

## FROM THEORY TO ACTION: ENHANCING B-SCHOOL LEARNING THROUGH OUTBOUND TRAINING

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### ABSTRACT

Outbound Training (OBT) is an experiential learning method that enhances leadership, teamwork, decision-making, and emotional intelligence through outdoor activities. This study analyses global OBT practices, evaluates their adaptability to Indian B-schools, and proposes a 5-acre sustainable OBT framework integrating leadership training, mindfulness, and phobia reduction techniques. A mixed-method approach, including secondary research from institutions like Stanford, Harvard, and IIMs, along with surveys and focus groups of B-school students, was used. Findings highlight the need for structured crisis simulations, real-world business challenges, and emotional intelligence exercises. The study also explores OBT's expansion into executive MBA and corporate leadership training, presenting a scalable, revenue-generating model. By integrating experiential leadership, sustainability, and psychological resilience, this framework prepares students for real-world challenges while promoting personal and professional growth.

**Keywords:** Outbound Training (OBT), experiential learning, leadership development, team building, business education.

### INTRODUCTION

Outbound Training (OBT) is an experiential learning approach that focuses on developing leadership, teamwork, and problem-solving skills through outdoor activities. Unlike traditional classroom learning, OBT encourages participants to step outside their comfort zones, engage in hands-on challenges, and build resilience through real-world experiences. It is designed to enhance adaptability, emotional intelligence, and decision-making by immersing individuals in physically and mentally stimulating tasks (Kolb, 1984). The origins of OBT can be traced back to Kurt Hahn's philosophy of learning through experience, which emphasized character development and leadership through structured outdoor challenges. (Humberstone, 06 Aug 2007). Over time, this concept has evolved, and today, leading institutions like Stanford Graduate School of Business and Harvard Business School have incorporated OBT into their leadership development programs. These initiatives, such as Leadership Labs and FIELD Global Immersion (Field Experience in Leadership and Development Global Immersion) use simulations, crisis management exercises, and high-pressure decision-making tasks to cultivate self-awareness, teamwork, and strategic thinking. (McCall, 2010).

In India, OBT has gained widespread recognition as an effective training tool for both students and professionals. Business schools like IIM Bangalore and XLRI have integrated outdoor leadership programs that include activities like rafting, trekking, and survival challenges to develop teamwork and leadership capabilities (Mishra, 2017). The Lead School of Management in Palakkad has taken a unique approach by incorporating sustainability driven OBT, blending leadership training with eco-conscious outdoor experiences (George, 2023).

Additionally, organizations like Outward Bound Bharat and Breakthrough India offer customized OBT programs tailored to corporate teams and student groups, focusing on resilience, crisis response, and collaborative problem-solving (Sharma, 2022). Corporates are also increasingly adopting OBT, a way to enhance employee engagement, leadership development, and interpersonal skills. Many companies use outdoor simulations and strategic team challenges to improve decision-making under pressure, foster communication, and develop emotional intelligence (Sundar, 2021). By exposing participants to unpredictable and demanding situations, these programs help professionals become more agile and effective leaders.

As experiential learning continues to gain importance, OBT is evolving with new methodologies, including digital simulations, AI-assisted leadership exercises, and sustainability-driven challenges. Business schools and corporate organizations are now integrating these elements to create well-rounded training programs that prepare individuals for dynamic and complex work environments (Chatterjee, 2020). With its ability to combine adventure, learning, and real-world application, OBT remains a powerful tool for leadership development and professional growth.

### NEED FOR THE STUDY

Traditional B-School education lacks practical exposure to leadership and teamwork development. Outbound Training (OBT) bridges this gap through experiential learning. While Western B-schools integrate eco-friendly, industry-aligned OBT models, India lacks a structured, sustainability-focused framework. This study aims to analyse global best practices, address the gap in Indian B-Schools, and develop a standardized, sustainable OBT model that enhances leadership, decision-making, and collaboration skills.

### SCOPE OF THE STUDY

- Geographical Scope: Comparison of OBT models in Western countries and India.
- Educational Scope: Evaluation of existing B-School and corporate OBT programs.
- Sustainability Scope: Integration of eco-friendly practices and risk management.

### RESEARCH OBJECTIVES

1. To analyse the global OBT models and their adaptability to India.
2. To evaluate existing OBT practices in Western and Indian B-Schools and corporate settings.
3. To develop a structured, sustainability driven OBT framework.
4. To assess the impact of experiential learning on leadership and teamwork skills.
5. To recommend strategies for seamless implementation OBT activities in B-Schools.

### RESEARCH METHODOLOGY

This study uses both secondary and primary research to analyse global OBT models, evaluate Indian B-School practices, and develop a structured OBT framework.

#### 1. Secondary Research

- Global OBT Models: Studied the best practices from Stanford, Harvard, IIMs, XLRI, Lead School of Management form the publicly available data source.
- Identified gaps in existing experiential learning programs using the secondary study data.
- Sustainability & Safety: Benchmarked eco-friendly OBT frameworks and risk management protocols.

