

Global Partnerships

Global Alliances in the Business Education Landscape

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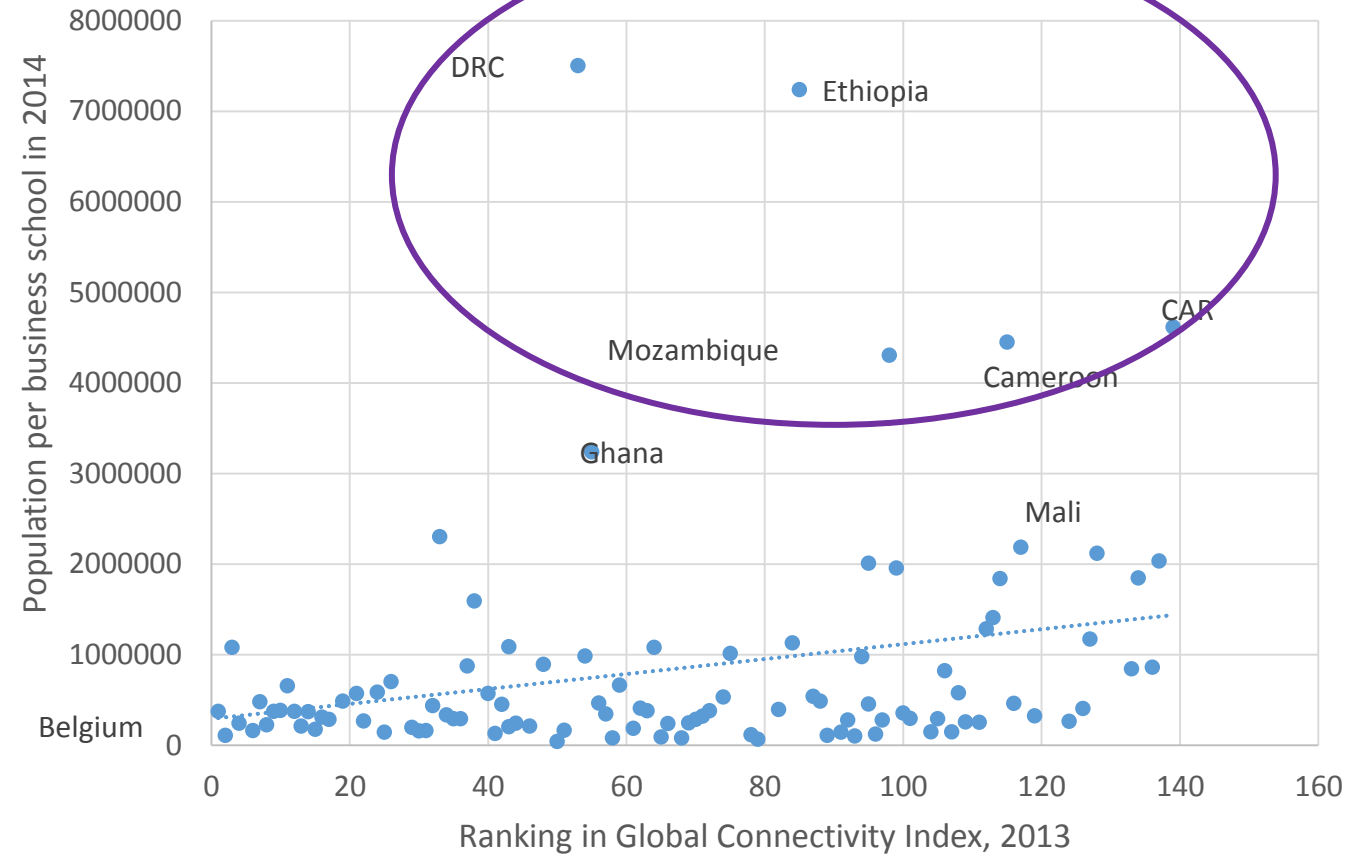


Patterns of Business School Globalization

- Three broad patterns of business school ‘globalization’ across the world:
 - **Advanced economies:** more country globalization, greater dependence on international students and on partnerships with other advanced economy business schools to compete for students.
 - **Large emerging economies:** less globalization and more reliance on the domestic student market, and partnerships with advanced economy business schools in order to compete in the domestic market for quality.
 - **Sub-Saharan African economies:** still a lack of business schools – neither focus on the domestic market nor internationally – this is a huge opportunity but needs a different global partnership model.



