



Business School Responses to the Global Crisis

A Look at Curriculum, Faculty and
Research

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Dominican University, US



New Dehli

Paris

Cape Town

Mexico City



Has your curriculum changed?

Major Program Perspective



Degree of Curriculum Change

	None	A little	Some	Substantial	Total
Undergrad	34	41	43	8	126
MBA	24	33	37	9	113
EMBA	18	23	28	4	73
Corporate Education	18	20	30	13	82



Changes in Pedagogy

	Undergrad	MBA	EMBA	Corporate Education	Total
New Cases	21	27	15	32	95
New Assignments	24	13	31	19	87
Cross-Disciplinary Teaching	15	24	9	25	73
Executives with Crisis Experience	5	18	10	23	56



Curriculum Innovation

- Estimate of number of open-ended responses
 - Undergraduate → 160
 - MBA → 140
 - EMBA → 55
 - Corporate Education → 35



Change in Undergraduate Courses

- No more prescriptive ethics!!! more philosophy...more epistemology and a focus on theory of practice (Ethics)
- New topic: The importance of CSR for the time of crisis (Ethics)
- Stronger focus on CSR, introductory course in ethics for all new students (Ethics)
- In short courses, discussing the role of corporate leadership in the crisis (Law)
- Add cases on how to handle in crisis (Operations)



Change in Undergraduate Courses

- A set of better connections between sociology + economics (Econ)
- Re-evaluation of a range of financial instruments and greater focus on financial regulation (Finance)
- We included Corporate Financial Crime as a credit unit (Finance)
- Anti-crisis Management (new course)
- Turnaround management course for (a) entrepreneurs and (b) managers (new course)



Change in MBA courses

- Explain the weaknesses of the current financial reporting systems and the challenges for the future (Accounting)
- Balancing the books in lean times (Accounting)
- New cases (Polish and international) have been introduced (Economics)
- Double the time devoted to this discipline. Use live cases rather than old case studies (Ethics)
- Emotional Intelligence was introduced as the new subject in the program (Leadership)



Change in MBA courses

- A new minor concentrating on how to turn around nearly bankrupt businesses (new course)
- Focus on trans-national leadership as unifying core principle for the program, partly due to the crisis and partly due to changing international business environment (new course)



Change in EMBA courses

- Issues of transparency of financial reporting (Finance)
- More focus on derivative markets (Finance)
- A new approach has been being introduced - developing a national leader competences and international outlook formation (Leadership)
- Sustainable development emphasis/ Negotiations related to the crisis (new courses)
- How to build sustainable in long run strategies vs short term strategies (Management)



Change in Corporate Education

- An emphasis on resilience or the ability to spring back from adversity
- Innovation management for successful competition; being innovative for surviving
- Major focus is on INTEGRATION rather than on subjects; LIVE CASES!
- New programs on intrapreneurship
- More on business turnaround; more targeted courses for ethnic minority business



Passion of Respondents

- “I think that an idealist believes that people behave in a rational way and everything is possible to predict [this] is very naive. And this assumption is incorporated in the majority of the courses. I try to explain to my students that a holistic approach is needed and also that there is a need to [have an] understanding of hard and soft data relevant to various approaches and areas.”