#### 2. Primary Research

##### A. Qualitative Research (In-depth Interviews, focus groups)

- Conducted semi-structured interviews with OBT trainers and B-School owner, director and faculty to understand OBT's role in management education, leadership development, and sustainability.

##### B. Quantitative Research (Survey Analysis)

- A Google Forms survey was conducted among 37 B-School students who attended OBT at another institution.

**Prototyping & Testing:** Based on findings, an eco-friendly OBT model framework was developed on a 5-acre land. The prototype was tested with focus groups of B-School students and OBT trainers, who provided insights for improvement.

### GLOBAL BEST PRACTICES IN OUTBOUND TRAINING (OBT)

#### Western Countries – B-School OBT Practices

**1. Stanford Leadership Labs (USA):** A mandatory course for Stanford MBA students, this program provides experiential leadership training through simulations and team-based problem-solving. Students participate in crisis management exercises and high-stakes decision-making tasks, mentored by second-year Arbuckle Leadership Fellows, ensuring hands-on leadership development.



Source: Stanford.edu

**2. Harvard FIELD Global Immersion (USA):** A capstone course for Harvard MBA students, FIELD Global Immersion sends students to 16+ cities worldwide to solve real-world business challenges for global companies. This program enhances cultural intelligence, leadership adaptability, and problem-solving in diverse markets, bridging academic learning with business reality.



Source: harvard.edu

**3. Wharton McNulty Leadership Program (USA):** This program integrates OBT with leadership coaching, self-reflection, and team-building activities. It includes mountaineering, ropes courses, and simulations to help MBA students develop emotional intelligence, resilience, and high-pressure decision-making skills.

Source: wharton.edu



Source: london.edu

**4. London Business School (UK) – Experiential Leadership Development:** LBS integrates outdoor adventure challenges, case-based leadership scenarios, and immersive teamwork exercises into its MBA curriculum. The goal is to train students in strategic thinking, real-time problem-solving, and dynamic decision-making.



### Indian – B-School OBT Practices

**1. IIM Bangalore Outbound Leadership Training:** Conducted in Coorg, this program includes rafting, survival challenges, and crisis management simulations. It enhances leadership confidence, adaptability, and cross-functional teamwork among MBA students and executives.



Source: iimb.ac.in

**2. SPJIMR Mumbai – Abhyudaya Program:** A unique social leadership OBT where MBA students’ mentor underprivileged children, developing leadership empathy, strategic thinking, and problem-solving skills while making social impact.



**3. Lead School of Management (Palakkad, Kerala) – Sustainability-Focused OBT**

A pioneering sustainability-driven OBT program, Lead School integrates outdoor adventure, experiential learning, and environmental conservation activities. The program enhances leadership adaptability, problem-solving, and ethical decision-making in a sustainability-focused framework.



Source: lead.ac.in

**4. XLRI - Xavier School of Management:** XLRI integrates OBT into its MBA program, incorporating trekking, rock climbing, and team-based strategic decision-making tasks. The focus is on resilience, leadership, and effective teamwork in high-pressure situations.



Source: xlri.ac.in

**Summary Table: Comparison of Outbound Training (OBT) Practices in Western and Indian B-Schools**

ASPECT	POINT OF SIMILARITY	POINT OF DIFFERENTIATION
Objective	Both focus on experiential learning, leadership development, and teamwork through outdoor challenges.	Western B-Schools emphasize global leadership and cross-cultural adaptability, while Indian B-Schools integrate corporate leadership with a domestic business environment focus.
Activities	Both include trekking, ropes courses, survival skills, and leadership simulations to develop resilience and problem-solving abilities.	Western programs often incorporate international business immersion and consulting projects, whereas Indian programs focus more on real-world corporate case studies and military-inspired training.
Integration with Curriculum	OBT is embedded as part of MBA leadership and strategy courses in both.	Western B-Schools often integrate OBT within global immersion or field experience modules, whereas Indian B-Schools align it with corporate leadership and CSR (social impact programs).
Duration	Both offer short-term (a few days) and long-term (several months) OBT programs.	Western B-Schools offer longer international immersion-based programs, whereas Indian B-Schools conduct intensive, high-impact, shorter-duration OBT programs.
Approach to Leadership Development	Both focus on building resilience, teamwork, and decision-making under pressure.	Western B-Schools emphasize self-awareness, coaching, and emotional intelligence, whereas Indian B-Schools focus on discipline, endurance, and practical application in Indian corporate settings.
Global Exposure	Both have experiential learning components that expose students to real-world challenges.	Western B-Schools provide global consulting experiences (e.g., Harvard FIELD, INSEAD Bootcamp), while Indian B-Schools focus more on domestic corporate engagement and military-inspired training.
Sustainability and Social Impact	Increasing focus on eco-leadership, sustainability, and ethical decision-making in both.	Western programs focus on climate action and social entrepreneurship, while Indian programs often involve rural immersion and CSR-driven leadership challenges.