Trend: More Business Schools in 'Globalized' countries

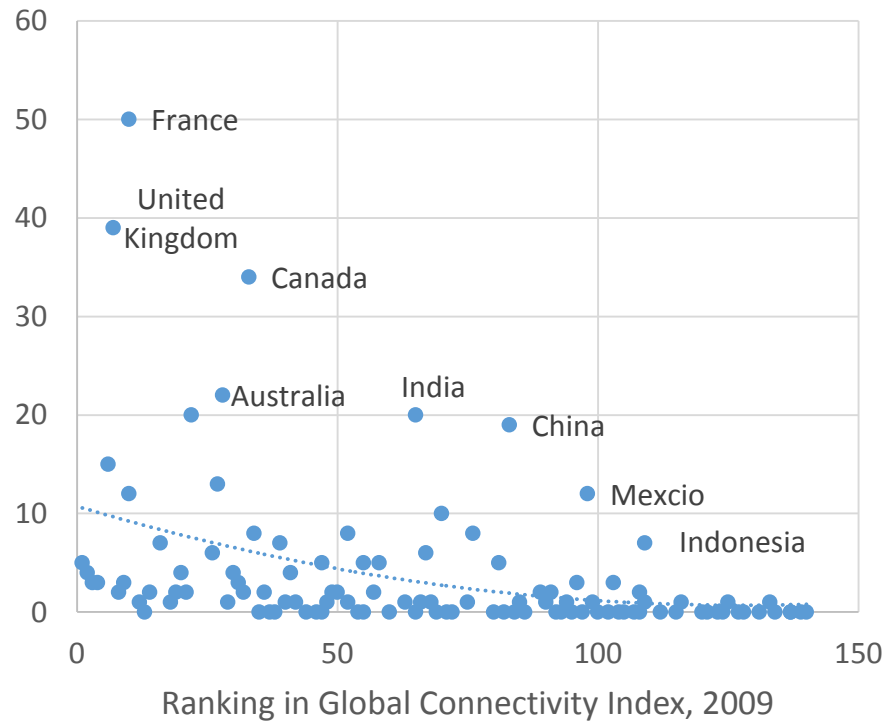


Note: African countries are outliers in their lack of business schools

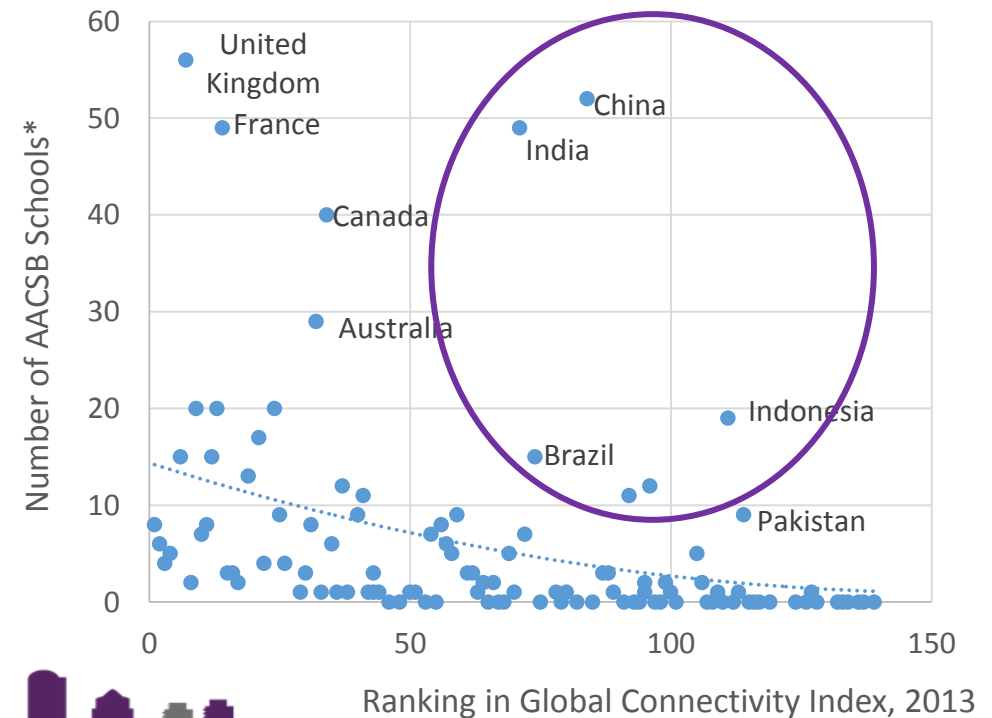


Trend: *Quality* of Business Schools

