

What EMBA Directors Need to Know about the Future of Business Education

Anne M. Ferrante, PhD – Executive Director
MBA Roundtable

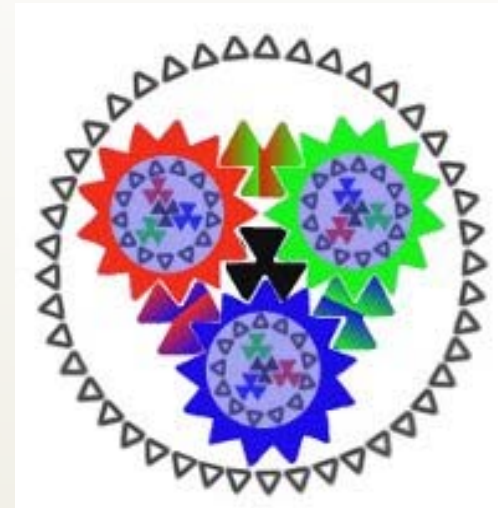
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China Europe International School (CEIBS)



Three Mega Shifts

- **Convergence**
- **Customization**
- **Co-Creation**



Convergence

Private Meets Public Economics Meets Technology

Societies and Business

- Complex, critical global problems
- Economic disparities

Higher Education Models

- Unsustainable funding sources
- Democratization of education



Customization

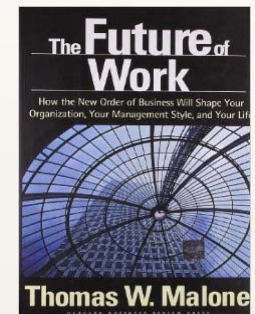
Core and Contingent Context and Culture

Economies | Employers

- Specific talent
- Fixed "Core"
- Fluid "Contingent"
- Good "fit"
- Collaborative

Employee EmployAbility

- Knowledge integration and application
- Expertise + Behavioral Attributes
- Entrepreneurial mindset



Lessons Learned from EMBA Curricular Reform

Lee Konczak, PhD

Academic Director, Executive MBA Program



Questions

- How do we ensure that our curriculum remains **relevant and consistent** with the needs of our stakeholders?
- What **process** should be followed for curriculum enhancements?
- What are some **best practices** to ensure engagement from faculty?



Continuous Improvement Mindset

On-going feedback from key stakeholders is critical

- Current students
- Alumni
- Business community
- Faculty



Involvement of Key Stakeholders

EMBA Curriculum Team

- Key faculty – cross-disciplinary

Needs Analysis

- Current students
- Alumni
- Employers
- Competitors
- EMBA faculty

Curriculum Proposal

- Recommended changes



Outcomes

- Washington, D.C. | Brookings Institution Residency added
- Integrative project
- Addition of electives



Lessons Learned

- Execution of good change management practices
- Commitment from the top
- Clarity of expectations
- Involvement of key stakeholders
- Data-based
- Communication



Why Co-Creation and Collaboration Is the New Model

Isa Luo

Assistant Director of the CEIBS Global Executive MBA program



China Europe International School (CEIBS)



