

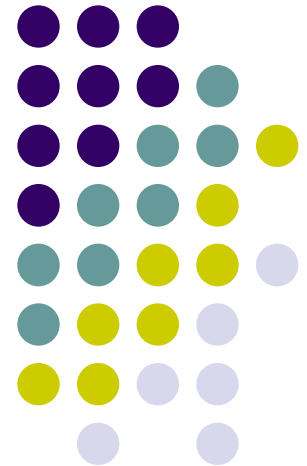
World Convention 2013



# Global Landscape of MBA & Curriculum

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# What is MBA?

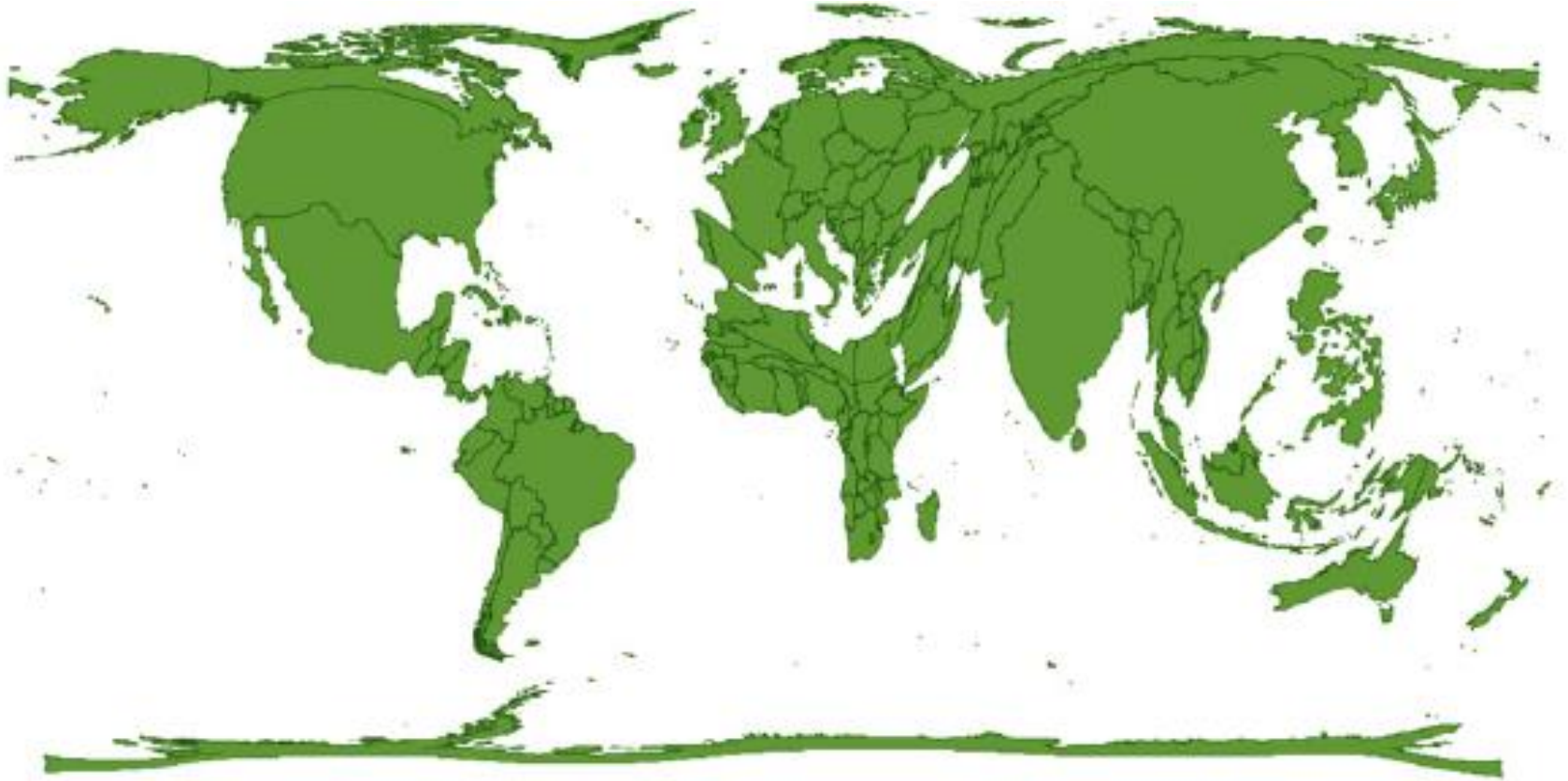
- ❖ Master of Business Administration
- ❖ Others?
  - Mortgage Bankers Association
  - Metropolitan Basketball Association
  - Miss Black America
  - A Joke
  - ...
- ❖ Me Before Anyone