There are also more *quality* business schools in more 'globalized' countries



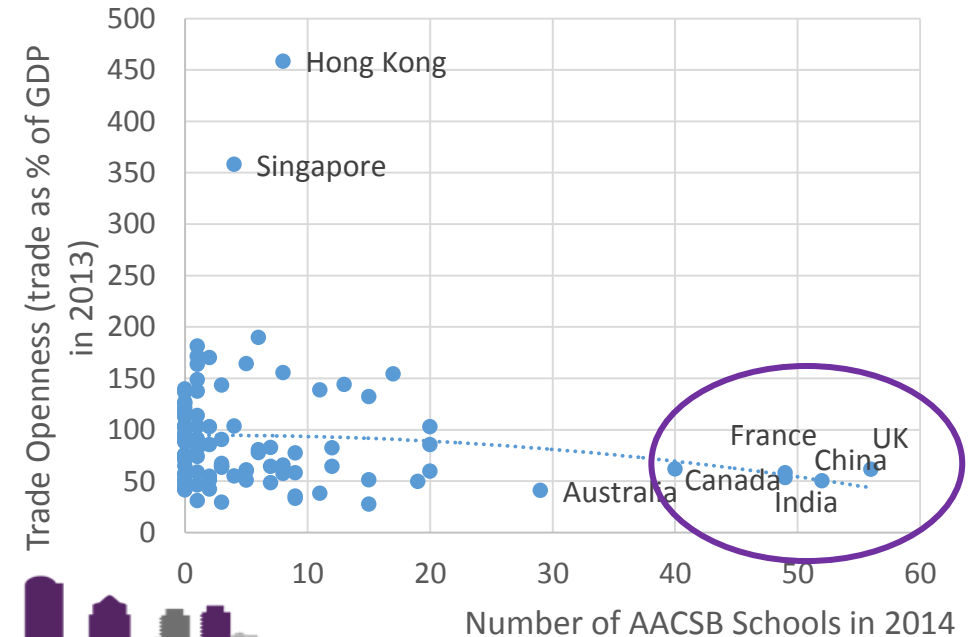
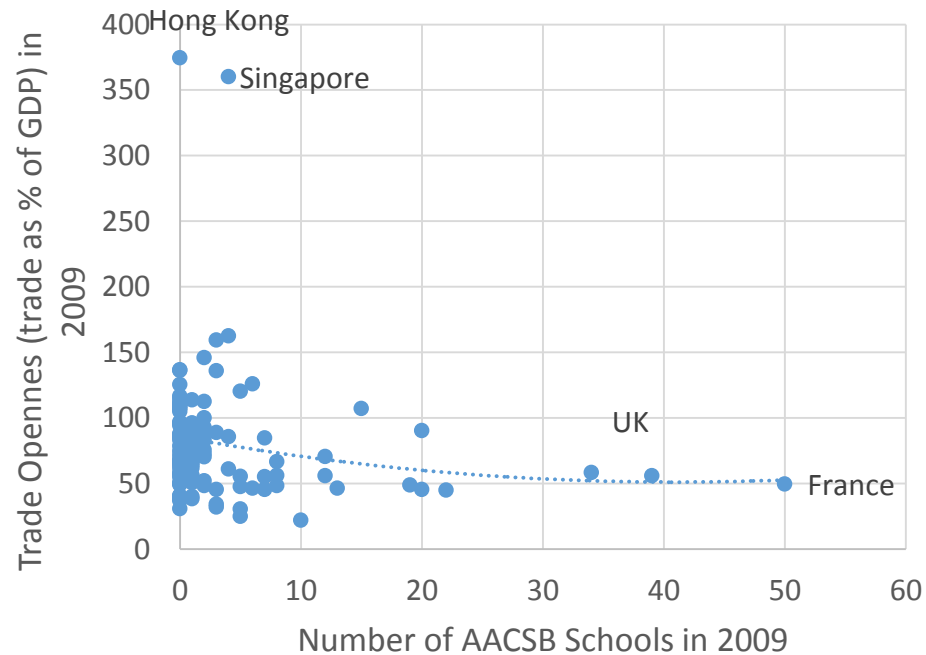
But, the *quality* is rising fastest in large emerging economies that are not very globalized yet