Passion of Respondents

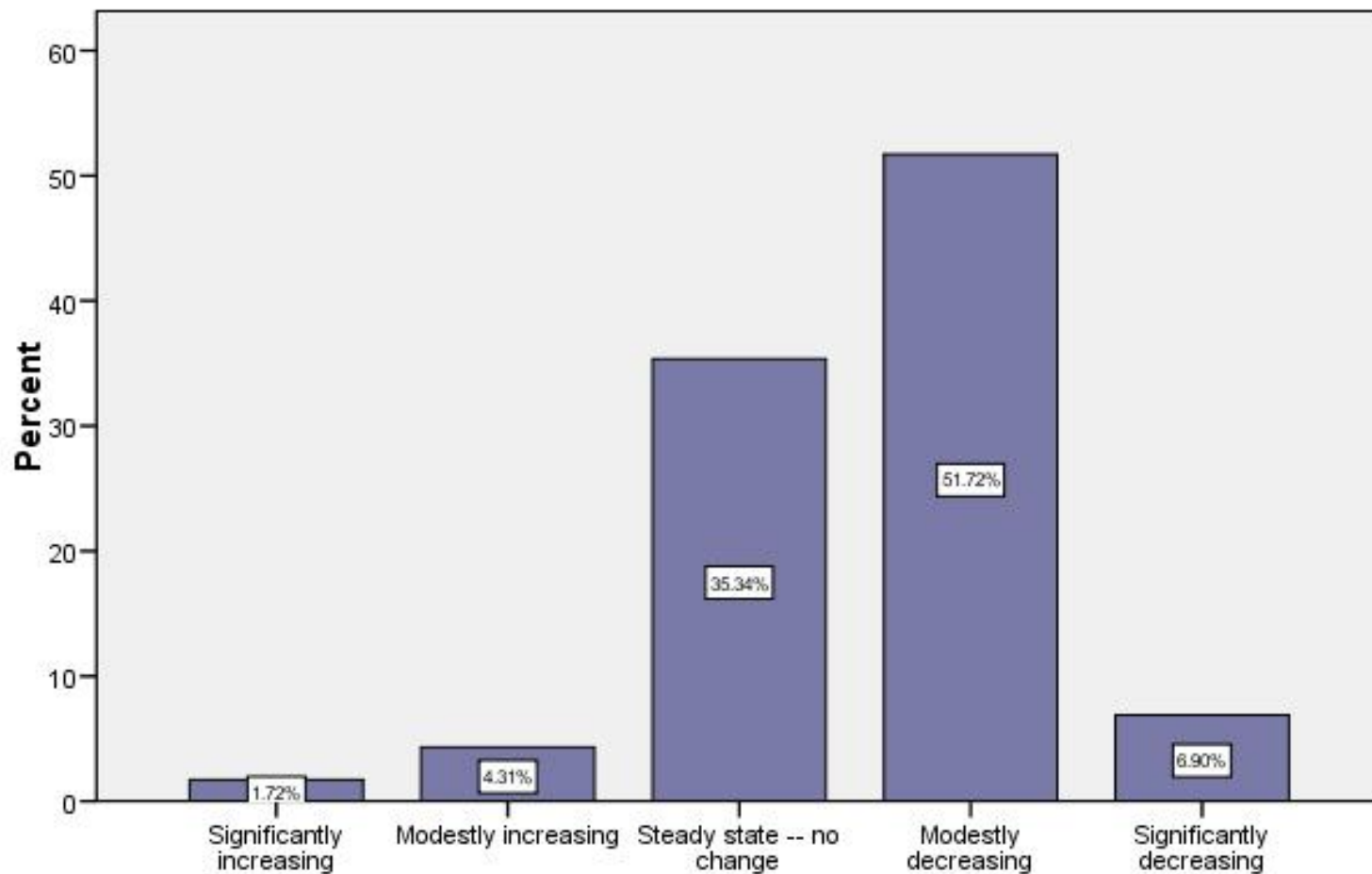
- “I am going to prepare new case study on the base of well-known soft drink producer how to manage strategy in time of economic recession...A second paper illustrates how blue ocean strategy can be used in time of economic recession particularly in security printing industry, in information technologies industry and renewable energy. I started to use my research in Strategic Management for undergraduates and MBAs.”



How is faculty hiring affected?

