findings, several essential suggestions were provided to enhance the implementation of the PSEDM, such as fostering stronger industry partnerships, promoting lifelong learning, and leveraging digital resources for better academic and professional support. By incorporating these suggestions, the Poornaprajna Institute of Management can create a sustainable and impactful executive development program that nurtures well-rounded leaders capable of driving innovation and growth in various sectors. The PSEDM stands as a forward-

thinking model that bridges the gap between traditional values and the future needs of executive education.

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