Number of Business Schools

Large, relatively less open countries, are the new hotspots for business school development

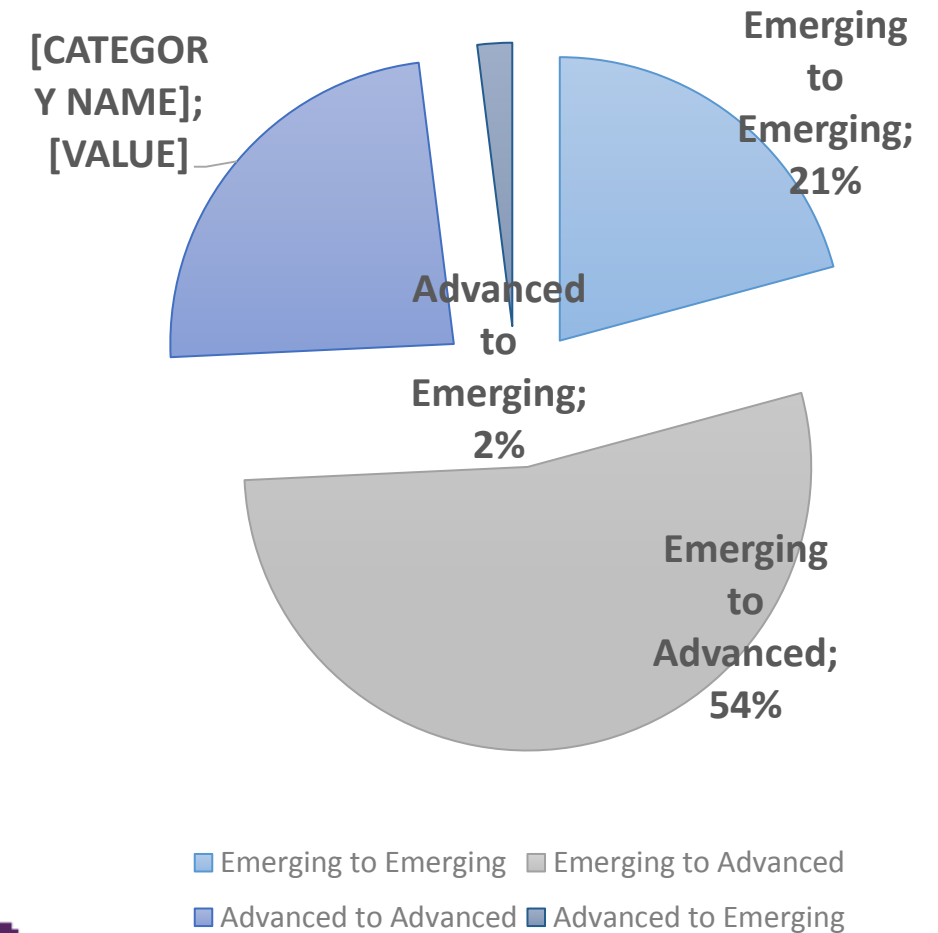
Countries with large domestic markets have more accredited business schools than small open economies (not yet in per capita terms) and are less reliant on 'globalization' and international students