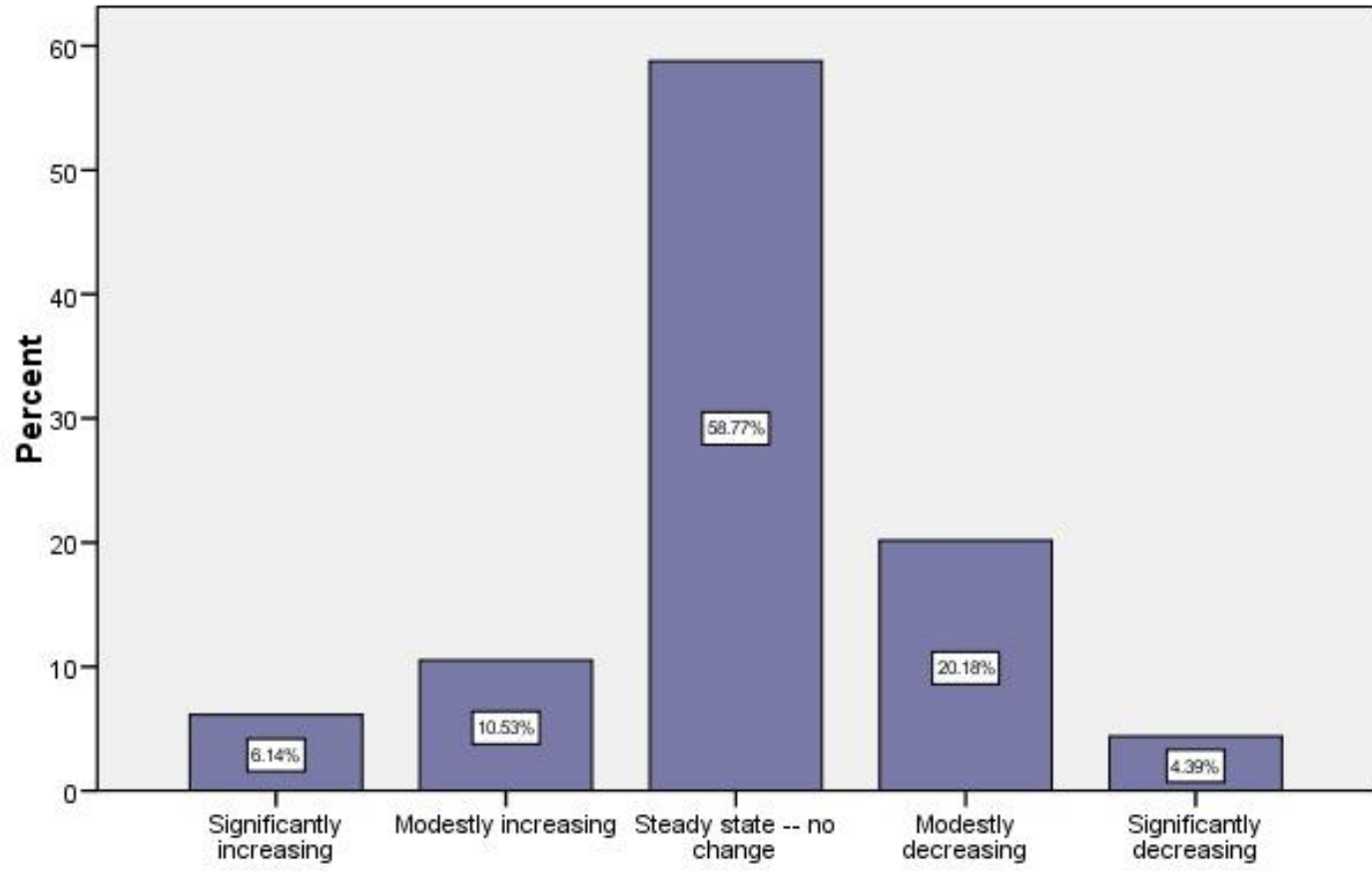


Full-time permanent faculty hiring trend for past two years



