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## From the Editor's Desk

At the outset, I take this opportunity to express my sincere gratitude to all the Editorial Board Members, Editors, Peer Review Members, contributors, and readers for making *Cyber Times International Journal of Technology & Management* an outstanding success. Their unwavering support, dedication, and commitment to academic excellence have significantly contributed to the growth and reputation of the journal.

We are pleased to present **Volume 19 – Issue 2** of *Cyber Times International Journal of Technology & Management*. This issue features a collection of high-quality research papers and scholarly articles that reflect contemporary developments, innovative ideas, and critical insights across emerging areas of Technology, Management, Law, Education, and other multidisciplinary domains. The diversity of topics covered in this issue highlights the increasing importance of interdisciplinary research in addressing global challenges and opportunities.

The overwhelming response received from researchers, authors, academicians, law-enforcement agencies, and industry professionals for submitting their research papers and articles is deeply appreciated and duly acknowledged across the globe. Their valuable contributions have enriched the journal's content and strengthened its role as a platform for disseminating knowledge, fostering innovation, and encouraging scholarly dialogue among academia, industry, and society.

On behalf of the Editorial Team, I extend my heartfelt thanks to all authors for their valuable research contributions and to our reviewers for their constructive evaluations that help maintain the highest standards of publication quality. We hope that the research published in this issue will inspire further inquiry, collaboration, and advancement in various fields of study, while continuing to serve as a meaningful resource for our readers worldwide.

We look forward to receive your valuable and future contributions to make this journal a joint endeavor.

With Warm Regards,



**Dr. ANUP GIRDHAR**

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# Institutional Strategies for Developing Center of Excellence in Management

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## ABSTRACT

*Centers of Excellence (CoE) in management education play an important role in improving teaching, research, and industry interaction in higher education. This study examines institutional strategies for developing such centers, focusing on curriculum innovation, industry collaboration, research promotion, faculty development, and governance support. Using questionnaires and interviews with students, administrators, and faculty, the study found that investment in research infrastructure, faculty development, and strong industry links increases the chances of establishing successful centers of excellence. Effective leadership, quality control, and technology integration also contribute to academic and institutional growth. (Clark, 1998; Christensen, 2011) The study concludes that comprehensive institutional strategies strengthen management education, improve employability, increase research output, and support national economic development. (Porter, 1998)*

**Keywords:** *Institutional strategies, collaboration, research promotion, faculty development, and governance support*

## Introduction

In today's world, management education plays a vital role in organizational and economic development. Business schools are expected to produce graduates with leadership, strategic thinking, and problem-solving skills. To achieve this, many institutions aim to establish Centers of Excellence (CoE) focused on quality teaching, innovative research, and strong industry collaboration.

A Center of Excellence in management education is an institutional unit known for outstanding performance in teaching, research, and professional training. These centers contribute to economic growth and the development of future business leaders.

Previous studies highlight the importance of strategies such as industry partnerships,

curriculum innovation, and faculty development in building centers of excellence. Effective leadership, governance, and continuous quality improvement are also essential. However, many institutions face challenges like outdated curricula, limited research output, and weak industry interaction.

Therefore, it is important to examine institutional strategies that can help management institutions develop centers of excellence and improve academic quality, research productivity, and long-term sustainability.

## Objectives of the Study

1. To analyze institutional strategies that promote academic excellence in management education

2. To evaluate the role of faculty development in creating centres of excellence.
3. To examine the importance of industry collaboration in management education
4. To assess the role of research and innovation in developing centers of excellence

### Literature review

Shedge, M., Ghatpande, K., & Ligade, P. (2025). AI and Machine Learning in Portfolio Management: A New Era of Predictive Finance. - A New Predictive Finance Era. By encouraging creativity, data-driven decision-making, and multidisciplinary learning, the integration of Artificial Intelligence (AI) and Machine Learning (ML) in portfolio management strongly matches with institutional goals for creating a Center of Excellence (CoE) in Management. A CoE can bridge the gap between academia and industry by acting as a center for cutting-edge research and real-world application of risk modeling, algorithmic trading, and predictive analytics. Institutions can improve management students' analytical and strategic skills by integrating AI-driven technologies and real-time financial data analysis into research projects and curricula. Additionally, partnerships with financial institutions and fintech companies can facilitate case-based research, experiential learning, and the development of emerging technology skills. This strategic integration positions the CoE as a leader in preparing future managers for intelligent, technology-driven financial ecosystems.