Outdoor Training Locations	Both use mountainous, wilderness, and adventure-based settings for outbound training.	Western programs are spread across multiple continents (USA, Europe, Asia, Africa), while Indian B-Schools mostly conduct OBT in local eco-zones like Coorg, Wayanad, and the Himalayas.
Corporate Engagement	Both involve corporate partners for real-world business problem-solving.	Western B-Schools work with multinational companies while Indian B-Schools collaborate with Indian corporate houses and government-driven leadership initiatives.

**PRIVATE OBT ORGANIZATIONS AND CORPORATE OBT PRACTICES**

**Western Countries – Private OBT Organizations**

**1. Team Bonding (USA & UK):** A corporate-focused OBT provider offering team-building activities, escape rooms, and outdoor leadership challenges. The program is designed to enhance collaboration, trust, and strategic problem-solving among corporate teams.



Source: teambonding.com

**2. Outward Bound Professional (Global):** A corporate extension of Outward Bound, offering executive coaching, strategic decision-making workshops, and outdoor challenge programs tailored for high-performance leadership development.



Source: outwardbound.org

**3. Wilderness Inquiry (USA & Canada):** Combining adventure-based training with environmental awareness, this program includes canoeing, hiking, and survival challenges to develop teamwork, leadership, and decision-making skills in the wilderness.



Source: wildernessinquiry.org

**4. Adventure Associates (USA & Europe):** A specialized corporate leadership and team-building program that uses high-adrenaline adventure activities, ropes courses, and problem-solving tasks to foster executive leadership and crisis management



Source: [adventureassociates.com](http://adventureassociates.com)

**Indian-based Private Outbound Training (OBT) Organizations**

**1. Outward Bound Bharat (India):** Follows the global Outward-Bound model, integrating trekking, kayaking, rock climbing, and environmental leadership into its experiential training.



Source: [outwardbound.org.in](http://outwardbound.org.in)

**2. Breakthrough India (Bangalore):** Offers OBT programs using high-ropes courses, problem-solving simulations, and adventure-based challenges to enhance leadership, teamwork, and trust-building.



Source: [breakthrough.org](http://breakthrough.org)

**3. Outlife (Hyderabad):** Provides customized OBT solutions for corporate teams, integrating adventure sports, trekking, and crisis management simulations for executive leadership development.



Source: [outlife.in](http://outlife.in)

**4. Youreka (Delhi NCR):** Specializes in mountaineering, ropes courses, and team-building workshops, offering experiential learning for both students and professionals.

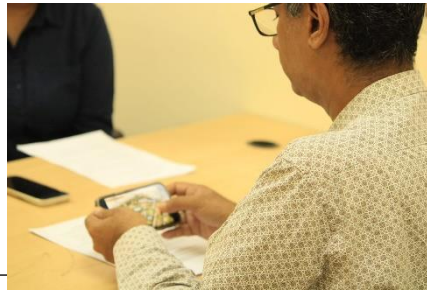


Source: youreka.in

**Summary Table: Comparison of Outbound Training (OBT) Practices in Western and Indian Private Organizations**

Aspect	Point of Similarity	Point of Differentiation
Objective	Both Western and Indian OBT organizations focus on leadership development, team-building, and experiential learning using adventure-based activities.	Western OBT centers emphasize executive coaching, corporate innovation, and global leadership exposure, while Indian OBT centers integrate survival training, military-inspired drills, and localized corporate engagement.
Activities	Programs in both regions include trekking, high ropes courses, adventure-based simulations, and leadership-building exercises.	Western OBT programs incorporate elements such as escape rooms, cross-cultural leadership challenges, and impact-driven consulting, while Indian programs feature military endurance training, survival challenges, and corporate social responsibility (CSR)-focused activities.
Target Audience	Corporate professionals, executives, and leadership teams form the primary audience for both Western and Indian OBT programs.	Western centers cater to multinational corporations and executives with a global outlook, whereas Indian OBT centers often focus on training regional corporate teams and government employees.
Training Approach	Both adopt experiential learning techniques with hands-on leadership challenges that simulate real-world business scenarios.	Western programs integrate executive coaching methodologies, psychological resilience training, and cognitive behavior techniques, whereas Indian programs emphasize physical endurance-based leadership and real-time decision-making tasks.
Duration	Programs in both regions offer a mix of short-term (a few days) and long-term (several weeks) outbound training modules.	Western OBT centers often structure programs for extended executive development, while Indian centers design more intensive, high-impact, short-duration workshops.
Sustainability and CSR Impact	Many OBT organizations in both regions incorporate sustainability, environmental awareness, and social responsibility in their training modules.	Western programs have a stronger emphasis on eco-leadership, climate-conscious strategies, and sustainable business models, while Indian programs integrate CSR-driven rural immersion projects and community development initiatives.
Location and Infrastructure	Both Western and Indian OBT organizations conduct training in natural outdoor environments, including mountains, forests, and custom-built adventure centers.	Western centers are spread across multiple continents with well-established global training facilities, while Indian centers are concentrated in eco-zones like Coorg, Lonavala, the Himalayas, and other regional adventure hotspots.
Customization and Industry Relevance	Organizations in both regions offer customized OBT programs tailored to corporate teams, leadership groups, and industry-specific challenges.	Western OBT programs are designed for international businesses and diverse corporate cultures, whereas Indian OBT centers provide industry-specific training suited for Indian corporate needs and government-driven leadership development.