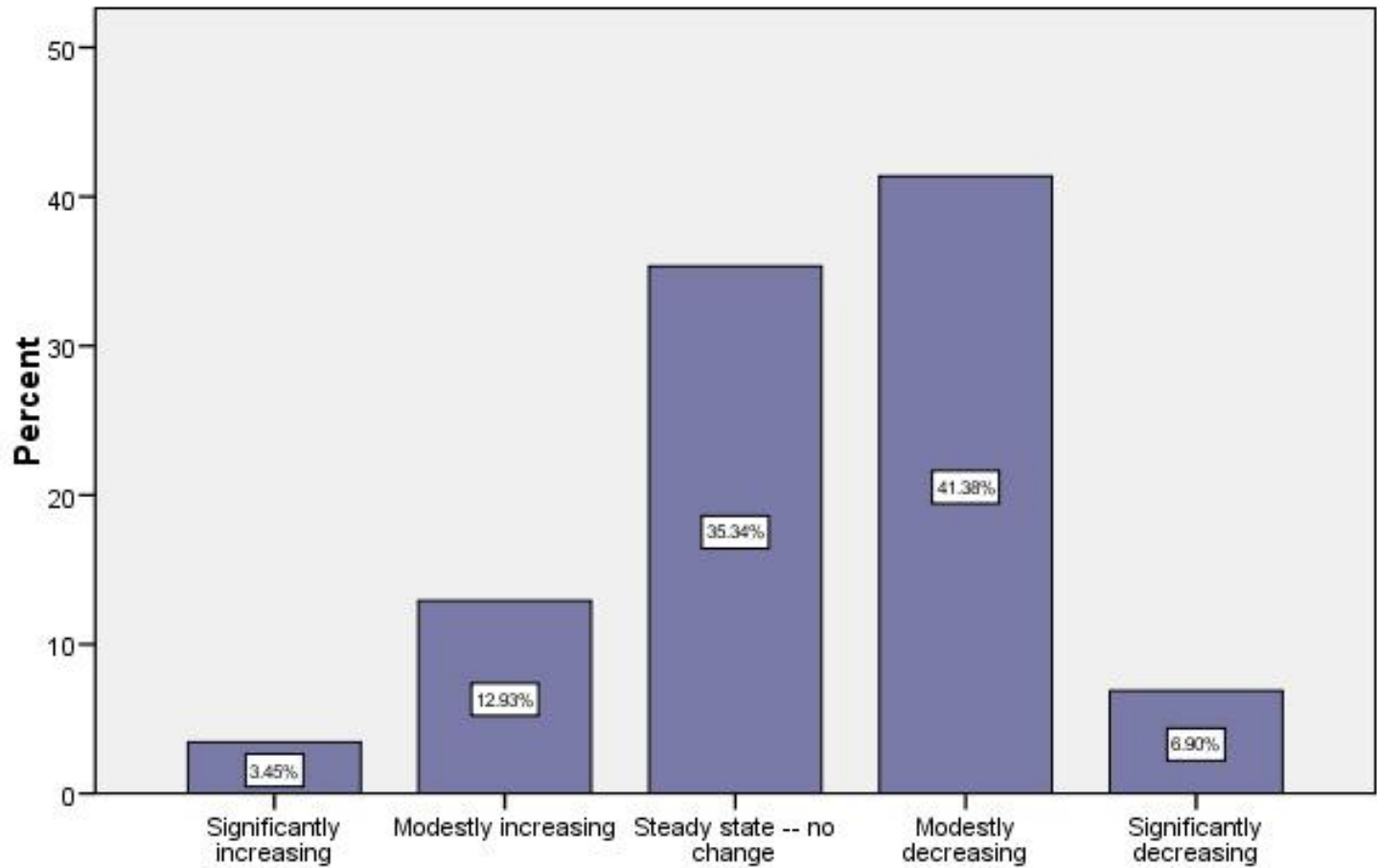


Full-time permanent faculty hiring trend in response to crisis