The position of Emerging Markets in the Global Business Education Landscape

- Emerging economies have a high demand for management education
- BUT only **1%** of the World's Top 100 Universities are in emerging economies (2014).
- 54% of all international student movements in 2013 were from emerging to advanced economies – only 2% in the opposite direction.
- 24% were from advanced to other advanced economies.

Source: DHL Global Connectedness Index 2014, p.118

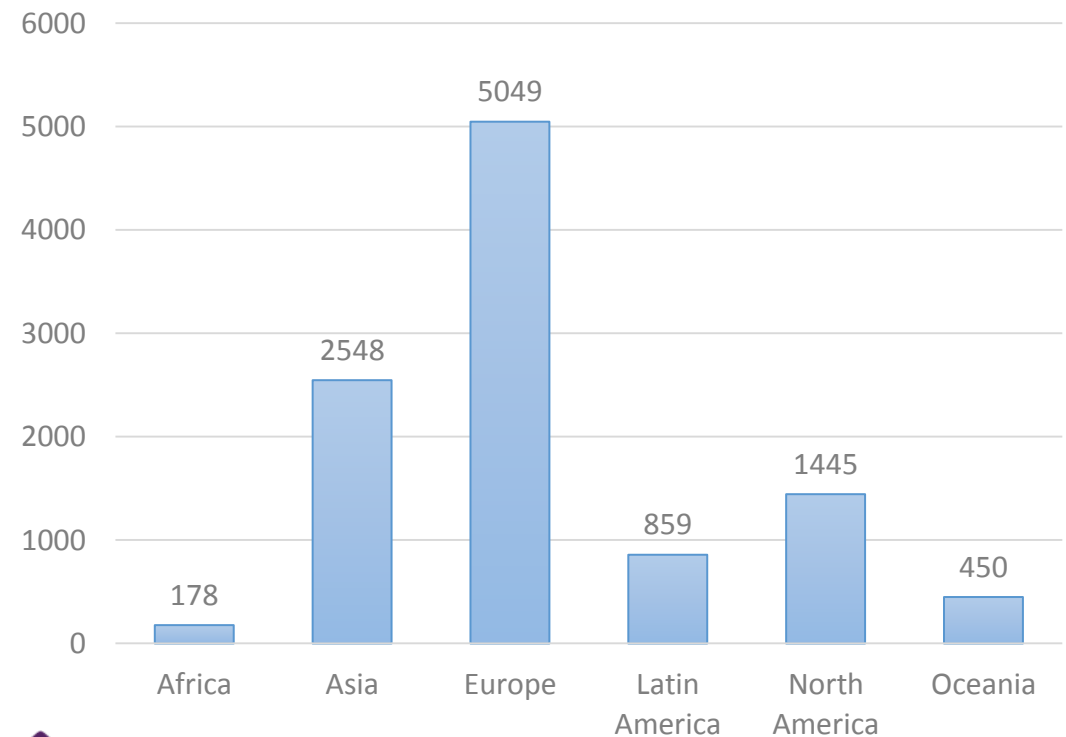


Opportunities for Global Partnerships

Can Global Partnerships raise quality and competition in business education?