**Experiential Leadership Development Through Outbound Training: Insights from Dr. Thomas George, Chairman, Lead School of Management, Palakkad, Kerala, India.**



Source: Personal interview

The outbound training (OBT) model at Lead School of Management, conceptualized and developed by Dr. Thomas George, offers a holistic and experiential approach to leadership training by combining adventure-based learning, sustainability, and community engagement. The program is structured to develop leadership skills, teamwork, and problem-solving abilities through activities that push participants beyond their comfort zones. It incorporates rock climbing, firewalking, glass walking, snake handling, trekking, and other adventure-based activities, all carefully designed to help individuals overcome fear, build confidence, enhance decision-making skills, and develop resilience. The program is highly flexible and can accommodate groups ranging from 20 to 100 participants, making it suitable for students, corporate teams, and leadership development programs. Training sessions take place on the college campus or at a dedicated eco-friendly farm, ensuring an immersive and impactful experience.

One of the most distinctive aspects of this OBT model is its commitment to sustainability and community impact. The OBT farm operates entirely on solar power, generating 250kW of energy, and implements rainwater harvesting and organic farming, creating a self-sufficient and environmentally conscious training ground. To further reduce environmental impact, the program follows strict eco-friendly practices, including the use of steel glasses instead of disposable ones, food waste recycling, and a dedicated sewage treatment plant. Additionally, as part of its corporate social responsibility initiatives, the program provides free training to underprivileged students, with funding and sponsorships from corporations that align with its sustainability-driven mission. This social inclusion component makes the program not only a learning experience but also an opportunity to give back to society.

The operational structure of the OBT program is unique in that it follows a student-driven approach, keeping costs low while allowing students to gain hands-on experience in leadership and teamwork. Activities are designed to reflect real-world survival situations, ensuring that participants develop adaptability, quick decision-making abilities, and stress management skills. The program continuously evolves based on participant feedback and corporate training demands, making it relevant to both academic and professional leadership development.

Safety and risk management are integral components of the program. All activities are conducted using high-standard safety equipment, including ropes with a tensile strength of 7000 kg, ensuring absolute safety during physically demanding exercises. Additionally, all participants are required to sign informed consent forms before engaging in activities, ensuring compliance with legal and ethical standards. A medical aid center is located within a five-kilometer radius, providing quick access to healthcare in case of emergencies, further ensuring participant safety.

Financially, the OBT model operates on a sustainable reinvestment framework, meaning that the revenue generated from corporate and paid training sessions is redirected toward infrastructure development, sustainability initiatives, and equipment maintenance. This ensures that the program remains self-sufficient and continues to expand without compromising on quality or environmental responsibility.

In conclusion, the Lead School of Management's OBT program represents a transformational approach to leadership training, integrating experiential learning with sustainability and community impact. Its combination of adventure-based activities, real-world leadership challenges, and eco-conscious operations makes it a scalable, impactful, and cost-effective model for business schools and corporate organizations. By emphasizing personal growth, environmental responsibility, and hands-on leadership training, this model serves as a benchmark for future OBT initiatives aiming to develop resilient, adaptive, and socially responsible leaders.

### **Comprehensive Insights on Outbound Training: Interview with OBT Trainer Sijin T C - Lead School of Management.**

The outbound training model, as explained by trainer Sijin, is a dynamic and adaptive leadership development framework



Source: personal interview

that focuses on experiential learning, teamwork, conflict resolution, and sustainability. With over seven years of teaching experience and a decade in outbound training, Sijin emphasizes the need to customize OBT activities based on the group's composition and objectives. Whether for school students aiming to improve team collaboration or corporate teams working on conflict management, the activities are designed to stimulate engagement, push participants beyond their comfort zones, and achieve long-term behavioral improvements. A key feature of the OBT model is its iterative approach to activity design. New activities are first tested on internal students before being introduced to external participants. For example, the traditional Spider Web activity was modified into a point-based challenge called High Tension, which increased creativity, problem-solving, and engagement. The effectiveness of each activity is measured based on participant response and real-world application. The IIT students' training program highlighted the importance of physical fitness, as many lacked awareness of its impact on long-term health. Adjustments are made based on energy levels, with activities shifted to the evening or midnight when necessary.

Engagement and motivation strategies play a crucial role in maintaining high participant involvement. The trainer modulates his voice, maintains high energy, and uses rewards such as small cash prizes (ranging from 2000 to 3000 INR) to encourage enthusiasm. Corporate professionals earning substantial salaries still respond positively to small incentives, demonstrating that psychological reinforcement is key. In addition, dominant personalities such as vice presidents or HR heads are treated as equal participants, allowing them to experience teamwork without hierarchical barriers. Psychological safety and overcoming fears are key considerations in outbound training. Participants hesitant about heights, fire, or water-based activities are provided with detailed safety explanations and demonstrations. A notable example involved a participant with a fear of heights due to a childhood accident, who was reassured by learning about the high-quality French-imported ropes and carabiners. Safety is non-negotiable, with annual inspections and proactive equipment replacements, ensuring zero compromises on participant security.