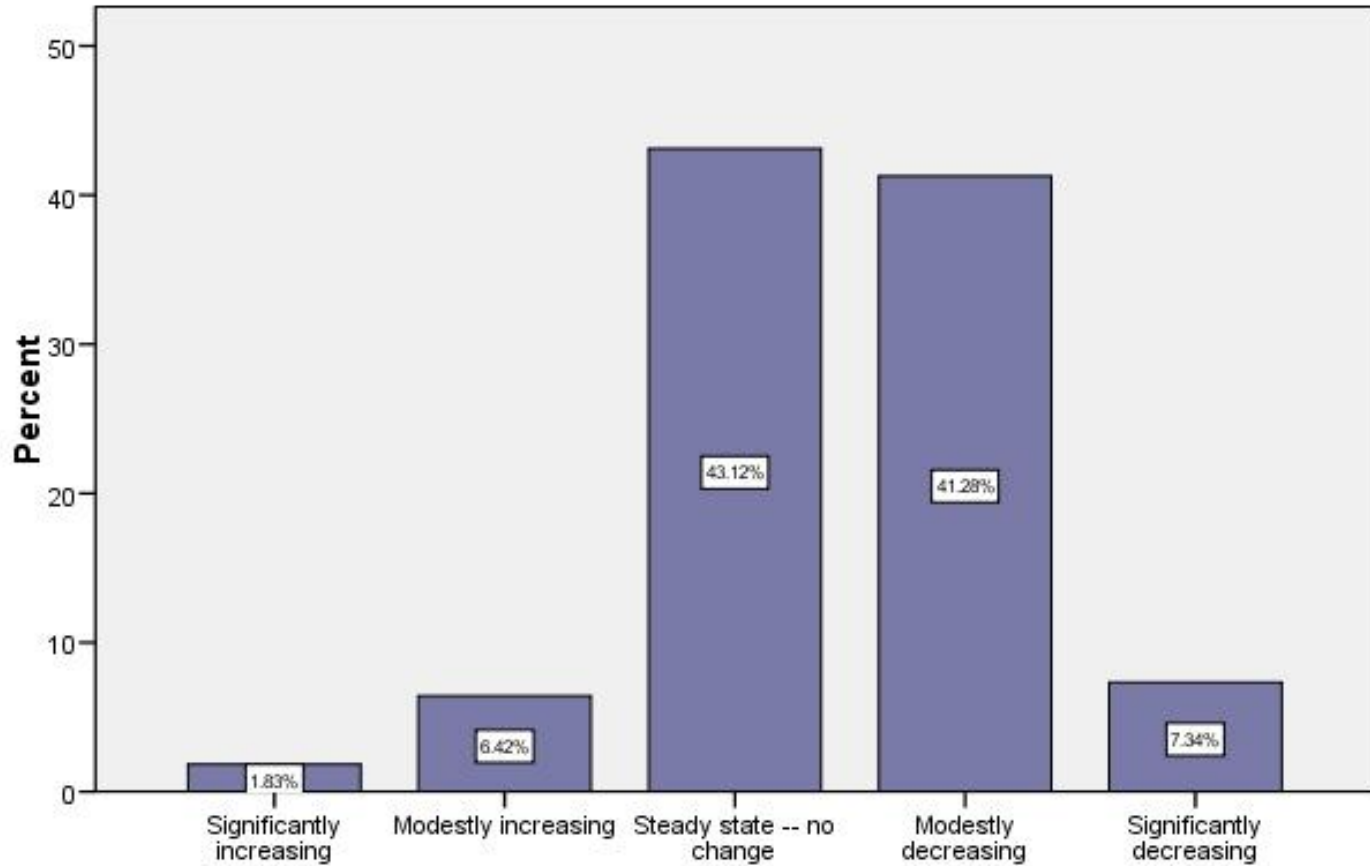


Full-time permanent faculty hiring forecast - next year



