



**Graduate
School of Management**

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**THE ROLE AND FUTURE PROSPECTS
OF INTERNATIONAL EDUCATION IN EASTERN EUROPE
AND ITS GLOBAL IMPACT**

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**3rd EDUNIVERSAL World Convention
28 October 2010**



Management education in Eastern Europe: a brief overview

- **Rapid growth after 1989, still serious systemic issues**
 - 1000+ Universities & Schools deliver Management/Economics degrees
 - private BS vs. BS at public universities: not much difference for the top ones
 - MBA/EMBA: rarely full-time; \$10-20K; leaders: \$35-50+K
 - only 2 schools EQUIS and/or AACSB accredited, 4 schools in CEMS and PIM
 - intl Schools have some presence, limited success (except for HEC and SSE)

- **Slow departure from “vocational schools” business model**
 - usually low output in academic research on management issues (ABS list)
 - international alliances/exchanges & strong Advisory Boards: only few Schools
 - major shortage of international-class faculty, minor success in PhD programs

- **Evolution of competitive environment in the industry**
 - from “transition to capitalism” to “educating leaders for knowledge economy”
 - new realities of globalization and enlarged Europe (local leadership?)
 - ambitious projects of building world-class graduate b-schools in EE



Internationalization trends in EE management education

- **Strong drivers for internationalizing management education**
 - many top BS in EE successfully developed with some foreign assistance
 - Bologna reform, also resulting in growth of pre-experience Master programs
 - national business leaders' request for world-class management education
 - quality improvement via intl accreditations (only 16 with AMBA, 8 with EPAS)

- **Factor of pre-experience (international) Master programs**
 - new major segment in management education (Master vs. MBA dilemma)
 - abilities to finance quality research (departure from “teaching machines”)
 - international (new generation) faculty development programs and recruitment

- **Systemic internationalization as institutional differentiator**
 - **culture of internationalization** if essential today for a leading BS
 - from project-based to systemic (all stakeholders) internationalization
 - from international compatibility to competitiveness



Towards global impact of EE management education

- **Global expansion through alliances**
 - memberships in global networks of top BS (EFMD, AACSB, CEMS, PIM, etc)
 - joint programs (not only MBA), incl. Dual Degrees with top international BS
 - executive education for multinationals (also from EE countries)
 - global academic and corporate alliances (Advisory Boards, fundraising)

- **Learning from EE management studies**
 - search for balance of global, European and local
 - cases of successful business development in emerging markets (ECCH)
 - building further EE (Graduate) Management Schools as thought leaders

- **Need for sound voice in global debate on management education**
 - the role of business schools in society, managing innovation, etc.
 - “rigor and relevance” issue
 - strategic dilemma of research-based vs. entrepreneurial models of BS