# A Brief History of Management Education & MBA



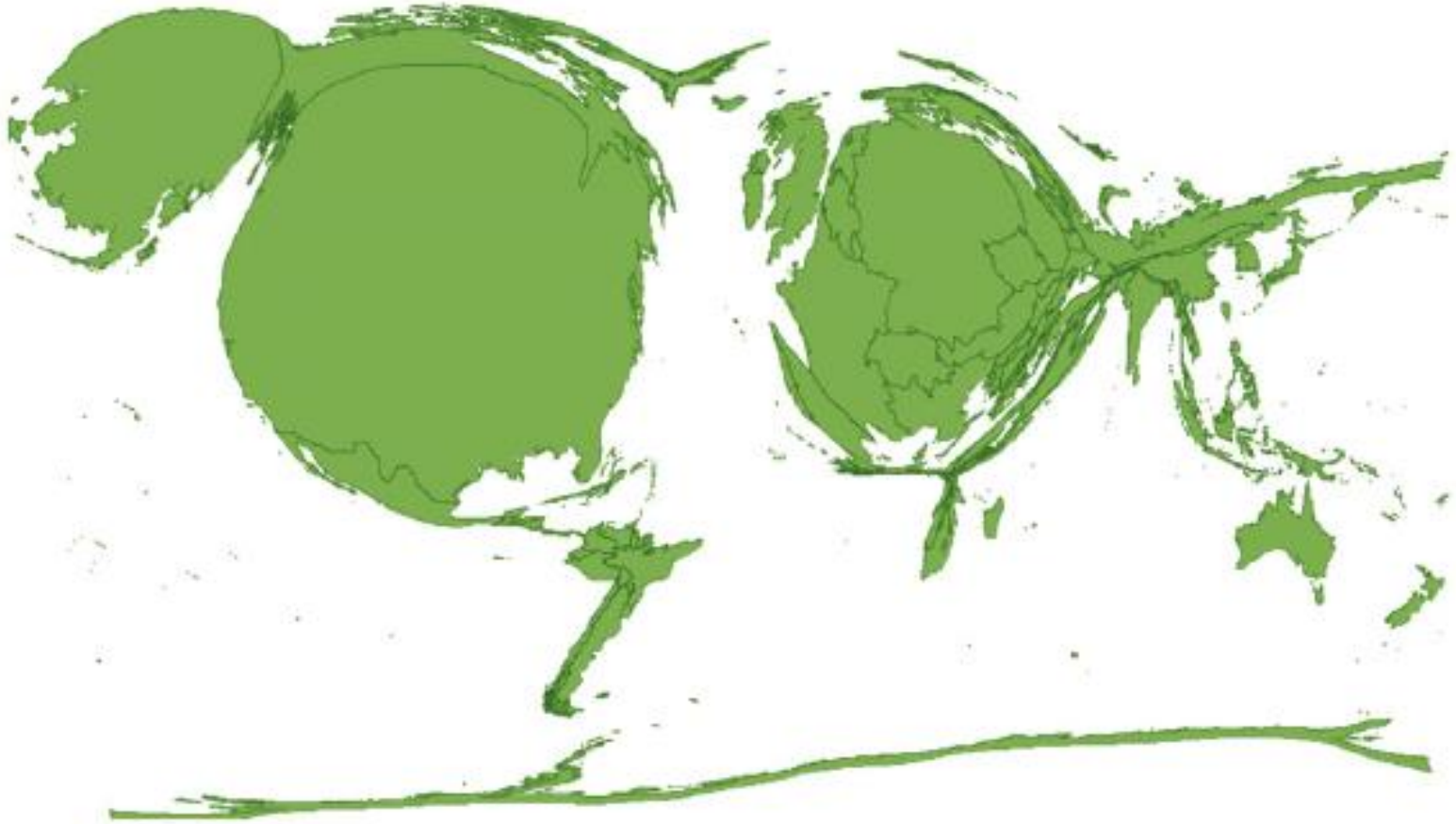
- ❖ 1819: The 1<sup>st</sup> Business School, ESCP in France
- ❖ 1881: The 1<sup>st</sup> Undergrad Business School, Wharton
- ❖ 1898: Business Schools: European, Harvard
- ❖ 1900: The 1<sup>st</sup> Graduate School, Tuck, Dartmouth
  - Master of Commercial Science (MCS)
- ❖ 1921: The 1<sup>st</sup> MBA Degree, Harvard Business School
  - Renamed to MBA: Training Business to Engineers
- ❖ 1943: The 1<sup>st</sup> Executive MBA Program, Chicago
- ❖ 1968: AIM (Asian Institute of Management)
  - First in Asia