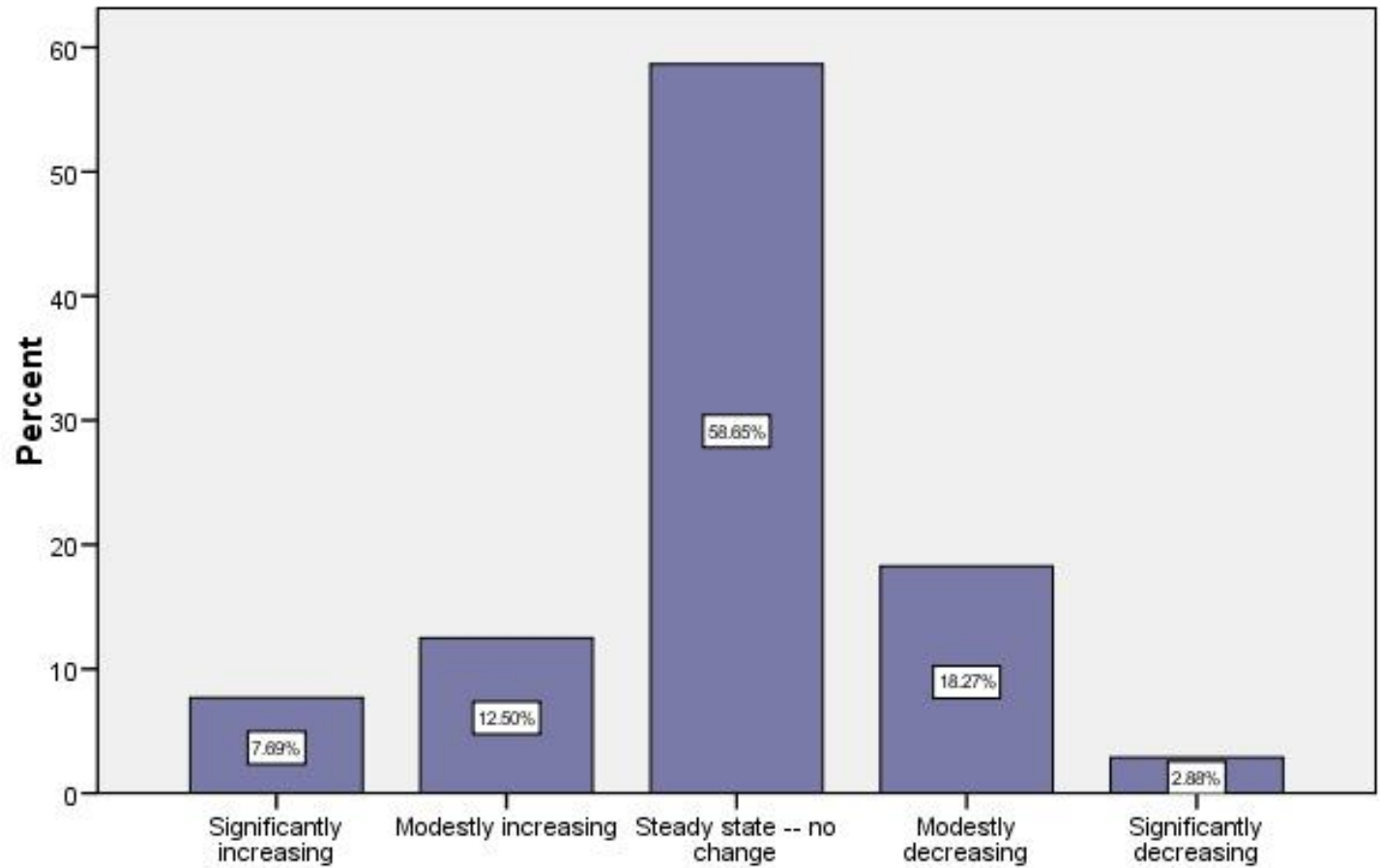


Part-time permanent faculty hiring trend for past two years



