

## India-UK Business School Dialogue

### **Context:**

The inaugural India-UK Business School Dialogue held in New Delhi on 15-17<sup>th</sup> September was developed by the Chartered Association of Business School to convene Indian and UK business schools. This dialogue is built upon the amalgamation of two soft powers with education at the heart of the bilateral relationship. Its objective to facilitate the collaboration and partnerships development between Indian and UK business schools reflects the preferred partner status of the UK education system for the delivery of mutual growth and impact under India's National Education Policy 2020 and through the Programme of Cultural Cooperation signed in May 2025.

UK higher education institutions are global leaders in transnational education (TNE) provision, with Asia being the largest host region for UK TNE, accounting for over half of all TNE students globally. Furthermore, India is now celebrating five years of its National Education Policy which has seen a remarkable transformation in India's higher education sector with an expansion to 1,200 universities, 50,000 colleges, 23 Indian Institutes of Technology (IITs), and 21 Indian Institutes of Managements (IIMs). One of its key pillars is to develop an education and skills partnership to nurture the next generation of global talent, deepening TNE collaborations between UK and Indian universities, including the establishment of campuses of leading universities in each other's countries.

The Dialogue was supported through partnership with the British Council, All India Management Association (AIMA), Association of Management Development Institutions in South Asia (AMDISA), and India Business Group (IBG).

### **1. Our Objectives**

- The objective of the India-UK Business School Dialogue is to bring together business schools from the UK and India to:
  - Support collaboration across teaching, research, and business engagement to support the ambitions of the new 'India-UK Vision 2035' within the recently signed India UK Comprehensive Economic and Trade Agreement.
  - Encourage collaboration that is focused on mutual benefit to shape a prosperous, secure, and sustainable world in a time of rapid global change.
  - Develop mutually beneficial and sustainable TNE and research partnerships.
  - Deepen the understanding of regulatory environments for business schools in both countries.
  - Share insights and best practice to address the key challenges in TNE.
  - Share business school solutions to the key global challenges such as AI adoption, climate change, and broader geopolitical risks.
  - Provide face-to-face networking opportunities for senior leaders at Indian and UK business schools.

### **2. Our Achievements**

- The inaugural India-UK Business School Dialogue hosted 180 participants with senior leaders from 33 Indian business schools and 33 UK business schools in New Delhi from 15<sup>th</sup> to 18<sup>th</sup> September 2025.
- The inaugural Dialogue conference was co-chaired by Professor Debashis Chatterjee, Director, IIM Kozhikode and Professor Pawan Budhwar, Associate Deputy Vice-Chancellor International, Aston University. It included:
  - A reception at the British Council
  - A two-day dialogue conference
  - Facilitated networking
  - A gala dinner
  - A delegation of 8 UK business schools to GIFT City in Gujarat
  - A delegation of 5 UK business schools to the Shiv Nadar University, Institution of Eminence
- We delivered the dialogue in partnership with the All India Management Association (AIMA), Association of Management Development Institutions in South Asia (AMDISA), India Business Group (IBG), and with support from the British Council. There were three sponsors including Sage, Carrington Crisp, and The Case Centre.
- We engaged with various stakeholders including UK India Business Council (UKIBC), EFMD Global, Department for Business and Trade, AMBA, AACSB, British High Commission in India, International Financial Services Centres Authority, University Grants Commission (UGC), Association of Indian Universities, Advance HE, and the Ministry of Education.
- We hosted a range of keynote speakers including Lindy Cameron CB OBE, British High Commissioner to India; Lord Karan Bilimoria CBE DL, Founder of Cobra Beer and Fellow of the Chartered ABS; Gurcharan Das, former CEO of Procter & Gamble India; Sunil Kant Munjal, Chairman, Hero Enterprise & Past President, All India Management Association and Amitabh Kant, former CEO of NITI Aayog (National Institution for Transforming India, its premier policy think tank which replaced the Planning Commission in 2015) and recent G20 Sherpa to the Prime Minister of India.
- The dialogue provided key takeaways and learning including:
  - Government, regulators, and universities in both countries are aligned around a shared vision for quality, innovation, and access.
  - There is regulatory clarity through the UGC framework, which provides UK and Indian institutions the confidence to build long-term sustainable partnerships.
  - There is genuine demand from Indian universities to collaborate on delivery, research, and capacity building.
  - Technology will be a significant part of TNE delivery.
- The dialogue highlighted the significant opportunities around TNE and there is appetite for co-created locally grounded collaborations from institutions and Governments.
- There is clear alignment on various issues:
  - Quality – the OfS, QAA, and UGC frameworks complement each other

- Research and innovation – both sides are prioritising sustainability, technology, and applied problem solving
- Skills and employment
- Digital and hybrid learning models
- To realise the opportunities around TNE, it is important to ensure the building of trust, co-investment models, sustained engagement, regulatory alignment, and financial viability within TNE partnerships.