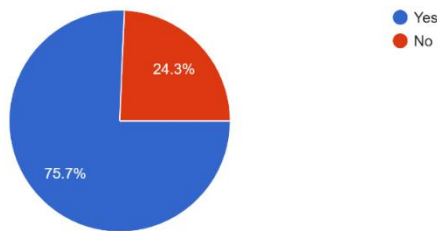
A major focus of the OBT model is its commitment to environmental sustainability. Activities emphasize nature conservation, with participants encouraged to practice litter-free trekking and water conservation. A monthly forest cleanup initiative is conducted, fostering a strong environmental ethic among participants. The center itself follows eco-friendly principles, avoiding permanent infrastructure, and repurposing ropes and materials for farm use. The long-term vision includes creating a fully sustainable OBT center, where participants prepare their own meals using farm produce, promoting self-sufficiency and eco-conscious living. Cultural sensitivity and inclusivity are integral to the training approach. Participants concerned about photography and female participants worried about social media visibility are given the option to opt-out of recordings and images. For activities like mud baths, participants are educated on health benefits, allowing informed decision-making without coercion.

A strong post-training evaluation system ensures that learning outcomes are measured effectively. Corporate clients report improvements in productivity and interpersonal relationships following training. For instance, Indian Railways' DRM noted that after OBT, employees formed smaller working groups that significantly improved productivity. Additionally, participants realize the impact of training when facing real-world challenges, reinforcing its long-term benefits. Looking forward, the trainer envisions a globally applicable, sustainable OBT model that aligns with post-COVID preferences for nature-based experiences. The increasing appeal of eco-friendly retreats over luxury stays suggests that this model is not only timely but essential for modern experiential learning. By integrating leadership development, psychological resilience, sustainability, and cultural inclusivity, the OBT framework serves as a future-ready, adaptable model for B-schools and corporate leadership programs.

**Analysis of Student Experiences and the Impact of Outbound Training (OBT): Insights from a Google Form Survey**  
A Google Forms survey was conducted among 37 B-School students who had previously participated in OBT at another institution. The survey aimed to assess their experiences, expectations, and the impact of OBT on their skills.

1. Have you previously participated in Outbound Training (OBT)?

37 responses

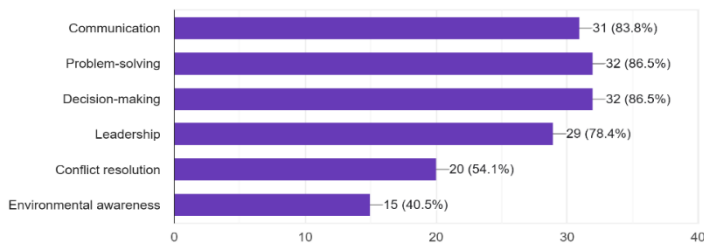


**Observation:** 75.7% of respondents have participated in OBT programs, while 24.3% have not.

**Implication:** A significant majority of respondents are familiar with OBT, indicating a widespread recognition of its benefits. However, the 24.3% who have not participated represent an untapped audience, offering potential for expanding OBT outreach and participation through targeted awareness campaigns.

2. Which of the following skills did you develop most through OBT? (Select all that apply)

37 responses

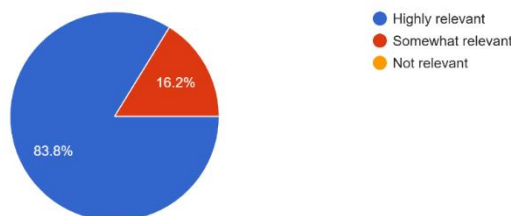


**Observation:** The top skills developed include decision-making (86.5%), problem-solving (86.5%), communication (83.8%), and leadership (78.4%). Conflict resolution (54.1%) and environmental awareness (40.5%) are less emphasized.

**Implication:** OBT is highly effective in fostering critical workplace competencies like decision-making and leadership. Future programs could place more emphasis on conflict resolution and environmental awareness to create a holistic development experience, aligning with objectives of sustainability and teamwork

3. How relevant do you find OBT for your professional and personal growth?

37 responses

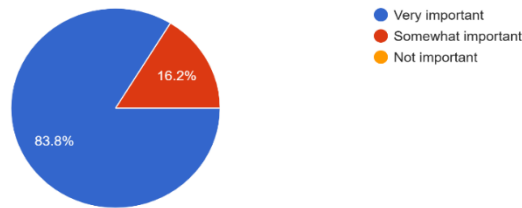


**Observation:** 83.8% find OBT highly relevant for professional and personal growth, while 16.2% consider it somewhat relevant.

**Implication:** OBT is perceived as a highly valuable tool for personal and professional development. Continued focus on relevant skill-building and personalized training modules will sustain and enhance its perceived value among participants.

4. How important is it to you that OBT programs include sustainable practices, like eco-friendly activities and conservation?

