IE Business School
The Agora and the Academia: Three major issues for Management Education

Prof. Iñiguez de Onzoño
Times of uncertainty and crisis
"It was the best of times, it was the worst of times… we had everything before us, we had nothing before us; we were all going directly to Heaven, we were all going the other way”

Charles Dickens, beginning of “A Tale of Two Cities”
Responsibility of B-Schools:
To prepare leaders, managers & entrepreneurs who transform the World

Prof. Iñiguez de Onzoño
“Leadership and education are indispensable to each”

John Fitzgerald Kennedy
肯尼迪
1. Which strategic group does your school want to belong to?
Vertically Integrated Schools Vs. Focused Schools
Classification of Business Schools

Criteria

Program Range

International Reputation
(rankings, markets, students)
Business Schools Typology according to Program Range

<table>
<thead>
<tr>
<th>International Reputation (rankings, markets, students)</th>
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</thead>
<tbody>
<tr>
<td>Focused Schools</td>
</tr>
<tr>
<td>Ex Ed Centres</td>
</tr>
<tr>
<td>The Midlands</td>
</tr>
<tr>
<td>Full-service, Integrated Schools</td>
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</tbody>
</table>

Program range
Integrated Business Schools: Range of Programs

Custom Programs

Open Executive Programs

Degree

Non-degree

PhDs

Post-graduate

Undergraduate
### Focused Business Schools: Examples

<table>
<thead>
<tr>
<th>Category of Programmes</th>
<th>Executive Education: IMD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area or Discipline</td>
<td>Leadership: Centre for Creative Leadership</td>
</tr>
<tr>
<td>Experience, methodology</td>
<td>New on-line formats Second life providers</td>
</tr>
</tbody>
</table>
Business Schools Typology according to Market Scope

- **Global Schools**
- **Regional Champions**
- **Local Centres**

Program range
Business Schools: Strategic Groups

- **Boutiques**
- **International post-graduate schools**
- **Global Integrated Schools**
- **Ex Ed Centers**
- **Regional Champions Schools Trapped in the middle**
- **Local Centers**
- **Big Public Universities Low-Cost Providers**

Program range
Strategic Groups: Future Moves

Boutiques
Ex Ed Centers
Local Providers

International post-graduate schools
Regional Champions
Big Public Universities

Global Integrated Schools
Schools Trapped in the middle
Low-Cost Providers

national Reputation
(rankings, markets, students)

Program range
Global Integrated Schools
Key Issues

- Size, Resources, Brand
- Location: Global Hubs
- International
2. Which role does your School want to play in the Knowledge Value Chain?

Prof. Iñiguez de Onzoño
Knowledge Origination Vs. Knowledge Distribution
Classical Knowledge Value Chain
Schools as “Knowledge Reservoirs”

- Research
- Academic Research
- Consultancy, projects with companies MBA, Executive education

- Testing

- Application
  - Teaching materials and class books

- Distribution
  - Professional publications

- Diffusion
  - Contributions in Media
The New Knowledge Value Chain
B-Schools as “Knowledge & Social Hubs”
Free management materials on-line

• MIT OpenCourseWare (mit.edu)
• The U.S. Small Business Administration (sba.gov)
• IE Business School (ie.edu)
• The Free Nonprofit Micro-eMBA Program (managementhelp.org)
• 'Business Week' Free Online Courses (bwcourses.com)
RDI-Research, Development, Innovation

Key Issues

- “D” and “I” as important as “R”
- Business Knowledge is clinical
- Presence on the Web
3. What type of Faculty?
“Humboldtian Faculty”
Vs.
“Mavens”

Prof. Iñiguez de Onzoño
Humboldt University, Berlin 1810
“Humboldtian Faculty”

Selected by their “academic pedigree”

Masters of the learning process

Guardians of Knowledge
Maven: is someone who has a disproportionate influence on other members of the network. The role of mavens in propagating knowledge and preferences has been established in various domains, from politics to social trends

Wikipedia
Faculty as “Mavens”

Mixed backgrounds

Learning Orchestrators

Catalysts of Knowledge
Gurus
Vs.
“Kangaroos”

Prof. Iñiguez de Onzoño
“Kangaroos”
Attraction & Retention

- Reputation of B-school
- Invest in faculty development
- Nurture virtual faculties
“Education is not the filling of a pail, but the lightening of a fire”

William Butler Yeats
Thank You!

谢谢你你们