

“Education 2020: Challenges of Management Education for the Near Future

Implications, Imperatives and Strategic Bets for Business Schools

Eduniversal World Convention 2012,
Lima, Peru, October 18, 2012.

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PRME Principios for Responsible Management Education

EQUIS

ASHRIDGE

Developing the
Global Leader of Tomorrow

AACSB
INTERNATIONAL

GLOBALIZATION
OF MANAGEMENT
EDUCATION

CHANGING INTERNATIONAL
STRUCTURES, ADAPTIVE STRATEGIES,
AND THE IMPACT ON INSTITUTIONS

REPORT OF THE AACSB INTERNATIONAL
GLOBALIZATION OF MANAGEMENT EDUCATION TASK FORCE

“Head in the Clouds or
Feet on the Ground?” A
Response From Mexico

Gómez, J.A., (2012) “Head in the Clouds of Feet on the Ground?” A Response from Mexico, Thunderbird International Business Review, Vol. 54, No. 2, March/April, 249-251

AGENDA FOR THIS SESSION

- 1. The New Global Context
Reflections on Strategic Thinking
for Business Schools: positioning
& differentiation**
- 2. The new business education
challenges and opportunities**
- 3. Examples**
- 4. Q&A**

- 1. From MBA to MBD
- 2. The school as an engine for sustainable development
- 3. From teaching plus designing and delivering learning dynamics
- 4. New SKILLS:
 - 1. Ability to make the complex simple
 - 2. Rapid design capabilities
 - 3. Management of complexity and uncertainty
 - 4. Sense of urgency
 - 5. Ethical thinking, reasoning and decision making
 - 6. Ability to execute
 - 7. Leadership across cultures
- 5. Positioning and differentiation

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Reflections on Strategic Thinking for Business
Schools: positioning & differentiation**

K/S, J. Ch, T/T, P

- 2. The new business education challenges and opportunities
- 3. Example
- 4. Q&A

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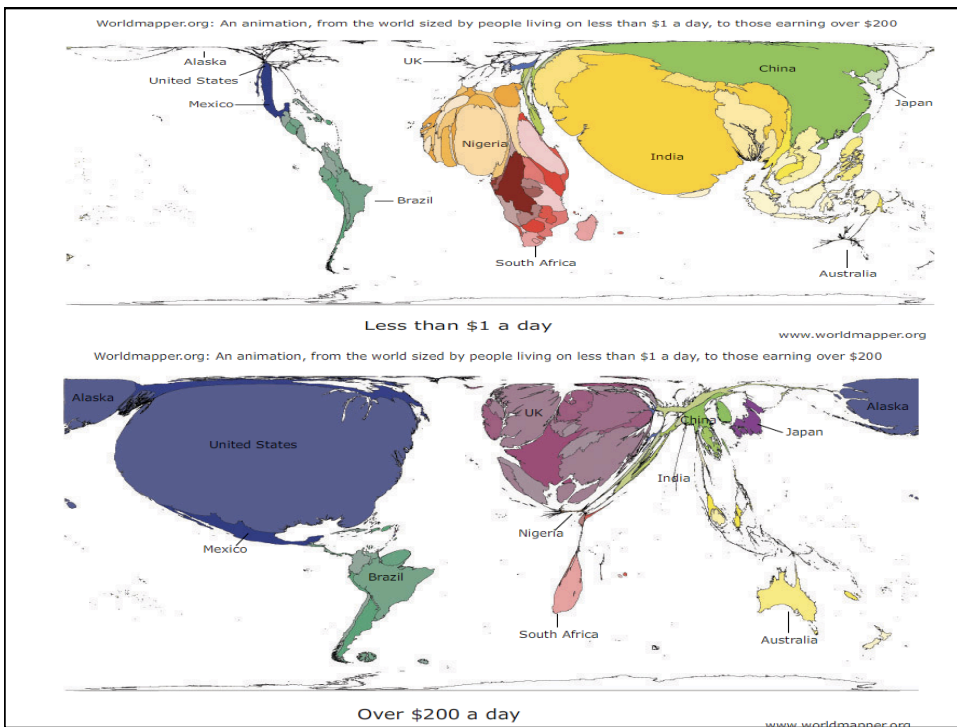
Old World