The chart shows that advanced economies (most desirable for internationally mobile students) are also where business schools engage most actively in partnerships. Africa is lagging behind most. However, Asia is catching up..but Africa lagging the most

Number of collaboration per region, 2013-14



Trend: Extent and Preferences of Global Partnerships

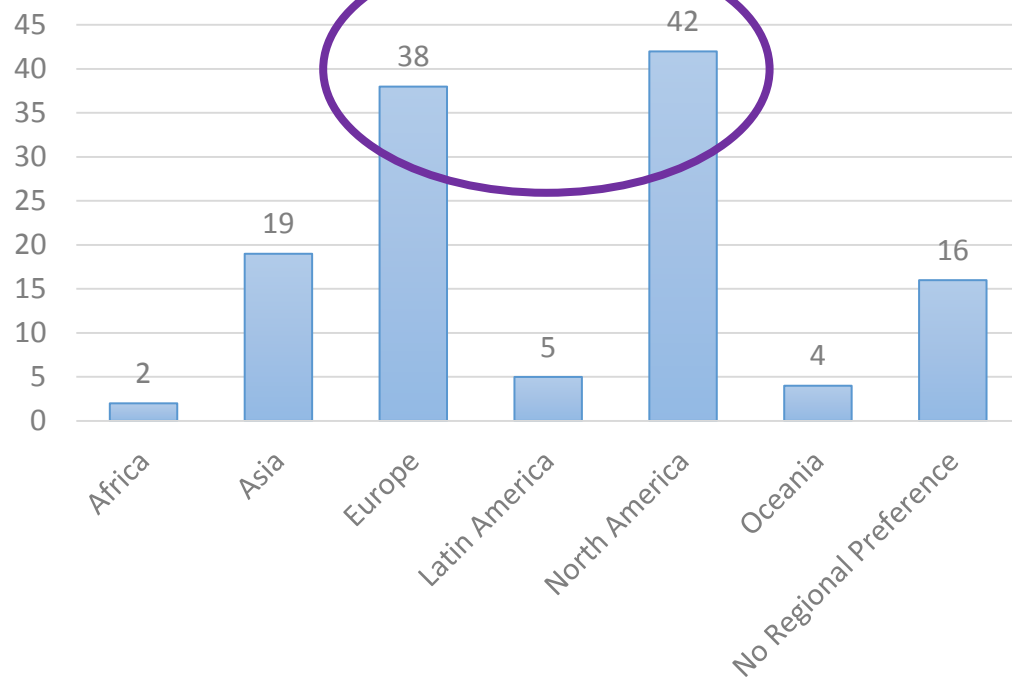
- 439 business schools had 10,211 'active partnerships in 2015 (AACSB, 2015) – i.e. 23 on average.
- These partnerships mirror the international movement of students across the world towards advanced economies. Schools want to link with 'countries' where the perceived quality is highest, and where their market want to find jobs