37 responses



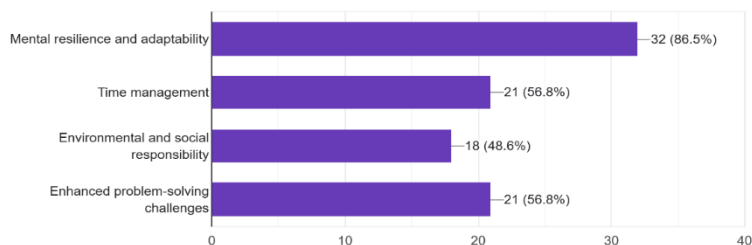
**Observation:** 83.8% consider sustainability practices in OBT as very important, while 16.2% rate it as somewhat important.  
**Implication:** Sustainability is a critical component of OBT programs. Emphasizing eco-friendly practices and activities can attract environmentally conscious participants and align with global trends in responsible training initiatives.

**Observation:** Participants prioritize mental resilience and adaptability (86.5%), followed by time management (56.8%) and enhanced problem-solving challenges (56.8%). Environmental and social responsibility was selected by 48.6%.

**Implication:** There is a strong demand for activities that build resilience and adaptability, critical in today's dynamic work environments. Incorporating these elements into OBT can further align with participant expectations and organizational needs.

5. What additional skills or experiences would you like OBT to focus on? (Select all that apply)

37 responses

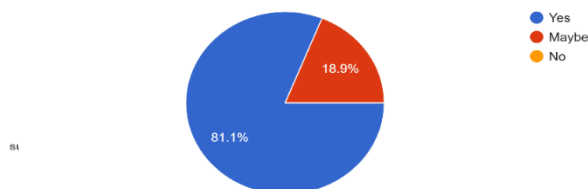


**Observation:** Leadership and mentoring opportunities (88.9%) and regular teamwork activities (83.3%) are the most preferred applications of OBT learnings. Individual growth (61.1%) and sustainability-focused initiatives (25%) follow.

**Implication:** Participants see OBT as a key tool for enhancing leadership and teamwork in workplace settings. Designing follow-up programs that integrate OBT learnings into these domains can amplify its impact on organizational performance.

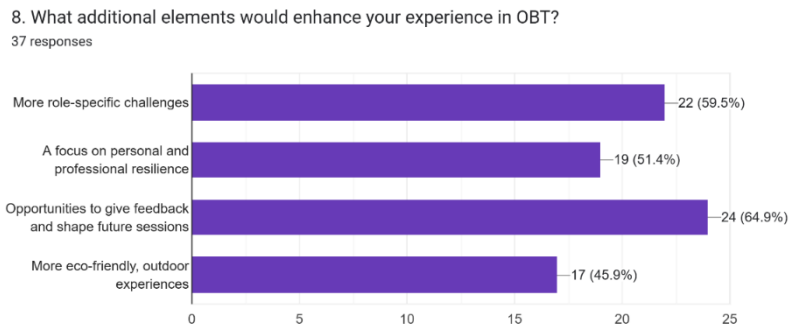
7. Would you be interested in follow-up sessions to reinforce the skills learned in OBT?

37 responses



**Observation:** 81.1% of respondents are interested in follow-up sessions, while 18.9% are unsure.

**Implication:** There is a strong demand for continuity in OBT training. Offering periodic follow-up sessions can reinforce learning, ensure sustained impact, and provide ongoing support to participants.



**Observation:** Opportunities for feedback (64.9%) and role-specific challenges (59.5%) are the most desired enhancements, followed by personal resilience focus (51.4%) and more eco-friendly outdoor experiences (45.9%).

**Implication:** Feedback mechanisms and customized challenges can significantly enhance OBT effectiveness. Incorporating personalized and role-specific activities while promoting eco-friendly practices will align with participant preferences and global sustainability objectives.

**9. Please share any other suggestions or improvements for OBT that would make it more impactful for you. (Open text response by B-school students)**

1. Include challenging problem-solving activities, such as escape rooms or simulated crisis scenarios, to enhance adaptability and critical thinking.
2. Add workshops and role-play sessions focusing on leadership development, conflict management, and emotional intelligence for future leaders.
3. Introduce more adventurous activities like mountaineering and trekking to promote mental resilience and physical endurance.
4. Personalize OBT programs by gathering participant preferences and goals through pre-training forms to address individual needs effectively.
5. Extend the duration of OBT sessions to two full days with structured day-to-day planning for better time utilization and deeper team bonding.
6. Incorporate activities that foster creativity, innovation, and self-awareness, such as mindfulness exercises and feedback sessions.
7. Provide a mix of team-building exercises to strengthen trust, collaboration, and rapport among participants.
8. Ensure a balanced approach between adventure-based activities and mental wellness-focused training.