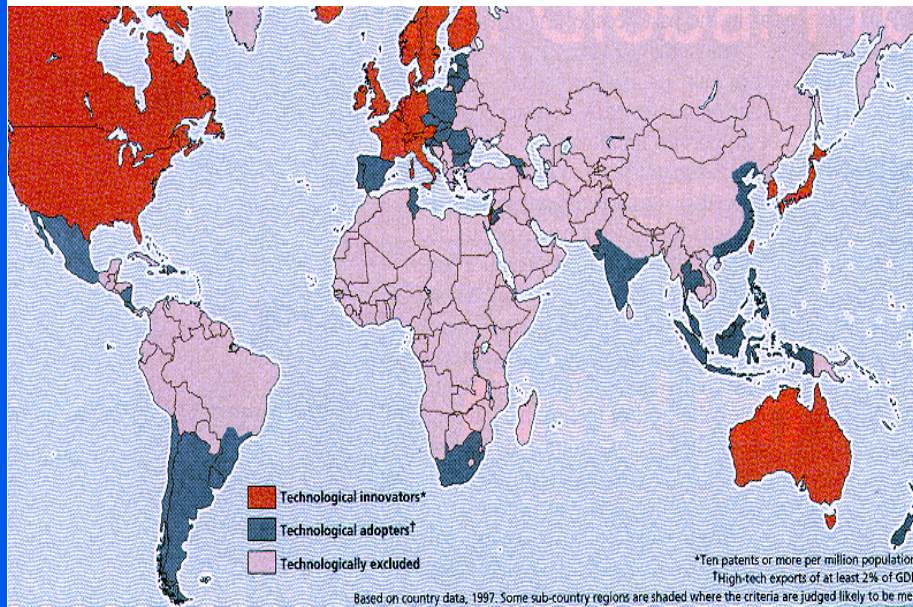
New World



The "OTHER" world



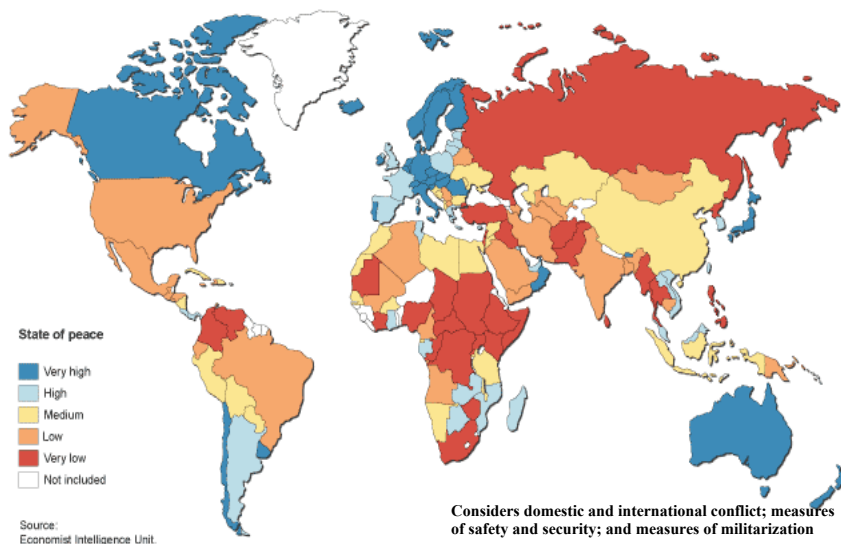
A technology map of the world



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Source: The Economist

The World According to Peace



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Global Peace Index 2008			2008	2007	Compare			
Country ▼▲	Rank ▼▲	Score ▼▲						
Iceland	1	1.176				Bangladesh	86	2.118
Denmark	2	1.333				Macedonia	87	2.119
Norway	3	1.343				Mongolia	88	2.155
New Zealand	4	1.350				El Salvador	89	2.163
Japan	5	1.358				Brazil	90	2.168
Ireland	6	1.410				Cambodia	91	2.179
Portugal	7	1.412				Cameroon	92	2.182
Finland	8	1.432				Mexico	93	2.191
Luxembourg	9	1.446				Belarus	94	2.194
Austria	10	1.449				Papua New Guinea	95	2.224
Canada	11	1.451				Jamaica	96	2.226
Switzerland	12	1.465				United States of America	97	2.227
Sweden	13	1.468				Trinidad and Tobago	98	2.230
Germany	14	1.475				Mali	99	2.238
Belgium	15	1.485				Ecuador	100	2.274
Slovenia	16	1.491				Azerbaijan	101	2.287
Czech Republic	17	1.501				Turkmenistan	102	2.302
Hungary	18	1.576				Guatemala	103	2.328
Chile	19	1.576				Honduras	104	2.335
Slovakia	20	1.576				Iran	105	2.341
Uruguay	21	1.606				Yemen	106	2.352
Netherlands	22	1.607				India	107	2.355
Hong Kong	23	1.608				Saudi Arabia	108	2.357
Romania	24	1.611				Haiti	109	2.362
						Angola	110	2.364
						Uzbekistan	111	2.377
						Algeria	112	2.378

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Three key thematic categories.

Measures of ongoing domestic & international conflict (5/24 FACTORS)

1. Number of external and internal conflicts fought: 2001-06
2. Estimated number of deaths from organized conflict (external)
3. Number of deaths from organized conflict (internal)
4. Level of organized conflict (internal)
5. Relations with neighbouring countries

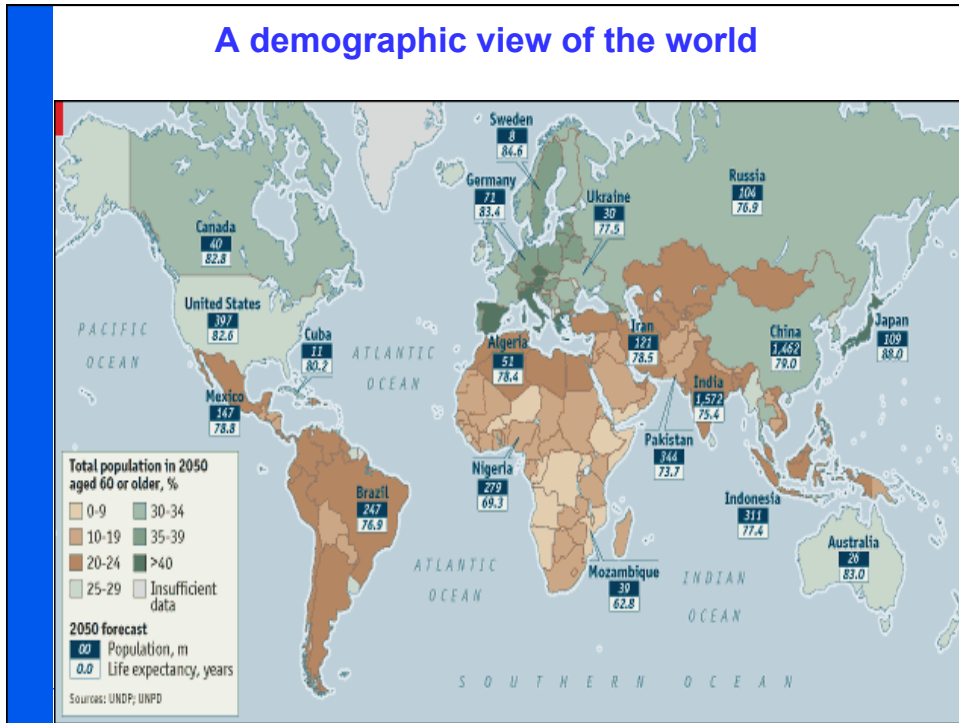
Measures of societal safety and security (10 / 24 FACTORS)

1. Level of distrust in other citizens
2. Number of displaced people as a percentage of the population
3. Political instability
4. Level of disrespect for human rights (Political Terror Scale)
5. Potential for terrorist acts
6. Number of homicides per 100,000 people
7. Level of violent crime
8. Likelihood of violent demonstrations
9. Number of jailed population per 100,000 people
10. Number of internal security officers and police per 100,000 people