Murgai, A., & Shedge, M. (2023). Perception of salaried investors towards Mutual Fund Investment with special reference to Pune city.-The study on mutual fund investment behavior among salaried investors highlights the need for informed decision-making, which aligns with institutional strategies for developing a Center of Excellence (CoE) in

Management. A CoE can focus on investor education, financial literacy, and research-driven insights by integrating real-world case studies and data analytics into its curriculum. This approach enables institutions to train management students in understanding investor behavior, risk assessment, and financial advisory practices, thereby strengthening industry relevance.

Shedge, M., & Joshi, S. (2022). Nationalised Banks' Role in Fostering Entrepreneurship in Pune through RSETIs.-The study on entrepreneurship development through RSETIs of nationalised banks such as Bank of Maharashtra, Canara Bank, and Bank of Baroda aligns with institutional strategies for developing a Center of Excellence (CoE) in Management by emphasizing skill development, research, and community engagement. A CoE can collaborate with such training institutes to integrate entrepreneurship development programs, data-driven research (using tools like SPSS and Excel), and field-based learning into academic frameworks. This enables institutions to enhance practical exposure, promote inclusive entrepreneurship, and develop policy-oriented insights for improving training effectiveness and employment generation.

Bapat, S. S. (2023). Leadership qualities and skills in the context of industry 4.0.: The focus on leadership competencies for Industry 4.0 aligns with institutional strategies for developing a Center of Excellence (CoE) in Management by emphasizing future-ready, skill-based leadership development. A CoE can integrate these identified traits—thinking, interpersonal, business, and strategic skills—into specialized training programs, simulations, and research initiatives to prepare leaders for digital transformation. This approach enables institutions to cultivate adaptive, innovation-driven managers capable of leading organizations in technologically advanced environments.

## Research Gap

The concept of Centers of Excellence (CoEs) in management education has become important for improving academic quality, research, and industry relevance. Studies emphasize the role of faculty competence, research output, industry collaboration, and leadership in strengthening management education, yet major research gaps remain.

Most previous studies focus on general higher education excellence rather than management institutions, which emphasize industry orientation and practical learning. Although governance and institutional strategies are considered important, limited empirical research explains how these are implemented through leadership, planning, and policy frameworks.

Faculty development is widely viewed as essential for academic excellence, but earlier studies mainly focus on teaching effectiveness rather than its role in developing centers of excellence. Similarly, while industry-academia collaboration improves employability and practical learning, limited research examines its long-term contribution to curriculum design, internships, research projects, and consultancy.

Research and innovation in management institutions, particularly in developing countries, are also underexplored. Existing studies focus more on publication output than innovation and interdisciplinary research. Most research also concentrates on developed countries, leaving limited understanding of how institutions in developing nations can overcome challenges such as weak infrastructure and limited funding.

Therefore, this study examines institutional strategies including faculty development, industry collaboration, governance, and research innovation in developing centers of excellence in management education..

## Research Methodology

### Research Design

This study uses a descriptive research design to analyze institutional strategies used in developing centers of excellence in management education.

### Participants

The research included participants from management institutions:

- 50 faculty members
- 20 academic administrators
- 100 management students

### Data Collection Methods

- Structured questionnaires
- Interviews with academic leaders
- Analysis of institutional reports and strategic plans

### Procedure

- Questionnaires were distributed to faculty and students
- Interviews with administrators were conducted
- Data were analyzed using percentage analysis and graphical representation

## Hypotheses of the Study

### H1: Institutional Strategies and Academic Excellence

**H0 (Null Hypothesis):** Institutional strategies have no significant impact on academic excellence in management education.

**H1 (Alternative Hypothesis):** Institutional strategies significantly influence academic excellence in management education.