# Globalization of Management Education: Business Degree-Granting Institutions



The world proportionate to the number of business degree-granting institutions  
(As of 2010)

# The Global Nature: Internationally Accredited Schools



The world proportionate to the number of institutions with some form of international business accreditation (As of 2010)

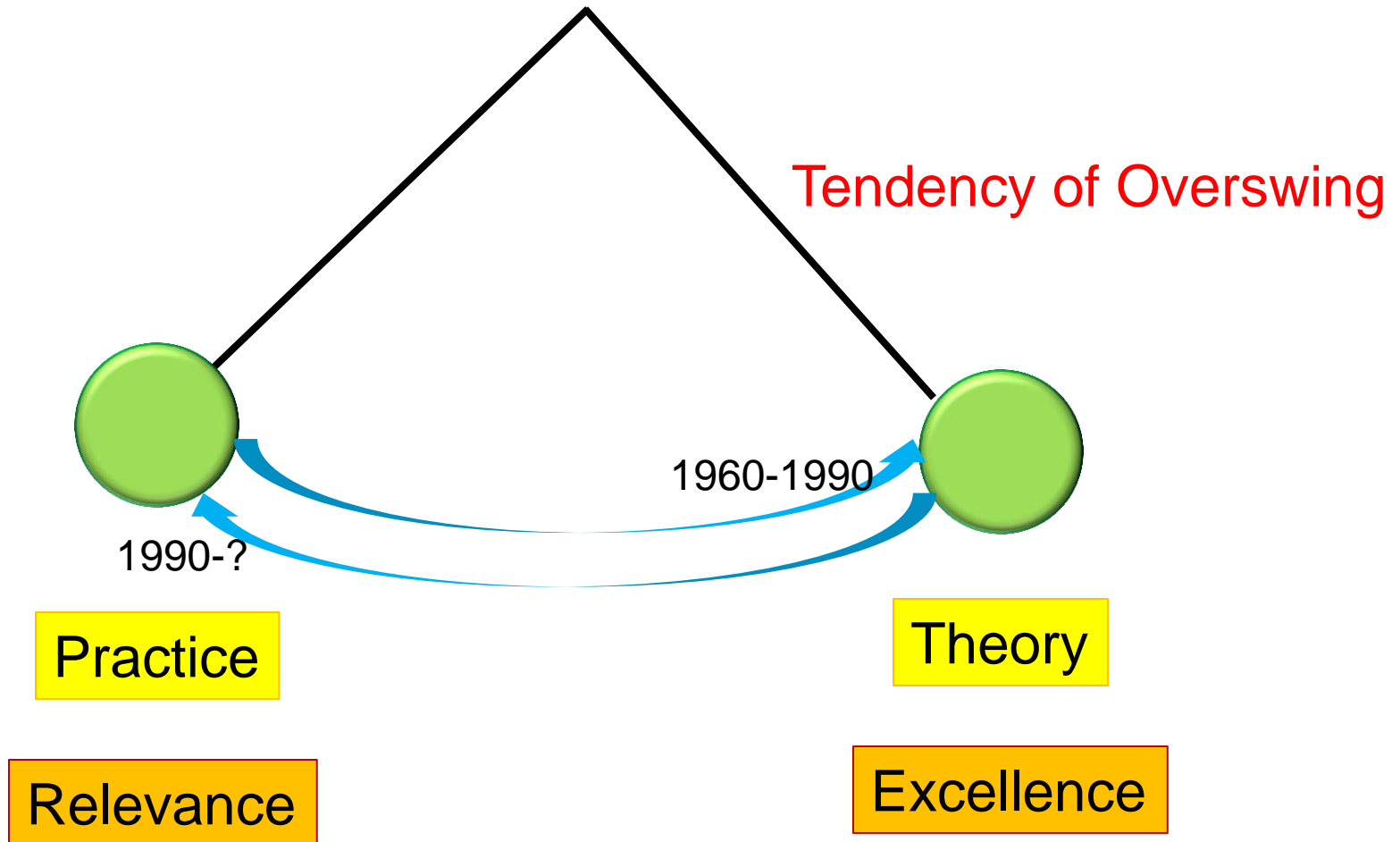


# Criticisms on Business Education

- ❖ Gordon-Howell Report in 1959 (Ford Foundation)
  - Business schools: Vocational/trade schools
  - Weak in research and academics
  
- ❖ Porter-McKibben Report in 1988 (AACSB)
  - Meaningless research: Researches for research
  - Need: Strengthening Curriculum
    - Breath
    - Outside influences on business
    - Internationalization
    - Information and service sectors
    - Soft skills
    - Integration of disciplines



