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TRENDS IN POSTGRADUATE MANAGEMENT EDUCATION

4 Major Trends

- Strategic Focus and Scope
- Customer Value Propositions
 - Learning: Faculty and Delivery
 - Service & Convenience: Infrastructure and Location
- Accreditation, Quality and Rankings
- Financial Model

Trend 1: Strategic Focus & Scope

Multiple Segments

- Executive Ed/ Undergrad/ Grad, Hybrid programs (Biz Law, Design Management, Innovation)
- Geographic
- Sought benefits
- Disciplines
- Socioeconomics & Price points
- Work experience

Levels	Geogr	Local	National	Global
Undergrad				
Grad				
Executive Ed				
Hybrids				



vs.



Trend 2: Value Propositions

Seal/ Key Benefits

Thinking, Tools vs
Mixed
Status vs Tradition
Focus (Mktg, Fin,
Innovation,
etc.)

Services

Content vs.
Experiences
Full vs Partial
Service

Convenience

Single vs.
Multiple
locations
Tuition/ Price
Length

DRIVERS/ Resources

Learning Objectives

Faculty & Method

Locations & Staff

Network/ Alumni

Brand

Trend 2: Value Proposition: Learning.. Delivery & Faculty

- Participant Focused vs Instructor Focused
- Content vs. Experiential
 - International Study Tours
 - Simulations
 - Experimentation
- Technology Enabled
- **Faculty Challenges!!!!.....**
Ph.Ds scarce and not trained to teach



Trend 2: Value Proposition: Service & Convenience

- Facilities
- Locations
- Technology
- Class size

Fundacion Dom Cabral



Universidad de Chile



Trend 2: Value Propositions ... Different Schools

SCHOOL A

- Status
- Service
- High
Convenience

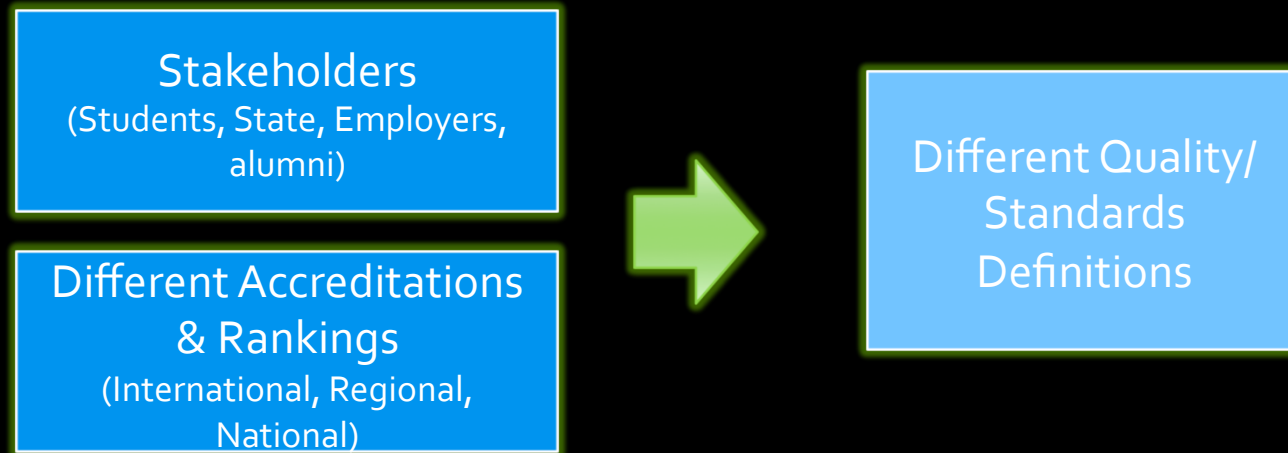
SCHOOL B

- Thinking
- Experience
- Low
convenience/
Single
Location

SCHOOL C

- Tools
- Content
- High
Convenience/
Internet

Trend 3: Accreditation, Quality and Rankings



- Increasing costs (direct, mental, growth)
- Impossible to meet all standards and to satisfy all of them
- Strategy is needed in order to choose and opt among Trade Offs!!!!

Trend 4: Financial Model

Constraints:

- Lower state funds and scientific funding
- Resources needs and Increased costs (infra, faculty, methods, mktg)
 - Complex internal stakeholders
- Size for economies of scale

Some Strategic Responses and BSchool Moves

Scope Expansion:

- **Multi Segments**
 - From undergraduate to graduate to graduate (Many schools)
 - From Graduate to Undergraduate (UAI, ESAN, etc.)
 - From Executive Ed to Graduate (Dom Cabral)
- **Geographic Expansion:**
 - **National**
 - Tec Monterrey, ESAN
 - **International**
 - IESA, INCAE, UAI (Miami), U Chile o FSU (Panama)
- **Multibrands:**
 - IAE- U. Austral (Argentina)
 - INALDE – U. La Sabana (Colombia)
 - U. Sergio Arboleda / PRIME Business School
 - IEDE- U. Andrés Bello-AIEP (Chile)
- **Mergers / Acquisitions**
 - Euromed / Bourdeaux
 - Higher Ed Global Groups (Laureate)



Some Strategic Responses and Biz School Moves

Infrastructure (Hard/ Soft):

- Infra Master development plans, Real Estate & Tech investments
- Marketing
- Services, Processes, Prof. Staff.

Faculty:

- Mixed Faculty / Careers
 - Ph.D. Research / Mixed / Teaching focus
 - Clinical Professors & Adjuncts
- Training and Alignment
 - Internal PH.D. Faculty development
 - Teaching methods, participant centered
 - Cross curriculum faculty alignment
 - Delivery measurement

PARITY or
ADVANTAGE?

Focus vs.
Growth

Summary:

- Scope and Value decisions
- Stakeholders, Accreditation/ Ranking requests
- Align and pick resources: Parity, Advantage, Growth
- Faculty challenges: size, competencies, training and alignment
- How do we finance it ??? Growth, Efficiency, Consistency