**Summary Table: Comparison of Stakeholder Feedback on OBT Models**

Aspect	Stakeholder 1: Dr. Thomas George	Stakeholder 2: OBT Trainer (Sijin)	Survey Feedback	Gaps Identified/Areas of Improvement
Objective	Emphasized leadership and decision-making through hands-on experiences.	Focused on resilience, team building, and leadership through real-world challenges.	Highlighted relevance for personal and professional growth (83.8%).	Need for more focus on adaptability, conflict resolution, and emotional intelligence development.
Activities	Advocated for nature-based activities like trekking and group challenges.	Emphasized adventure-based training like ropes courses and mountaineering.	Participants prefer problem-solving scenarios like escape rooms and crisis drills.	Introduce innovative and role-specific challenges, blending creativity and adventure.
Customization	Advocated tailoring OBT activities to participant objectives.	Focused on providing diverse modules suitable for corporate and	Survey suggested pre-program forms to personalize training based on individual goals.	Build individualized plans to address participants' specific challenges

		educational purposes.		(e.g., fear of failure, leadership gaps).
Integration with Curriculum	Suggested embedding OBT into academic and professional development courses.	Recommended alignment with organizational values for effective corporate application.	Highlighted workplace applications in leadership and mentoring opportunities.	Ensure seamless integration with both academic curricula and industry-specific scenarios for maximum relevance.
Sustainability	Advocated eco-conscious practices in all activities.	Mentioned environmental stewardship as part of outdoor experiences.	83.8% participants value sustainability in OBT programs.	Develop structured eco-friendly activities that involve participants in conservation efforts during training.
Participant Engagement	Highlighted engagement through interactive and challenging scenarios.	Emphasized keeping participants motivated through innovative and immersive activities.	Participants suggested extending OBT duration to two days for deeper bonding.	Increase program length and diversify activities to maintain engagement and motivation throughout the program.
Skill Development	Focused on decision-making, teamwork, and leadership skills.	Advocated for enhancing mental resilience and adaptability.	Highlighted need for resilience, adaptability, and emotional regulation skills.	Expand focus on developing emotional intelligence, adaptability, and problem-solving under pressure
Feedback and Evaluation	Stressed post-program feedback integration for improvement.	Suggested incorporating real-time feedback for actionable changes during sessions.	81.1% of participants expressed interest in follow-up sessions.	Develop robust post-OBT evaluation mechanisms and offer follow-up programs to reinforce and sustain learning outcomes.
Inclusivity and Diversity	Advocated inclusion of all participant types through adaptable activities.	Highlighted accommodating different physical and psychological needs.	Limited feedback on inclusivity.	Ensure inclusivity by offering alternative options for participants with specific needs or limitations.
Global vs Local Approach	Advocated a mix of global best practices with local adaptability for relevance.	Suggested focusing on domestic CSR projects and corporate leadership development.	Participants preferred customized OBT programs for their specific goals.	Blend global exposure with local solutions to provide balanced learning experiences.

## 5-ACRE SUSTAINABLE OUTBOUND TRAINING (OBT) MODEL

Source: chatgpt.com



Through our secondary and primary research, we have identified key gaps and developed a sustainable Outbound Training (OBT) model tailored for B-schools in a proposed 5-acre land. This model integrates leadership development, teamwork, adventure-based learning, emotional intelligence, and mindfulness within a nature-immersed environment. It includes leadership training focused on decision-making and crisis management, team-building activities designed to enhance collaboration and problem-solving, and an overcoming phobias zone featuring fire-walking, trust exercises, and confidence-building challenges. Adventure challenges such as rope climbing, obstacle courses, and endurance tasks foster adaptability and resilience. The emotional intelligence and mindfulness zone incorporate yoga decks, meditation gardens, and guided reflection spaces to promote self-awareness and stress management. Additionally, sustainability initiatives emphasize community farming, rainwater harvesting, and eco-friendly workshops to cultivate environmental consciousness. This holistic model fosters experiential learning, leadership development, and emotional well-being, preparing students for real-world challenges through immersive, hands-on experiences. And it was presented in-front of two focus groups to seek their opinions and recommendations.

### Evaluation of the Newly Developed OBT Model: Insights from Focus Group Discussions

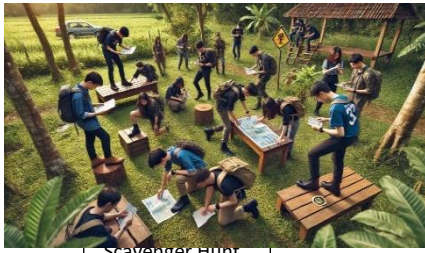


Source: focus groups



Both Focus Group 1 and Focus Group 2 were conducted to evaluate the newly developed OBT model based on the videos presented to them. The discussions aimed to assess key components such as leadership, team building, overcoming phobias, emotional intelligence, and mindfulness. Participants were encouraged to compare their past OBT experiences with the proposed model, identifying strengths, gaps, and areas for refinement. Their insights were used to refine the study, ensuring that the OBT framework effectively addresses experiential learning needs while integrating structured feedback mechanisms. The consolidated findings from both focus groups are presented below.