# Pendulum of Business Education







# MBA Curriculums: Universal

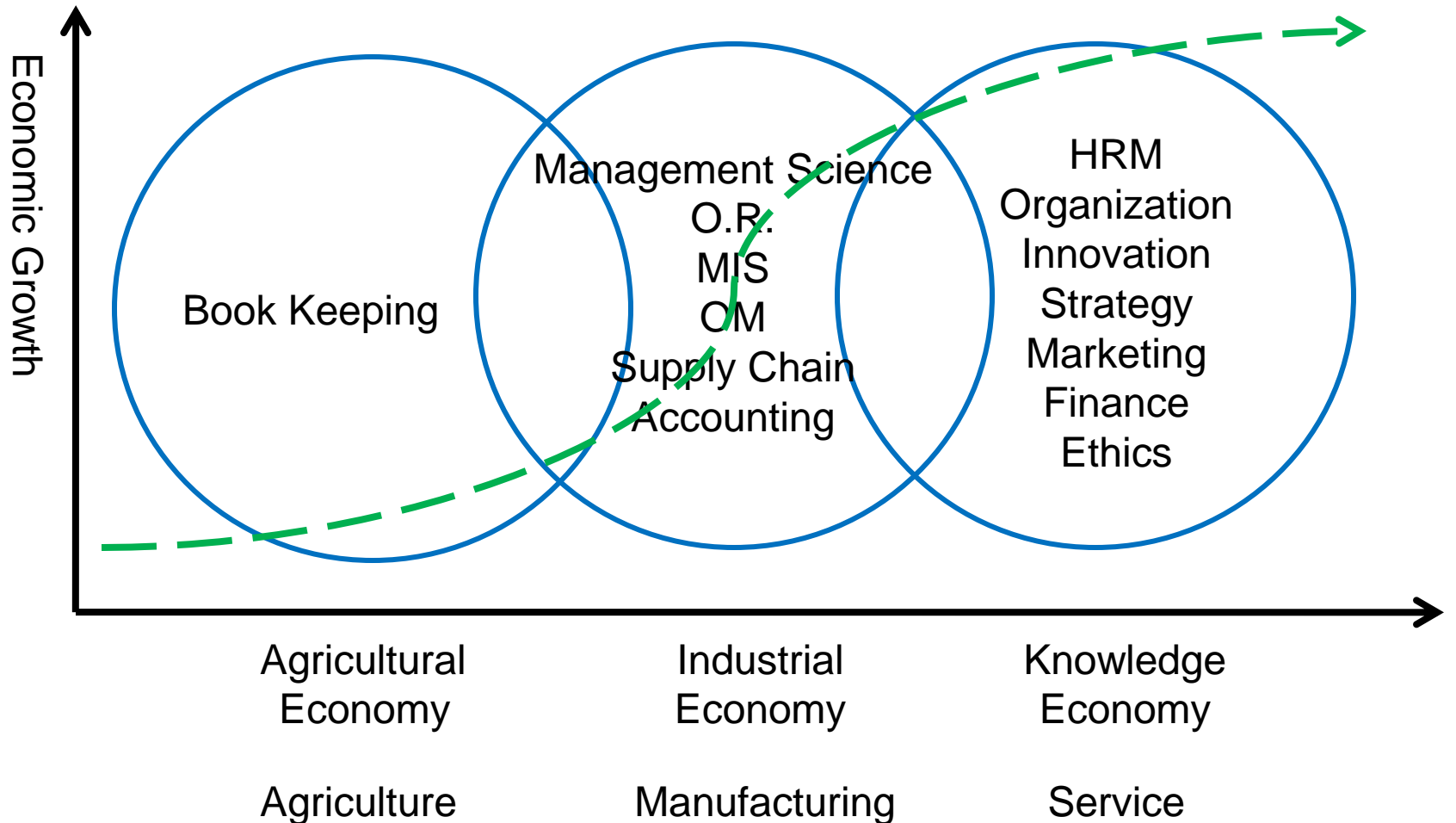
Core	Electives
Statistics	Human Resource Management
Accounting	Technology Management/Innovation
Finance	Information Management
OB/Leadership	Business Analytics
Marketing	Entrepreneurship
Operations Management	E-Commerce
International Business	Communication
Strategy	Negotiation
Microeconomics	Business Law
Ethics & Social Responsibility	Interdisciplinary Concentrations
	Capstone: Field Study

# Comparison of MBA Curriculums: Examples



A School (Integrative)	B School (Functional)
Finance	Finance
Marketing	Marketing
Leadership & OB	OB
Technology & OM	OM
Strategy	Strategy
Entrepreneurial Solutions for Market Failure	Accounting
Building and Sustaining a Successful Enterprise	MIS
Sustainable Cities: Finance, Design, and Innovation	Economics
Field 1: Leadership	HRM
Field 2: Global Intelligence	Technology Management
Field 3: Innovation in Business, Energy, and Environments	E-Commerce

# Evolution of Business Curriculums: Stages of Economic Development





# Current Problems of MBA Education

- ❖ MBA Bubble
  - Too Many MBA Schools & MBAs: Globally 13,000+
  - Fierce Competition
- ❖ Emphasis on Business of Business School
  - Cash Cow for University
  - Earning than Educating
- ❖ Market Differentiation: How to Attract Students?
  - Shorter Programs: 1.5 Years, 1 Year, 10 Months
  - Segmentation: Executive, Part-Time, Evening, Weekend, Online, International (Global Tour), Dual Degree, Mini-MBA
- ❖ Quality? Fundamental Mission?
  - Higher Cheating: 60% MBAs (Perceived Peer Behavior)
- ❖ Imbalance of Areas: Finance, Finance, Finance!
  - Faculty Imbalance & Shortage



# MBA Career Change

1. Finance (1/3)
2. Marketing (1/4)
3. Consulting (1/5)

## Changing Careers

Students entering business school come from many different fields, but high percentages of them switch to finance and consulting after they graduate.