Trends of EMBA Education in China

Market Changes

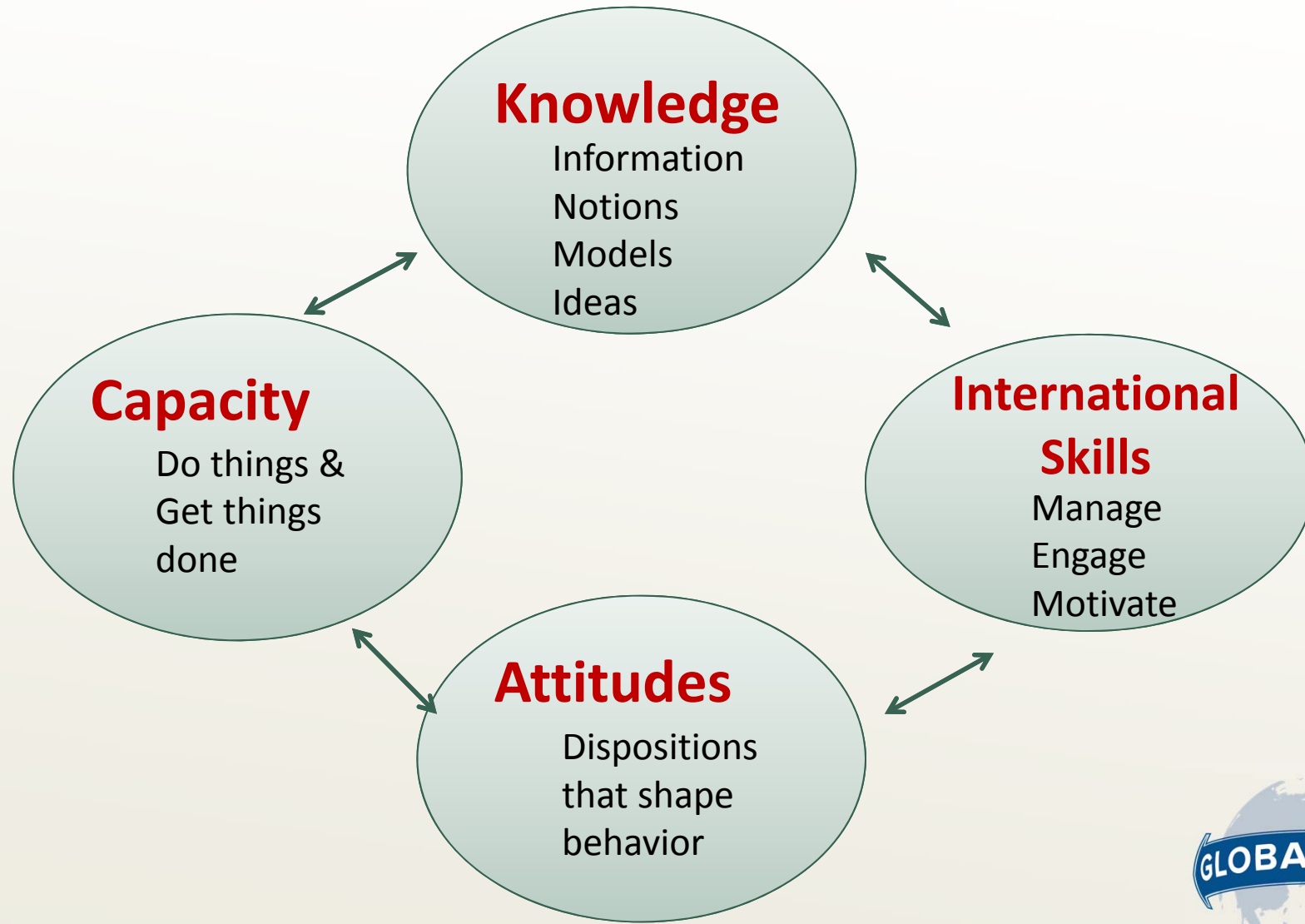
- More and more Chinese Private companies & SOEs acquired overseas enterprises.
- More and more SMEs outside of China showing interest in Chinese market, however, lack of understanding and connections.
- Policy regulation leads to the reduction of the number of students from governmental and SOE backgrounds
- Given the mixed circumstances of the Chinese economy, some MNCs are moving their Asia Pacific headquarters out of China.



Executives/Leaders to manage complexity in a changing world



What are the Learning Outcomes?



A Way Forward in a Cross-Border World

Unique programme for high-impact leaders with global responsibilities:

— Take your place alongside cross-border executives from highly diverse backgrounds, sectors and geographies.



Comprehensive Leadership Journey:

— Enhance your influence in a cross-border world and in the process, understand better yourself, understand your environment, and understand key global trends.



Customised Global Journey:

— Global locations; global faculty; global participants; global interaction. Modules in Shanghai, Barcelona, Shenzhen, New York, Munich, India, Ghana, Silicon Valley, São Paulo, Indonesia and Singapore.



Trusted partnership between two of the world's premier business schools:

— Leveraging our partnership of 20 years for a truly joint programme that offers diversity and innovation.