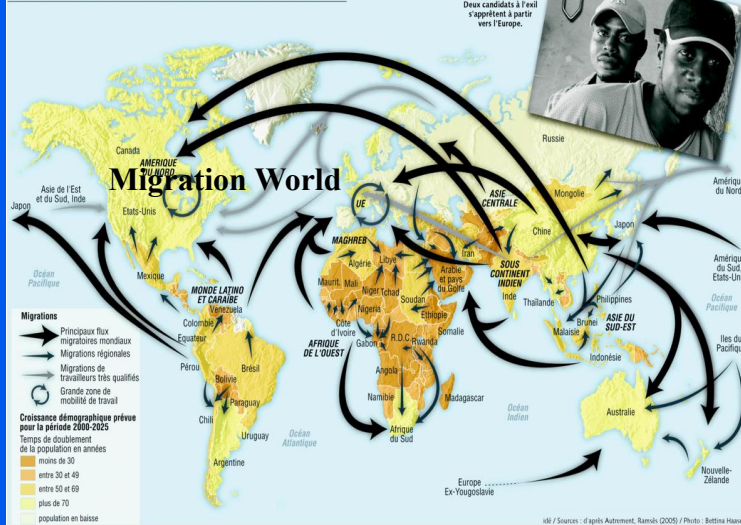
Measures of militarization (9 / 24 FACTORS)

1. Military expenditure as a percentage of GDP
2. Number of armed services personnel per 100,000 people
3. Volume of transfers (imports) of major conventional weapons per 100,000 people
4. Volume of transfers (exports) of major conventional weapons per 100,000 people
5. UN Deployments 2007-08 (percentage of total armed forces)
6. Non-UN Deployments 2007-08 (percentage of total armed forces)
7. Aggregate number of heavy weapons per 100,000 people
8. Ease of access to small arms and light weapons
9. Military capability/sophistication

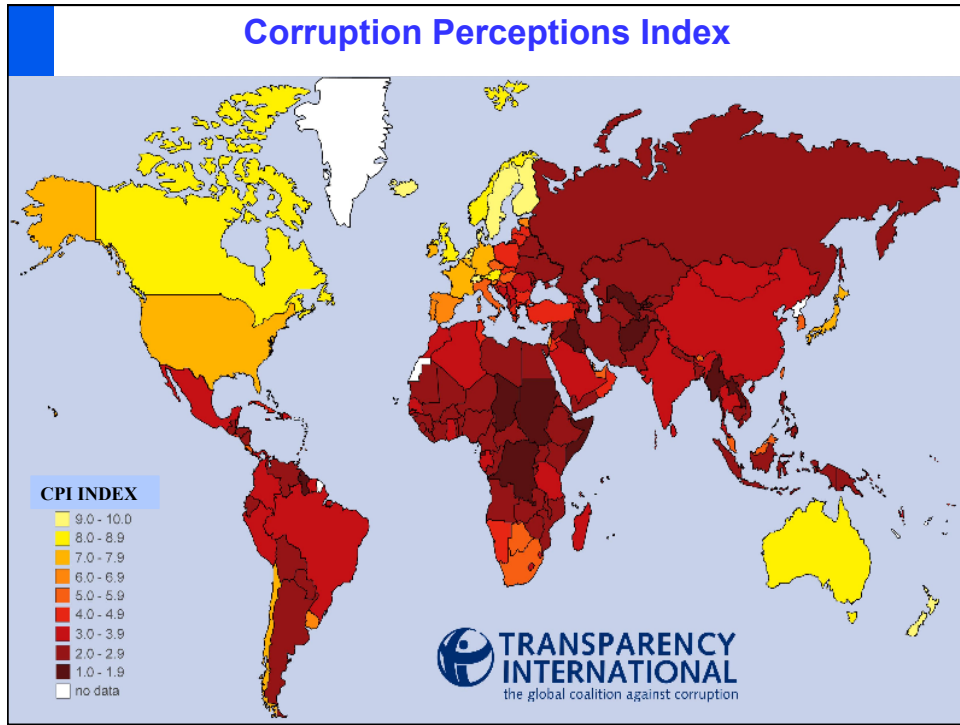
A demographic view of the world



Les mouvements migratoires dans le monde

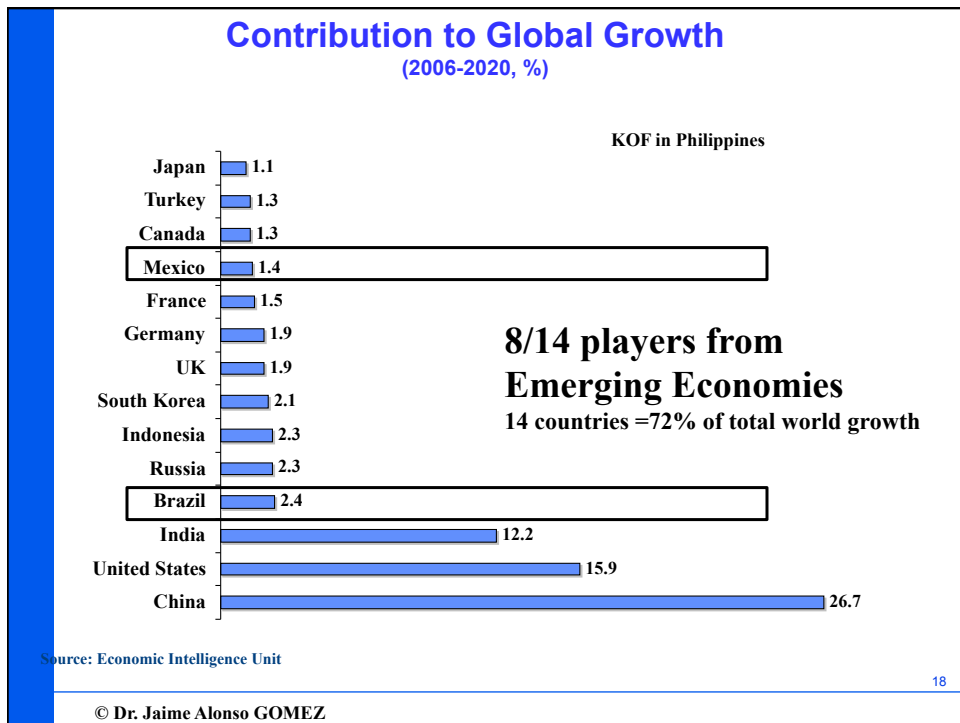
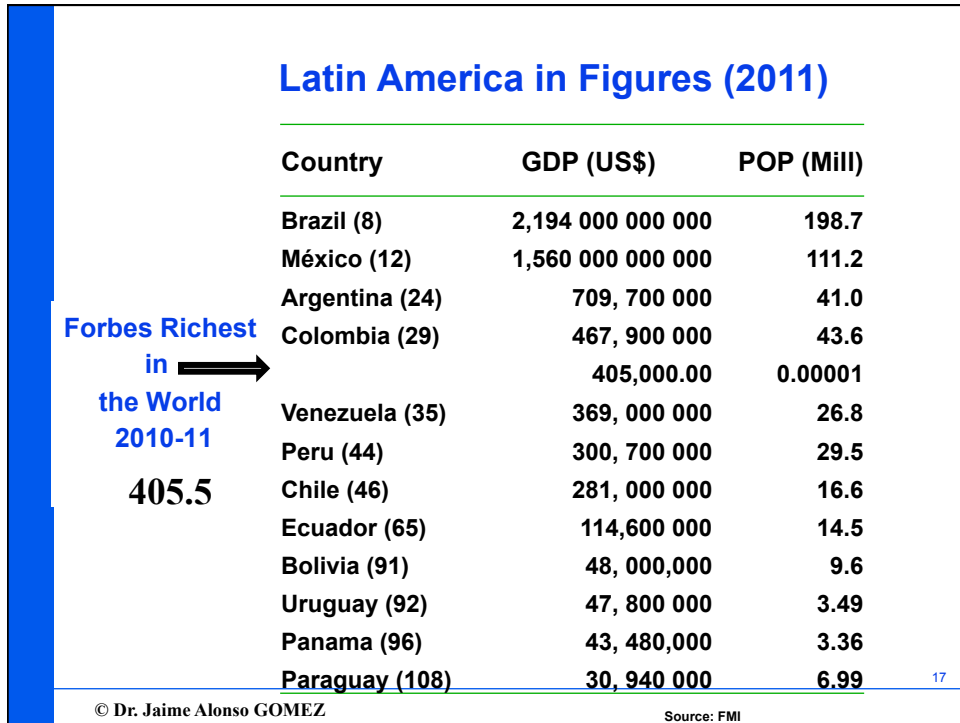