Source: Graduate Management Admission Council

THE NEW YORK TIMES



# Why All Finance?

- ❖ Earning Easy Money
- ❖ Asymmetric Incentive System
  - Case of Brian Hunter
    - Star Trader in a Hedge Fund, Amaranth Advisors
    - \$ 1B Profit from Natural Gas Futures in 2005: \$100M Pay
    - \$6.6B Loss (by Betting on Weather) in 2006
    - Left Amaranth and Amaranth Collapsed
    - Hired by Another Hedge Fund, Peak Ridge Capital Group
  - If You Win, You Get Huge Money.
  - If You Lose, You Just Run Away.
  - Is It Legal or Ethical?
- ❖ Financial System: A Greed-Inciting System



# Scandals/Failures by MBAs

- ❖ Enron
  - J. Skilling, CEO: Harvard MBA
  - A. Fastow, CFO: Kellogg MBA
- ❖ Lehman Brothers
  - G. H. Walker IV, Head Investment Management Div.: Wharton MBA
- ❖ Northern Rock
  - R. Sandler, CEO: Stanford MBA
- ❖ Bear Stearns
  - R. Marin, Senior Executive for Mortgage: Cornell MBA
- ❖ Saytam
  - R. Raju, CEO: Ohio U. MBA
- ❖ Monitor Group Bankruptcy (2012)
  - Multinational Management Consulting Firm in Cambridge, Mass.
  - Michael Porter, Chris Argyris



# After the Financial Crisis & Scandals

- ❖ MBA Curriculum Overhauls: Many U.S. Schools
  - Harvard Business School
  - Wharton School, U. Pennsylvania
  - Haas School, UC Berkeley
  - Kellogg School, Northwestern
  - Columbia Business School
  - ...





# Trends of MBA Curriculum

- ❖ Flexibility: More Student Choices
  - Limited Core and A Variety of Concentrations
- ❖ Integrative than Functional Courses
- ❖ Soft than Hard Skills
  - Qualitative than Quantitative/Technical Courses
- ❖ Practical Experiences
  - Internship, Experiential Learning, Field Study
- ❖ Emphasis on:
  - Creativity
  - Critical Thinking
  - Sustainability (CSR, Ethics)
    - Can ethics be taught properly at business school?



# MBA in Asian Perspective

- ❖ What MBAs do you want to educate?
- ❖ Training Mercenaries vs. Fostering Leaders
  - Shorter MBA: Enough Time for Digesting & Thinking?
- ❖ Technician vs. Thinker (with Wisdom)
  - No Panacea: Think, Think, Think!
- ❖ Task vs. Human-Centered
- ❖ Individualism vs. Collectivism
  - Value of Collaboration
- ❖ Arrogance vs. Modesty

# Asian Companies & CSR



## ❖ Kikkoman in Japan

- Global Soy Source Company seasoning your life
- Owned & Run By 8 Families For 100 Years
- Embodied CSR



## ❖ Tata in India

- The Most Respected Company in India
- Forerunners in CSR
- Do they need CSR?





# Final Words: Asian MBA

- ❖ Leader/CEO with Asian Value
- ❖ Humility & Will
- ❖ New MBA Model
  - American Model of Knowledge-Orientation
    - What To Manage
  - Asian Model of Human-Orientation
    - How To Manage
- ❖ Me Behind Anyone!

***Thank you very much!***

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***Dhanyavāda!***