### H2: Faculty Development and Centers of Excellence

**H0:** Faculty development programs do not significantly contribute to the development of centers of excellence.

**H2:** Faculty development programs significantly contribute to the development of centers of excellence.

**H3: Industry Collaboration and Management Education**

**H0:** Industry collaboration has no significant role in improving management education.

**H3:** Industry collaboration plays a significant role in improving management education

**H4: Research and Innovation**

**H0:** Research and innovation activities do not significantly influence the development of centers of excellence.

**H4:** Research and innovation activities significantly influence the development of centers of excellence.

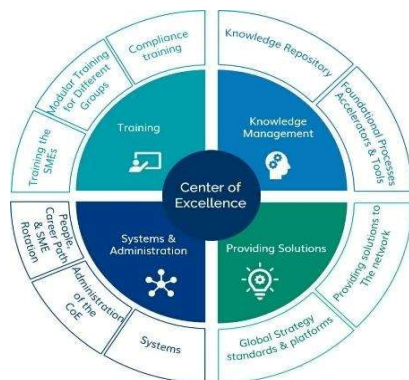


Figure 1: Framework for Developing Centers of Excellence in Management Education

**Interpretation**

The diagram demonstrates that institutional leadership is the primary driver of strategic efforts. A robust academic ecosystem that fosters the growth of centers of excellence in management education is created through faculty development, research assistance, industry partnership, and innovative curricula.

Chart: Key Strategies for Developing Centers of Excellence

Institutional Strategy	Percentage of Respondents Agreeing
Faculty Development Programs	85%
Industry Collaboration	78%
Research and Innovation Support	74%
Curriculum Innovation	70%

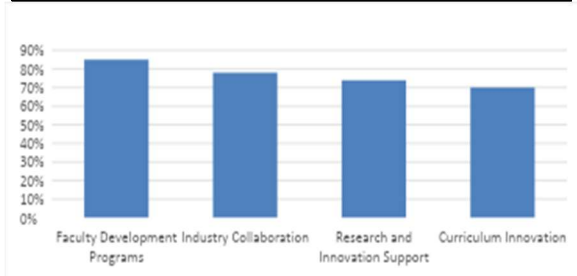


Figure 2: Importance of Faculty Development, Industry Collaboration, Research Support, and Curriculum Innovation in Establishing Centers of Excellence

**Interpretation**

According to the data, respondents agreed most strongly with faculty development programs, implying that skilled and knowledgeable staff members are crucial to achieving academic excellence. The establishment of centers of excellence is also significantly influenced by industry cooperation and research funding.

**Results**

Table 1: Perception of Institutional Strategies Promoting Academic Excellence

Opinion	Number of Respondents	Percentage (%)
Strongly Agree	70	41.2%
Agree	60	35.3%
Neutral	20	11.8%
Disagree	12	7.1%
Strongly Disagree	8	4.6%
Total	170	100%

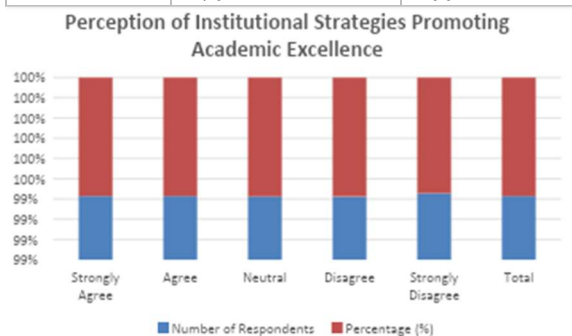


Figure 3: Perception of Institutional Strategies Promoting Academic Excellence

**Interpretation:** The majority of respondents (76.5%) agree that institutional strategies significantly promote academic excellence in management education.

Table 2: Role of Faculty Development Programs in Creating Centers of Excellence

Response	Number of Respondents	Percentage (%)
Very Important	80	47.1%
Important	55	32.4%
Moderately Important	20	11.8%
Less Important	10	5.9%
Not Important	5	2.8%
Total	170	100%

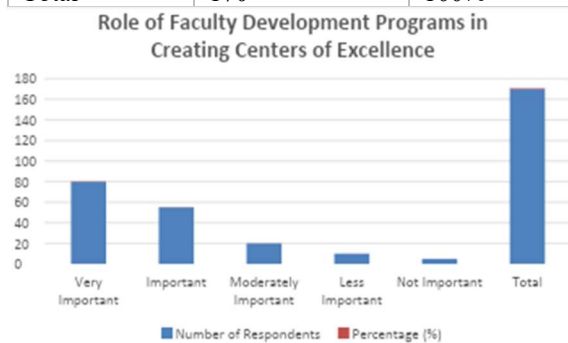


Figure 4: Role of Faculty Development Programs in Creating Centers of Excellence

**Interpretation:** Most respondents (79.5%) believe faculty development programs play a crucial role in developing centers of excellence.