200 million migrant workers in the world today

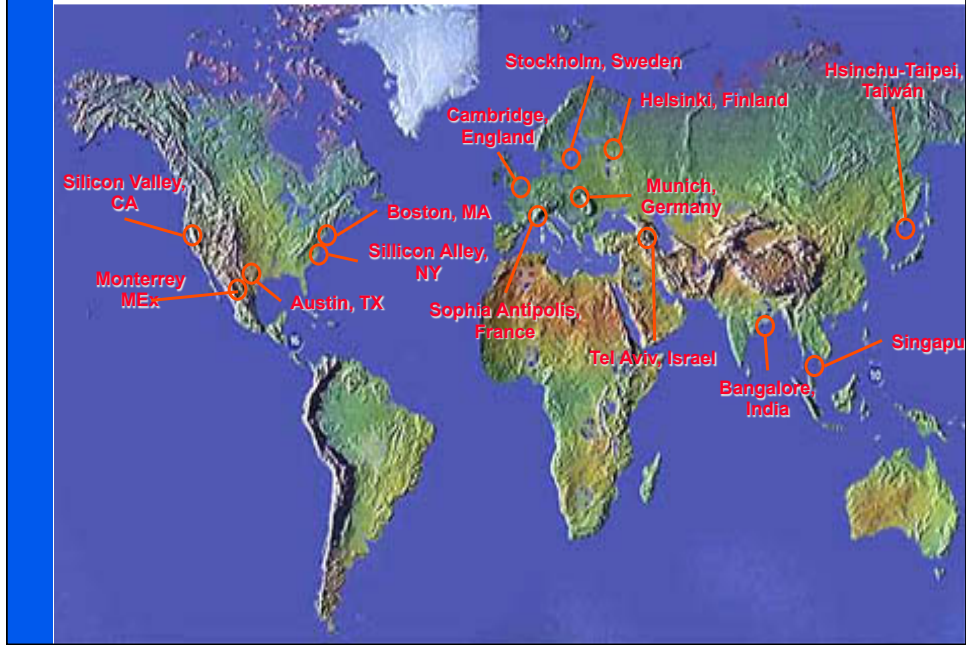


	Name	2011	2010
1	CARLOS SLIM (71)	74	53.5 Bill
2	BILL GATES (55)	56	53.0 Bill
3	WARREN BUFFET (80)	50	47.0 Bill
4	BERNARD ARNAULT (62)	41	-----
5	LARRY ELLISON	39.5	-----
6	LAKSHMI MITTAL (60)	31.1	28.7
7	AMANCIO ORTEGA (74)	31	
8	EIKE BATISTA (53)	30	
9	MUKESH AMBANI (53)	27	29.0
10	CHRISTY WALTON	26.5	
		405.5	