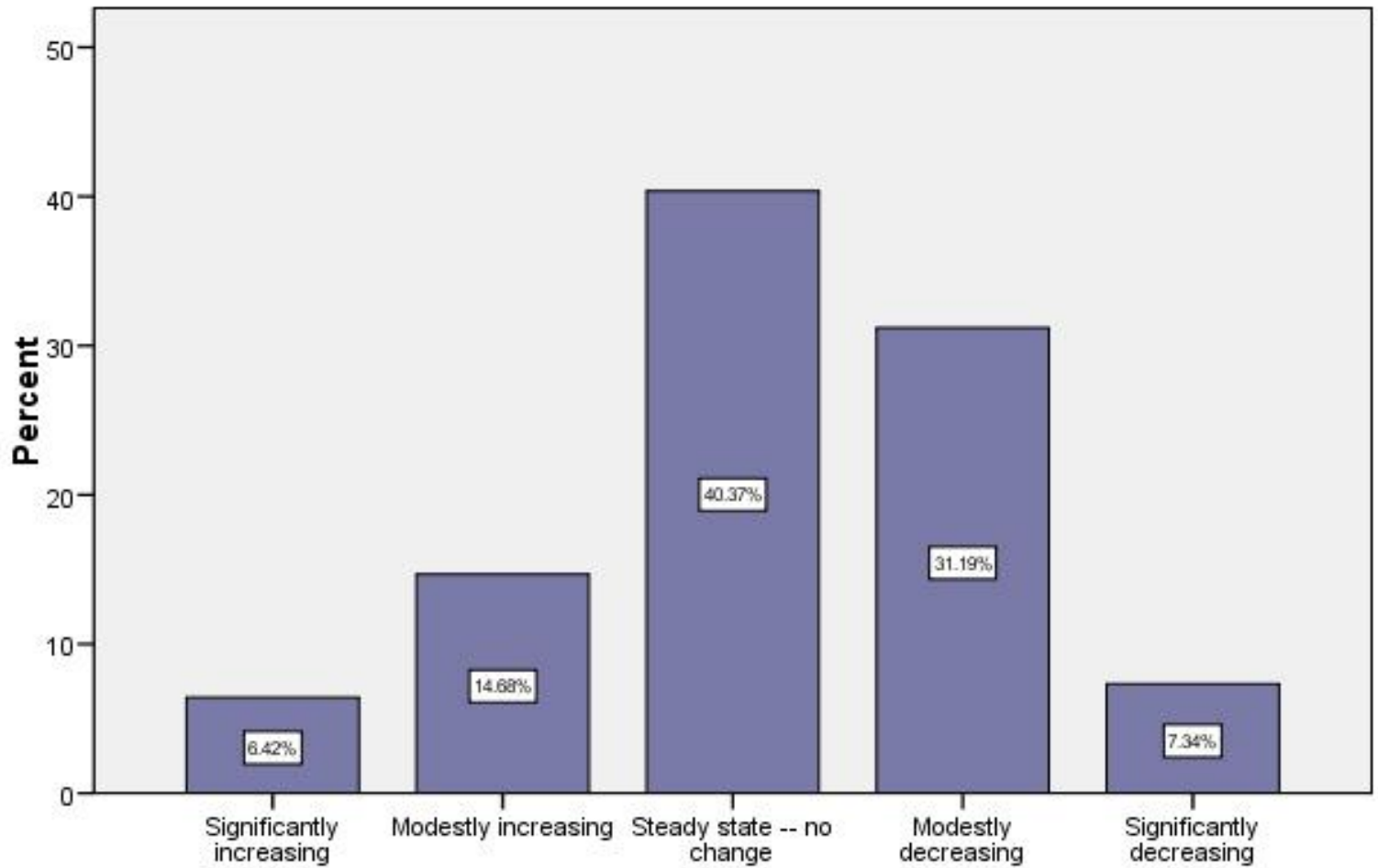


Part-time permanent faculty hiring trend in response to crisis