→ **European and USA business schools are the preferred global partners**

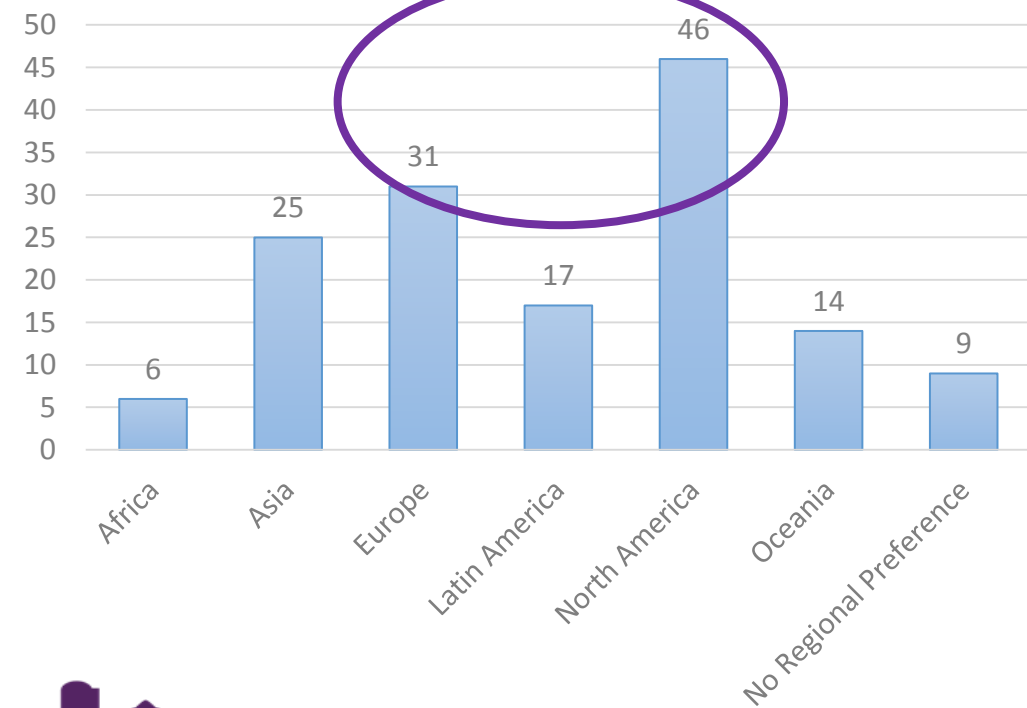


Trend: Extent and Preferences of Global Partnerships

Location of Desired Partners for Asian Business Schools, 2015



Location of Desired Partners for European Business Schools, 2015

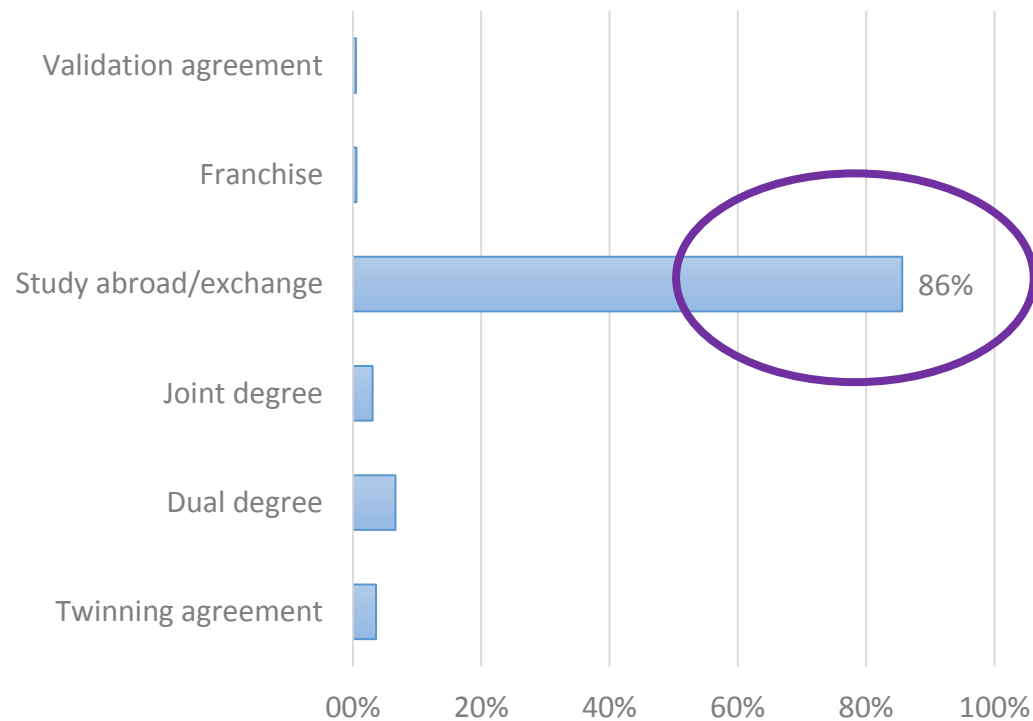


Source: AACSB, 2015:51



Trend: Most popular types of Global Partnerships

Type of partnerships in 2014



Global alliances in the business school landscape consists largely of **students** going on **study abroad** and **staff exchanges** to enable mobility across locations

Source: AACSB, 2015:53



What is our objective?

Is it to attract and have students and faculty from many countries?

- In most countries and schools staff and students still tend to be quite homogenous
- More than half of all Deans of AACSB business schools could speak only one language

Is it to expose students to various countries and cultures, e.g. through study trips abroad?

“I just worry that a week in an emerging market might almost be worse than doing nothing because it leaves people with a false sense of knowledge” - Pankaj Ghemawat (6 Feb 2013, The Wall Street Journal)

Or is it the expansion of global alliances?

- In order to address the growth in # of business schools
- The demographic trends
- Online management education
- Rise of emerging economies



Guaranteeing Success for Global Partnerships in (Risky) New Markets

Obstacles (students):

- Affordability
- Time
- Experience
- Language
- Basic education

Obstacles (country level):

- Distance and divisions (connectivity)
- Ease of doing business
- Conflict and instability

Obstacles (administration and faculty):

- Legislative frameworks
- Quality management systems
- Communication
- Low research base
- High staff and faculty turnover
- Political interference

Obstacles (systemic):

- Variance in quality (educational companies)



Types of Global Partnerships

Go with the flow (for the conformists)

- Quality perception. Compete in existing markets.
- Standardization. Safety in brands.
- Access to jobs in advanced economies or MNEs.

Take risk (not for the fainthearted)

- Bring business education to new markets (Sub-Saharan Africa, fragile states)
Develop new educational programs – life beyond the MBA.