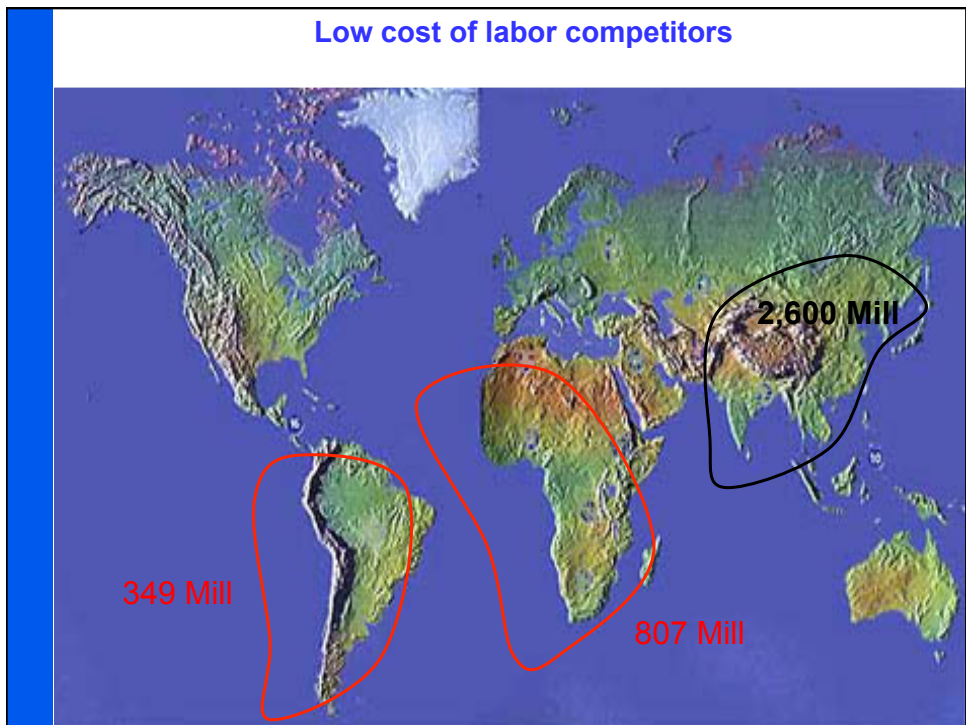
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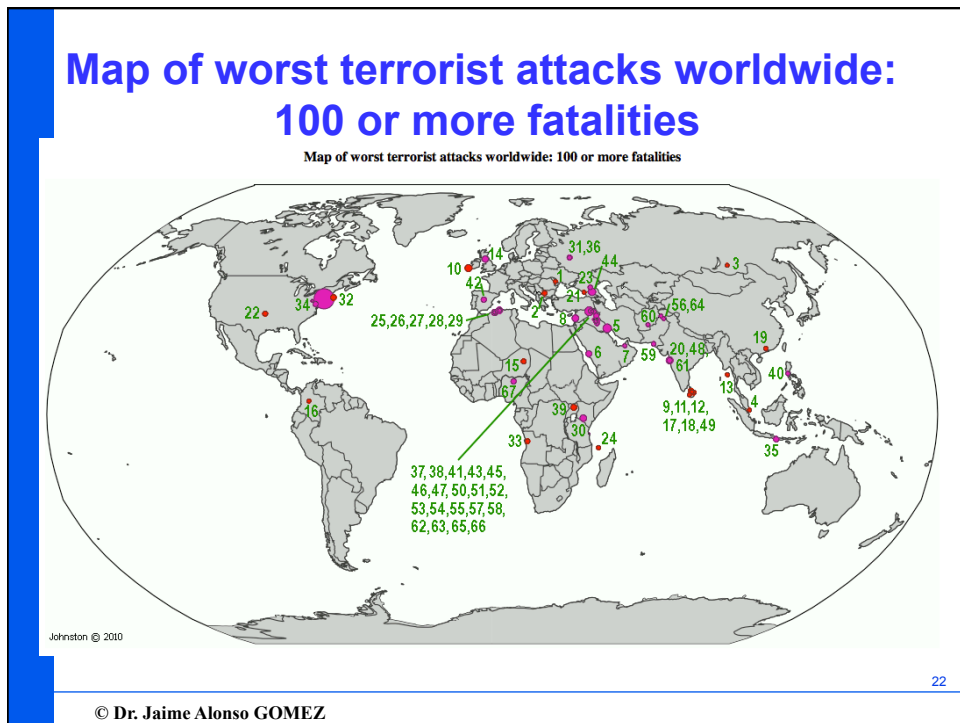
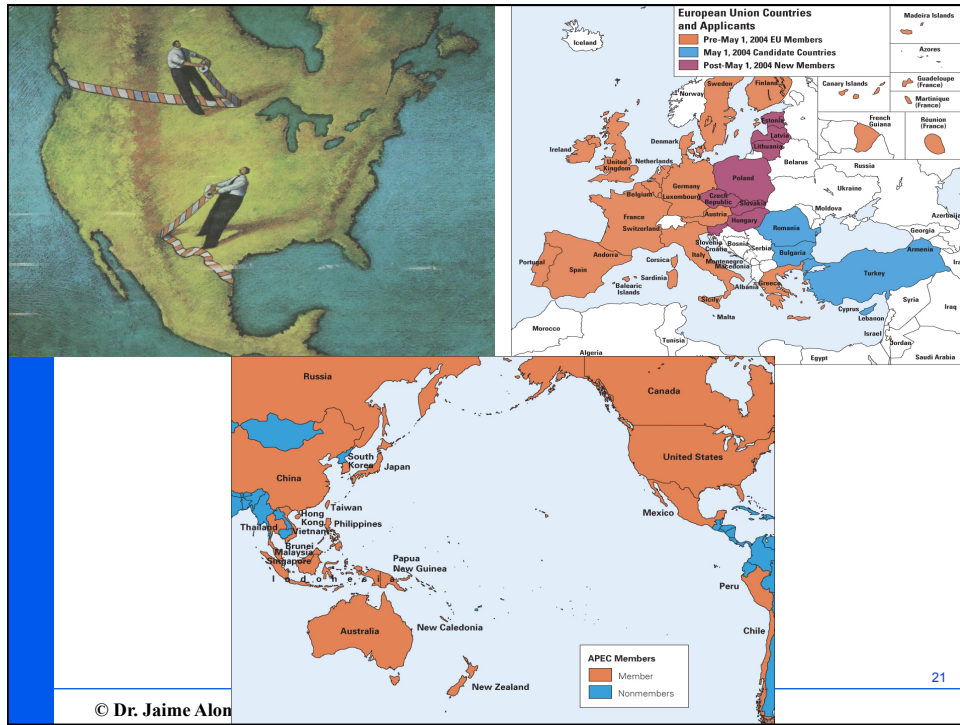


Technological Parks or Cities of Knowledge



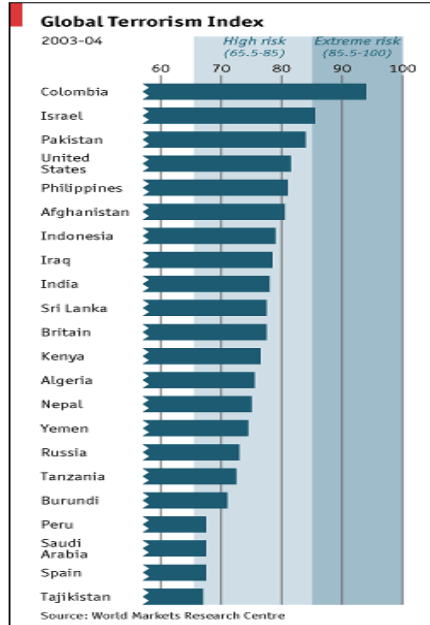
Low cost of labor competitors





A Psychological view of the world

Global Terrorism Index The Economist



Colombia faces a higher risk of terrorism than any other country, according to an Index compiled by the World Markets Research Centre, a provider of country intelligence. Along with Israel, Colombia is given an "Extreme" risk rating. The USA is rated fourth riskiest, while Britain ties for tenth place. According to the index, North Korea, is reckoned to be the least likely place for a terrorist attack.