### 3. Chartered ABS commitment to transnational education standards

- As per our [principles](#) on TNE, we are committed to the following key principles to delivering high-quality, sustainable, ethical, and mutually beneficial TNE that upholds the world-class standards of UK business and management education. Chartered ABS:
  - a. Advocates for TNE built on genuine partnership, mutual respect, and equitable collaboration, moving beyond traditional 'exporter-importer' dynamics.
  - b. Recommends that members ensure their TNE provision rigorously meets the quality benchmarks established by UK regulatory bodies, host country organisations, and relevant international business school accreditors.
  - c. Encourages the use of clear, consistent, and standardised terminology when describing TNE models and activities.
  - d. Expects members to conduct rigorous due diligence and demonstrate sensitivity to the legal, ethical, and cultural contexts of TNE operations.
  - e. Supports members in aligning TNE activities with UK government priorities, recognising TNE's strategic importance for international education and the economy.

### 4. The future of the India-UK Dialogue

- Given the underlying role of our education systems as the underpinning pillar within the India-UK Vision 2035, we will hold and look to grow the India-UK Dialogue annually in collaboration with our partners. The 2026 Dialogue Conference will be held in New Delhi between 14<sup>th</sup> to 16<sup>th</sup> September.
- Thereafter it is our ambition is that it is reciprocally hosted in India and the UK on alternative years.
- Following a successful launch in this inaugural year, it is our intention to increase the engagement of the business community as the third critical partner in successful business school partnerships with an increased focus on research collaboration and executive education.
- The Chartered Association of Business Schools will continue to support the collaborations between Indian and UK business schools that began at the Dialogue, by bringing participants together both in person and online over the following 12 months. This will include:

- Facilitating discussions at the Learning, Teaching & Student Experience Conference 2026 (18–19 May, Manchester).
- Connecting Indian institutions from the Dialogue with members of the UK Small Business Charter business school community at the SBC Annual Conference in June 2026.
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- Exploring ways for Dialogue participants to stay connected through a peer network, for example via a dedicated WhatsApp group.

## 5. Measuring our success

- For the Dialogue to achieve its ambitions of playing a strategic role in underpinning the education role of the India-UK Vision 2035, the Dialogue will be measured annually by:
  - The number of attendees.
  - The number of partnerships that developed as an outcome from the Dialogue.
  - The number of signed partnerships where the Dialogue and other Chartered ABS activities has had an enabling impact.
  - The quantifiable impact of the partnerships signed, measured by:
    - The monetary value of the partnerships
    - The number of students
  - All participants will be asked to feedback in full to help shape the future success of the Dialogue.
- **Key findings from the first impact survey are showing:**
  - Attendees cited the most common reasons for attending as:
    - Networking (82%)
    - Build TNE partnerships (78%)
    - Build research partnerships (54%)
    - Build executive education partnerships (43%)
  - Participant rating of the Dialogue:
    - 100% of respondents rated the event as having either met or exceeded their expectations.
    - Respondents gave an average rating of 4.2 out of 5 for the extent to which the event met their expectations.
  - The participants also gave us an overview of the progress of relationships that were developed at the Dialogue:
    - 15 business schools stated they were moving to the negotiation stage for relationships that existed prior to the Dialogue.
    - 15 business schools stated they were moving to the negotiation stage for relationships first formed at the Dialogue.

- 10 business schools were reaching a verbal agreement on partnerships that were already being negotiated prior to the Dialogue.
- 10 business schools were reaching verbal agreement on partnerships that were first discussed at the Dialogue.
- 4 business schools were signing partnerships that were already being negotiated prior to the Dialogue.
- 13 business schools reported that they were able to progress existing relationships outside of the Dialogue whilst in India for the event.
- 12 business schools reported that they were able to develop new relationships outside of the Dialogue whilst in India for the event.

○ Delegate insights from the Dialogue:

- “It really made me appreciate how I had underestimated the opportunities in India.”
- “This has definitely created a platform and a bridge between the business schools in the two countries. This is not just my opinion, it is the opinion of the other delegates I interacted with during the event.”
- “This year’s India–UK Business School Dialogue was a well-conceived platform that enabled meaningful exchanges between academic leaders and policymakers from both countries. The discussions brought forward valuable insights on collaboration in research, joint degree programmes, and student/faculty mobility.”