- Case study from the experience of MSM



MSM the 'Global Partner'

Mission: “Work together for better global management”

Our mission is to enhance the management capacity of professionals and organizations in and for emerging economies and developing countries with the objective to substantially contribute to the development of these societies.



MSM the 'Global Partner'

- Maastricht School of Management (MSM) has been an established global player in management education for more than 60 years, it is an innovative globally networked business school with worldwide presence
- Located in the heart of Europe, characterized by an unique multicultural, multidisciplinary setting
- Research-driven approach to management education, combined with extensive consultancy support and capacity development of business schools

#1 Eduniversal 4 Palmes of Excellence - TOP business school with significant international influence

#2 Eduniversal Best Masters Ranking in the Netherlands - MBA full time



MSM the 'Global Partner'

Programs:

- MBA in Maastricht and around the globe (various delivery options)
- Executive MBA (EMBA) with various specializations
- Master in Management (MM) with various specializations
- Doctor of Business Administration (DBA)
- Executive Education (certificate and diploma programs)
- MSc in Management and Engineering programs (MME) (joint program with RWTH Aachen)



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MSM Research & Education Partners



MSM the 'Global Partner'

MSM's approach in creating global alliances:

- MSM's MBA, Executive MBA and MM programs (Collaborative Global Programs) are trans continentally offered throughout the world, by partnering with respected educational institutions
- The Collaborative Global Programs are developed based on the existing MSM program curricula and in collaboration with our partners
- Academic control over the programs to ensure its high quality education
- Bilateral agreements between partners on delivery and faculty



Conclusions

- Continued investment in new strategic alliances
- Possible new models for partnerships
- Continue entering new markets
- Quality delivery
- Relevance



**Thank you for your attention
and much success in developing Global Alliances!**

Visit Maastricht School of Management at: www.msm.nl