Despite its popularity, al-Jazeera is struggling to break even

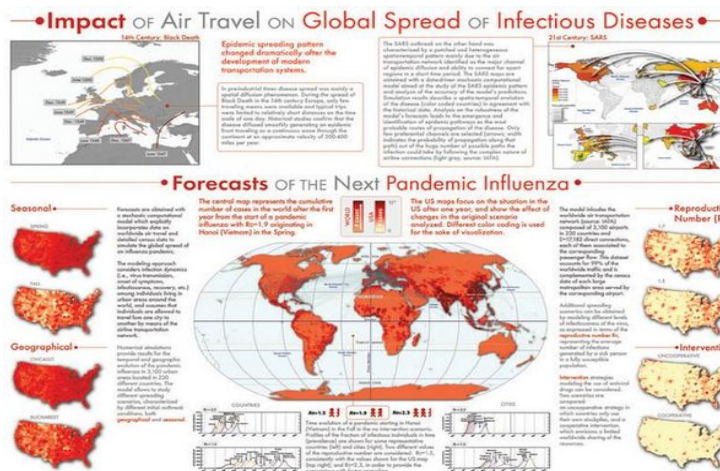
STAFF at al-Jazeera call the satellite-TV station CNN of the Middle East. A series of scoops, notably several tapes sent in by Osama bin Laden, have made the Qatar-based station famous everywhere. It claims to be the news channel of choice for 35m people in the Middle East.

Normally, those viewers would bring in big advertising revenues. Indeed, the station, which started with a loan of \$150m from the government of Qatar in 1996, hoped to be profitable and financially independent by 2001. That year it said it was considering an initial public offering of shares. But so far, its money-making abilities have been held back by the fact that several Gulf governments have told businessmen not to advertise on it.



Ad executives say that in Saudi Arabia, which comprises about 60% of the Gulf's advertising market, there is an unofficial but total ban on advertising with al-Jazeera, because of its political content. Likewise in Kuwait and Bahrain. This also scares away multinationals that would otherwise love to access al-Jazeera's large audience, according to Samar Salman at MindShare, a media buyer in Beirut. Some, such as Unilever, a consumer-goods giant, and BMW, a carmaker, have advertised on al-Jazeera. But most firms are wary of promoting shampoo or luxury cars alongside the station's famously bloody reports.

Global Spread of Infectious Diseases



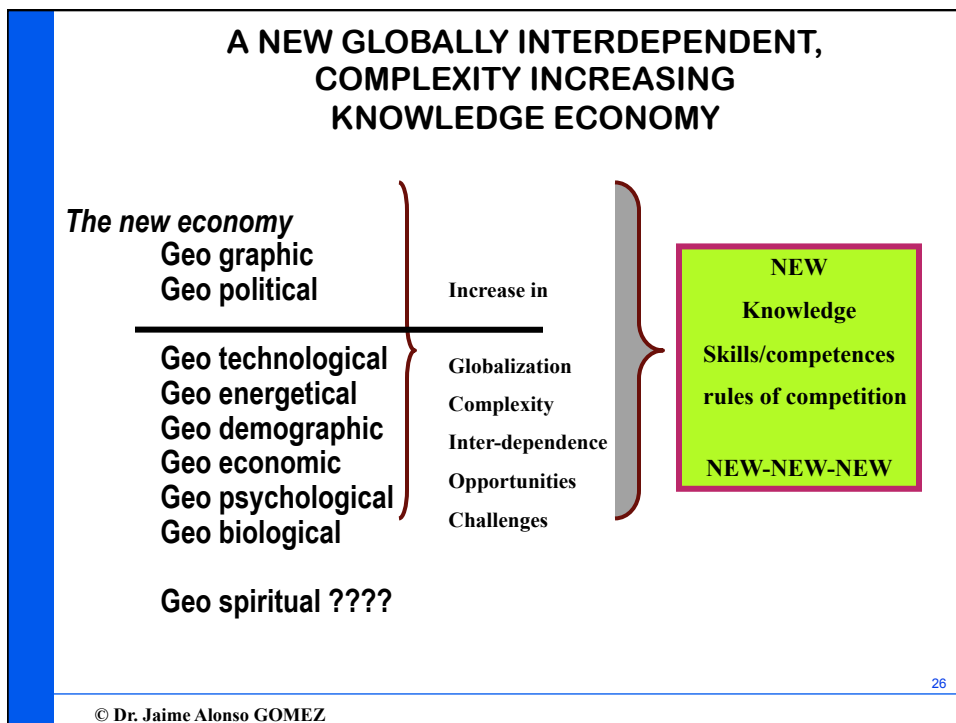
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Social Megatrends	Technological Megatrends
Day-to-day connectivity	Nano Tech Intelligent materials
Ecological consumers	
Life long learning	Optical Systems
Trade Globalization	Bio tech - Agricultural
Global Governance	Bio tech – Medical Synthetic Cells, tissues, and organs
Personalized Marketing	Info Wireless technologies High performance computers Artificial Intelligence
New family and demographic structures	
Technology based health	
Trans generational life styles	Enviro Energy, water, etc

ETHICS

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WE CAN NOT THINK OF A BETTER TIME TO INVEST IN EDUCATION

Markets and business dynamics are increasingly demanding
 A reconfiguration of the old business **AND BUSINESS EDUCATION** paradigm

ECONOMIC INVESTMENT ON CAPITAL	KNOWLEDGE BASED INNOVATION
PHYSICAL EFFORT AND MOTIVATION	PH E AND M ++ TALENT AND KNOWLEDGE
LOCAL	GLOBAL/REGIONAL
JOB CREATION	ENTREPRENEURSHIP AND WEALTH CREATION
COST	VALUE ADDED
MADE BY	DESIGNED AND CREATED BY
ECONOMIC PROFITS	ECONOMIC, SOCIAL AND ENVIRONMENTAL
PHILANTHROPY AND CHARITY	SUSTAINABLE WEALTH CREATION
GOVERNMENT FUELED APPROACHES TO SOCIAL DEVELOPMENT	PARTNERSHIP BASED SUSTAINABLE FUTURES
???????????	???????????