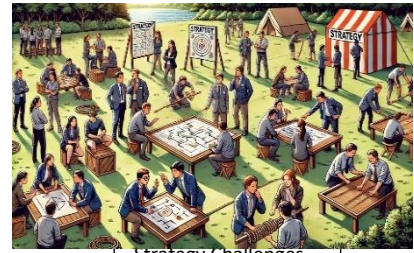
**Team Building Activities in Outbound Training (OBT)**



Scavenger Hunt



Pipeline Challenges



Strategy Challenges

Source: chatgpt.com

Aspect	Focus Group 1 Verdict (Previous OBT Experience)	Focus Group 2 Verdict (Evaluating New OBT Model)	Final Recommendations
Team Building	Engaging but needed structured collaboration under constraints.	Balanced but lacked industry-relevant problem-solving tasks.	Introduce business collaboration challenges under time pressure.

**Leadership Activities in Outbound Training (OBT)**



Shark Tank Simulation



Business plan in a day



Mock Press Conference

Source: chatgpt.com

Aspect	Focus Group 1 Verdict (Previous OBT Experience)	Focus Group 2 Verdict (Evaluating New OBT Model)	Final Recommendations
Leadership	We need real time crisis simulations.	high-pressure decision-making challenges were missing.	real-time business crisis simulations and rotational leadership roles.

**Outbound Training (OBT) Activities for Overcoming Fears and Building Mental Resilience**



To reduce zoophobia



To reduce acrophobia



To reduce Pyrophobia



To reduce aquaphobia

Source: chatgpt.com

Aspect	Focus Group 1 Verdict (Previous OBT Experience)	Focus Group 2 Verdict (Evaluating New OBT Model)	Final Recommendations
Overcoming Phobias	Fear-reduction was progressive but lacked mental preparation before high-risk activities.	Well-structured, but aquaphobia training needed deep-water immersion.	Implement gradual exposure techniques and pre-conditioning mental resilience exercises.

### Outbound Training (OBT) Activities for Emotional Intelligence & Mindfulness



Self-Reflection talk



Silent walk



Yoga & Meditation

Source: chatgpt.com

Aspect	Focus Group 1 Verdict (Previous OBT Experience)	Focus Group 2 Verdict (Evaluating New OBT Model)	Final Recommendations
Emotional Intelligence & Mindfulness	Peer feedback helped, but stress-handling exercises were missing.	Strong reflection and feedback but needed real-time pressure tests.	Add stress-based decision-making role-plays and conflict resolution exercises.

### Final Recommendations for Implementing and Enhancing OBT in B-Schools

1. Establishing OBT in B-Schools
  - Business schools can use this study to develop structured OBT programs that integrate leadership development, emotional intelligence, and experiential learning into management education.
  - The 5-acre sustainable OBT model offers a scalable and adaptable framework for institutions looking to implement a nature-immersed learning experience.
  - B-Schools should incorporate real-time business crisis simulations, strategic decision-making exercises, and structured debriefing sessions to enhance learning retention.
2. Expanding and Enhancing Existing OBT Programs
  - Existing OBT models should include structured emotional intelligence and mindfulness activities such as silent walks, self-reflection exercises, and guided meditation to enhance self-awareness and stress management.
  - Leadership activities like Shark Tank simulations, business-building challenges, and mock press conferences should be integrated to align OBT with real-world business applications.
  - Phobia-reduction activities should follow a progressive exposure model, ensuring participants gradually build confidence through structured, pre-conditioned exercises.
3. Application in Executive MBA and Corporate Training
  - OBT models can be adapted for executive education by focusing on decision-making under pressure, strategic leadership, and corporate crisis management simulations.
  - Corporate OBT programs can generate revenue by offering specialized team-building retreats, industry-focused problem-solving activities, and executive leadership development programs.

- Sustainability-driven OBT can be marketed to organizations looking for eco-friendly, leadership-enhancing corporate retreats.

### **Conclusion**

Outbound Training (OBT) is a scalable, adaptable, and high-impact leadership development model that bridges the gap between traditional classroom education and real-world decision-making. By incorporating experiential learning, emotional intelligence training, and industry-relevant leadership exercises, B-schools can enhance student learning outcomes while preparing them for dynamic business environments. The potential for corporate partnerships and revenue generation through customized OBT programs makes it a sustainable and financially viable investment for academic institutions. As business schools and corporations continue to seek holistic, immersive learning experiences, OBT will remain a critical tool for developing resilient, adaptive, and emotionally intelligent leaders.

### **Acknowledgment**

We extend our heartfelt gratitude to all the stakeholders who contributed to this research. We sincerely thank Dr. Thomas George, Chairman and Mr. Sijin T C OBT Trainer and faculty member at lead school of Management for their invaluable guidance and insights, which helped shape our understanding of the outbound training. Our deepest appreciation goes to the SDMIMD B-school students who participated in the focus groups and surveys, providing valuable feedback that enriched our findings. We also acknowledge the contributions of corporate trainers and industry experts who shared their expertise on leadership development through OBT.

Finally, we are grateful to the Lead School of Management and other institutions that allowed us to study their OBT models, helping us refine and enhance our proposed framework. This research would not have been possible without the collective efforts and contributions of everyone involved.

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