Table 3: Importance of Industry Collaboration in Management Education

Opinion	Number of Respondents	Percentage (%)
Strongly Agree	75	44.1%
Agree	60	35.3%
Neutral	18	10.6%
Disagree	10	5.9%
Strongly Disagree	7	4.1%
Total	170	100%

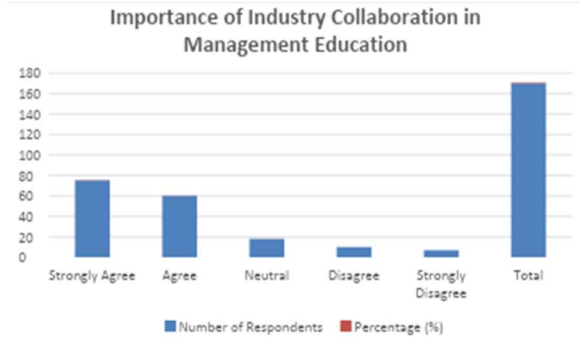


Figure 5: Importance of Industry Collaboration in Management Education

**Interpretation:** Nearly 79.4% respondents feel that industry collaboration is essential for improving management education quality.

Table 4: Role of Research and Innovation in Developing Centers of Excellence

Response	Number of Respondents	Percentage (%)
Highly Significant	78	45.9%
Significant	57	33.5%
Moderately Significant	20	11.8%
Less Significant	9	5.3%
Not Significant	6	3.5%
Total	170	100%

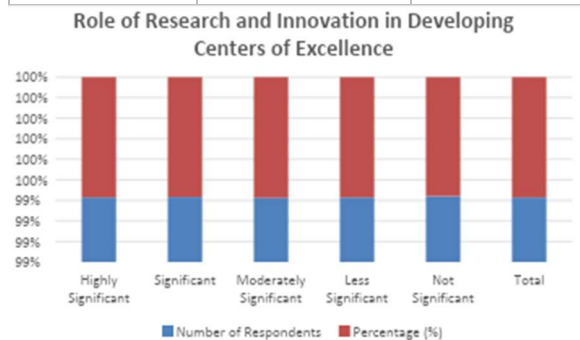


Figure 6: Role of Research and Innovation in Developing Centers of Excellence

**Interpretation:** According to the findings, 79.4% of participants believe that research and innovation are crucial components in creating centers of excellence.

Table 5: Respondent's Opinion

Opinion	Number of Respondents	Percentage (%)
Very Effective	72	42.4%
Effective	58	34.1%

Neutral	20	11.8%
Ineffective	12	7.1%
Very Ineffective	8	4.6%
Total	170	100%

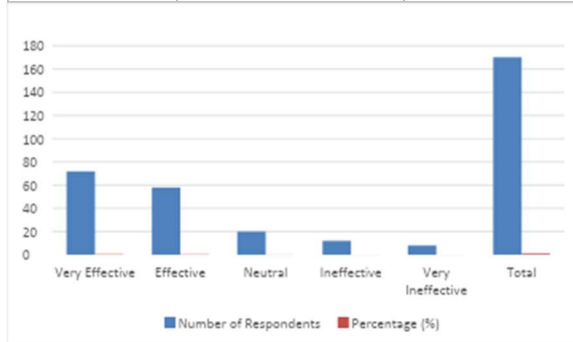


Figure 7: Opinions on the Effectiveness of Strategic Planning in Developing Centers of Excellence

**Interpretation:** The majority of respondents (76.5%) think that management organizations can effectively promote the growth of centers of excellence through strategic planning.

#### Discussion:

The study highlights the importance of strategic institutional initiatives in developing centers of excellence in management education. Institutions that focus on industry collaboration, faculty development, and research support create a high-quality learning environment. Faculty development improves teaching and research productivity, while industry partnerships provide practical exposure for students. Research and innovation also strengthen institutional reputation and global competitiveness.

The study has some limitations, including a small sample size and focus on limited institutions. Future research can expand the scope by including more institutions and international management education models. Overall, the findings show that strong institutional policies are essential for building centers of excellence and improving the quality of management education.

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