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AGENDA FOR THIS SESSION

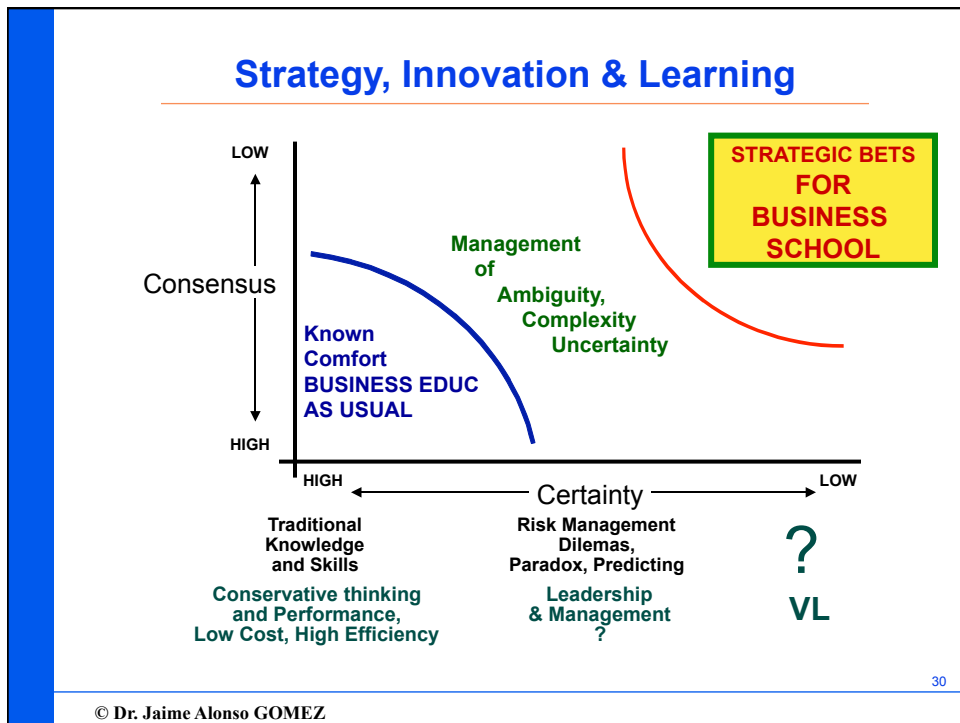
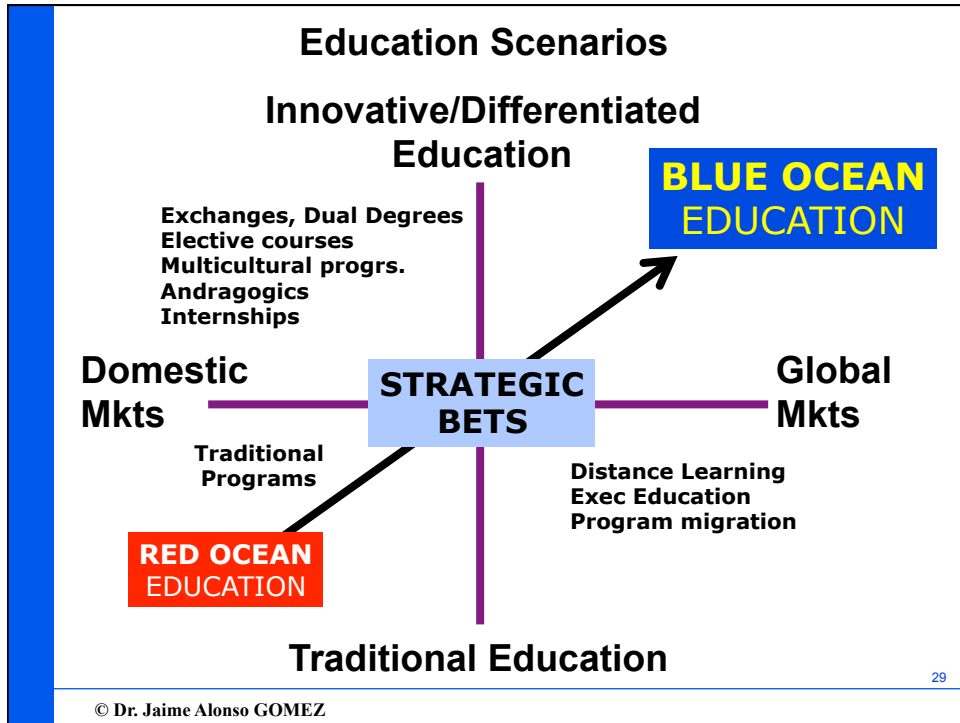
1. The New Global Context
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2. The new business education challenges and opportunities

3. Example
4. Q&A

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The new business education challenges and opportunities

1. **New context for business education:**
2. **From MBA to MBD**
3. **The school as an engine for sustainable development**
4. **From teaching plus designing and delivering learning dynamics**
5. **New SKILLS:**
 1. **Ability to make the complex simple**
 2. **Rapid design capabilities**
 3. **Management of complexity and uncertainty**
 4. **Sense of urgency**
 5. **Ethics**
 6. **Ability to execute**
 7. **Leadership across cultures**
6. **Positioning and differentiation**