World EMBA Locations

CORE MODULES:

Shanghai
Barcelona
Shenzhen
New York
Shanghai
Munich

ELECTIVES:

Silicon Valley
São Paulo
Ghana
India
Barcelona
Munich
New York



6 Core Modules
(8 days each)

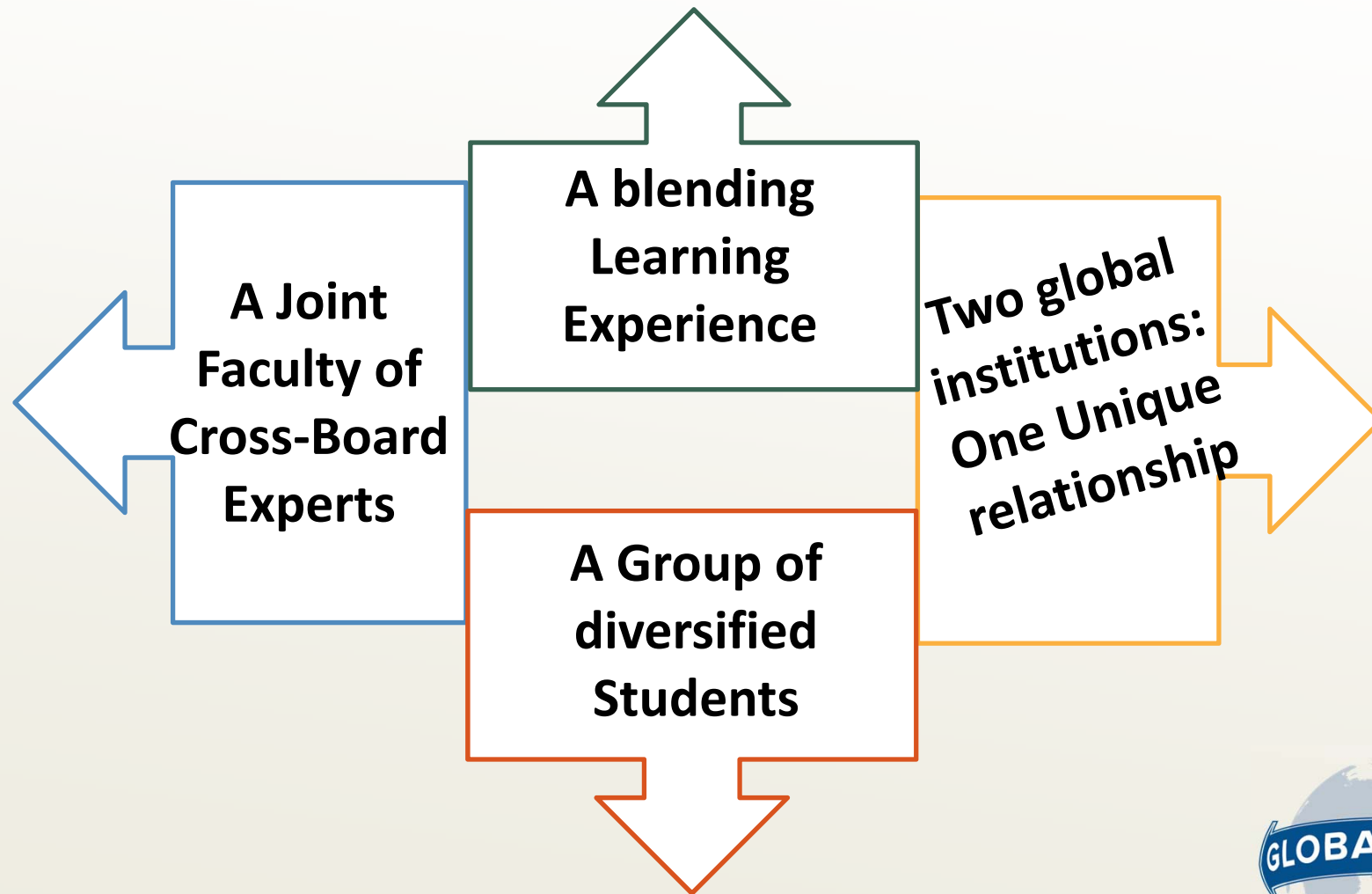
+

(5 days each)

3 Electives



What make us work together?



What EMBA Directors Can Do

Within the eco-system...

Build and expand relationships

- Employers
- Other schools
- Educational Partners

Within your B-School...

Prioritize | Create | Embrace

- Active learning
- Applied curricula
- New technologies

With your learners...

Listen | Learn | Leverage

With your colleagues...

Exchange | Encourage