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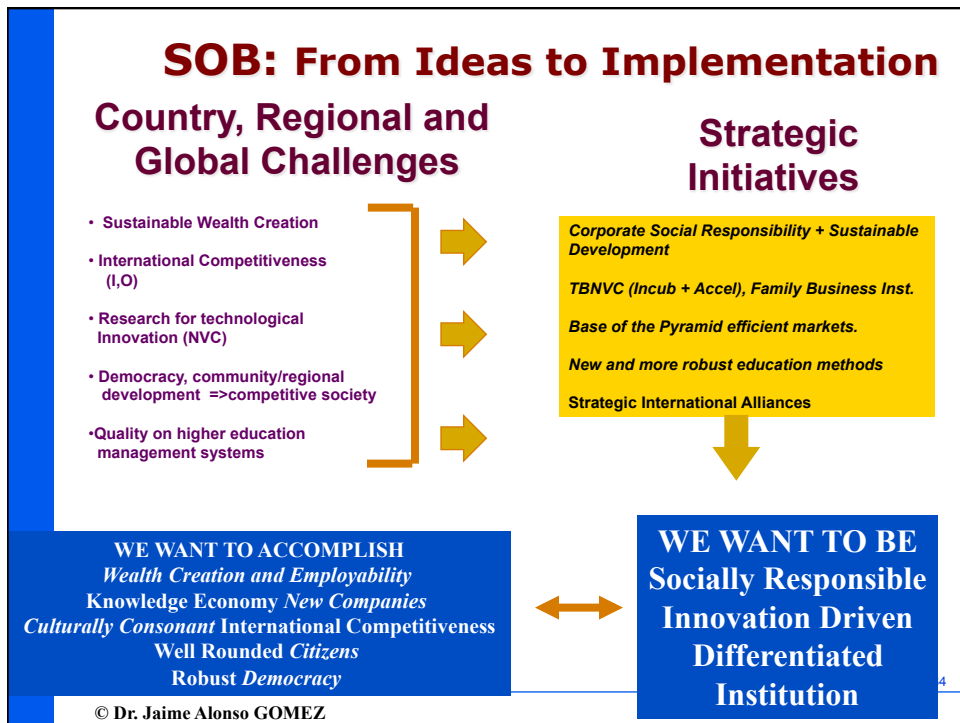
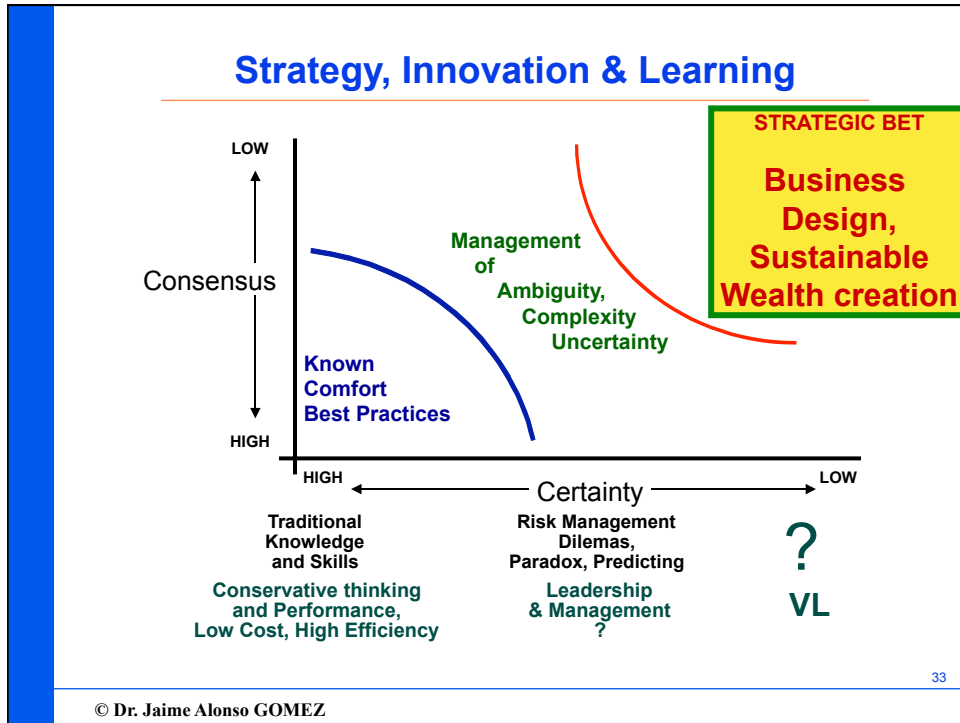
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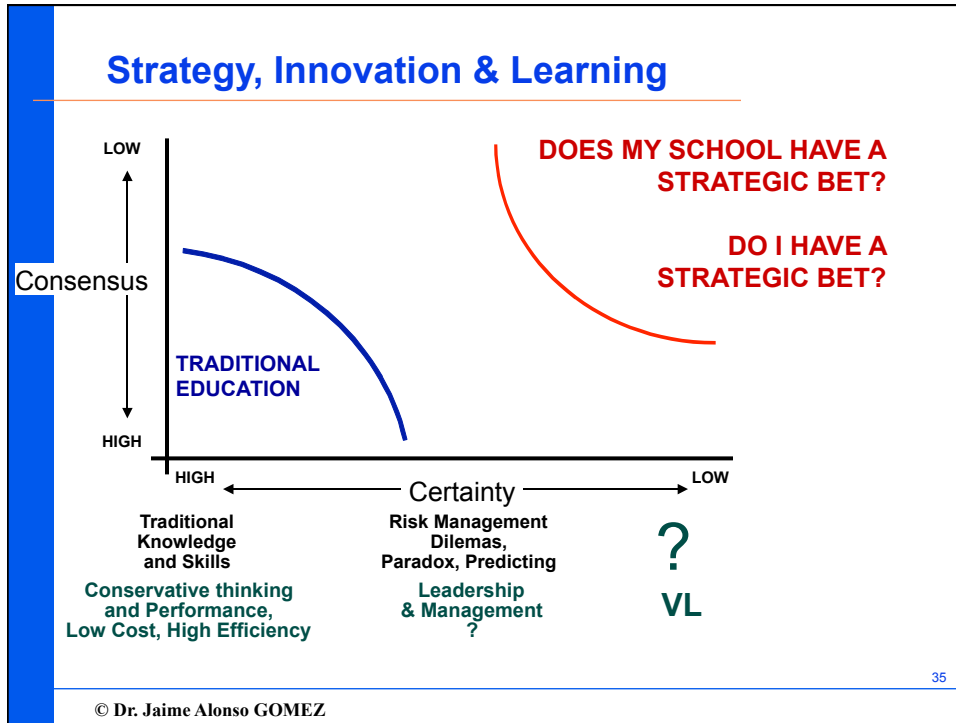
EXAMPLE 1. INTERNATIONAL EDUCATION

International Traditional Activities	Potential Future initiatives
1. Student exchange	1. Wealth creation
2. Faculty exchange	trans-border new ventures
3. Staff exchange	trans-border CSR and PRME
4. Joint research	2. Peace & Prosperity through international education
5. Joint case writing	3. International Education at the base of the pyramid
7. Course migration / joint courses	4. Development of culture consonant know how, judgment and passion
8. Double/dual degrees (B, M, D)	5. Culture consonant design skills
9. Internships	6. Design oriented education
10. Joint conferences	7. STRATEGIC BETS.....??
11. Joint executive education	
12. Faculty development programs	
13. Career center double postings	
14. Joint faculty appointments	
15. Board of directors exchange	

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Welcome to a world of complexity, uncertainty and
opportunities

Thanks/Gracias/Merci/Arigato/Grazie

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