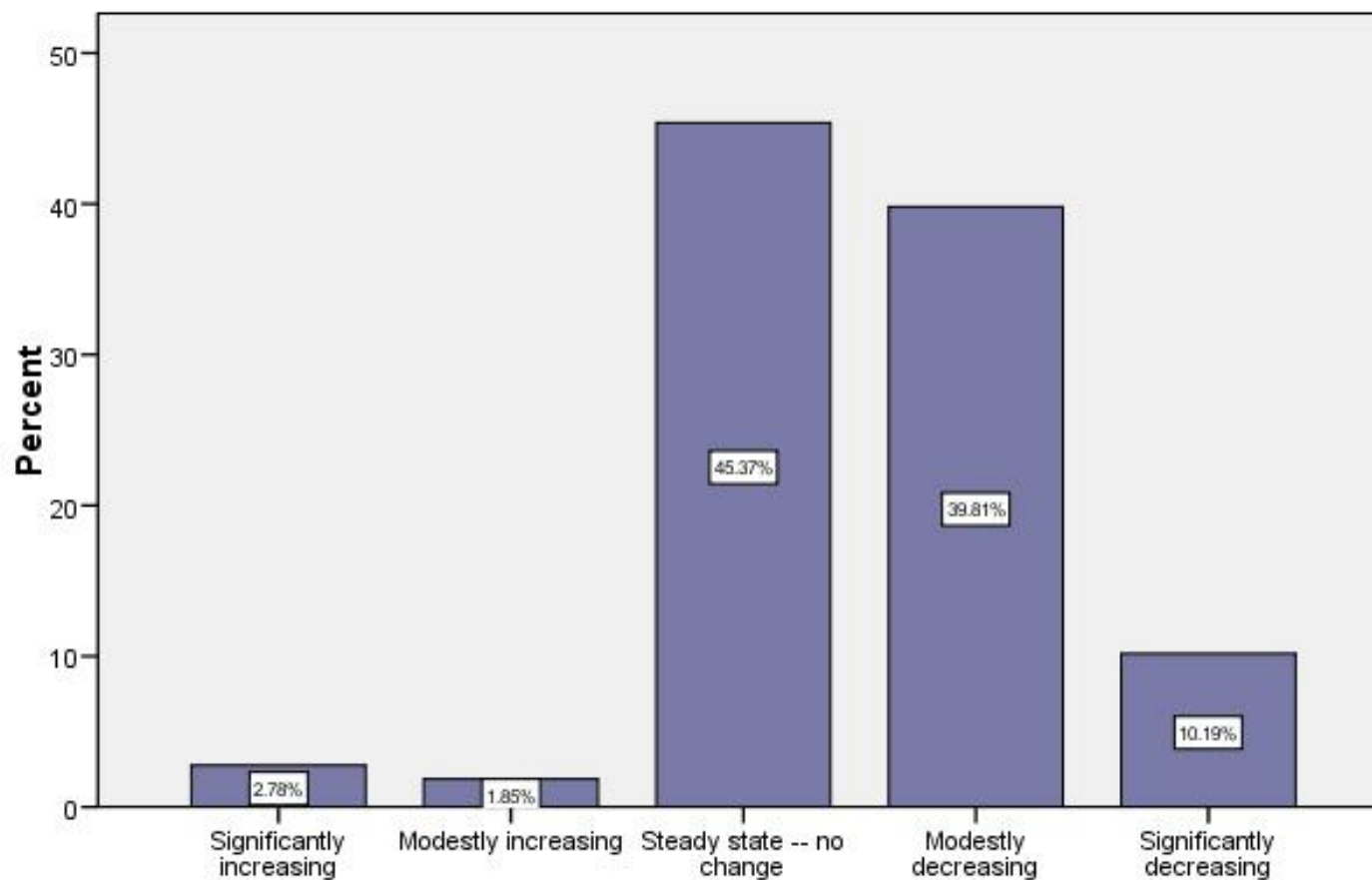


Part-time permanent faculty hiring forecast - next year



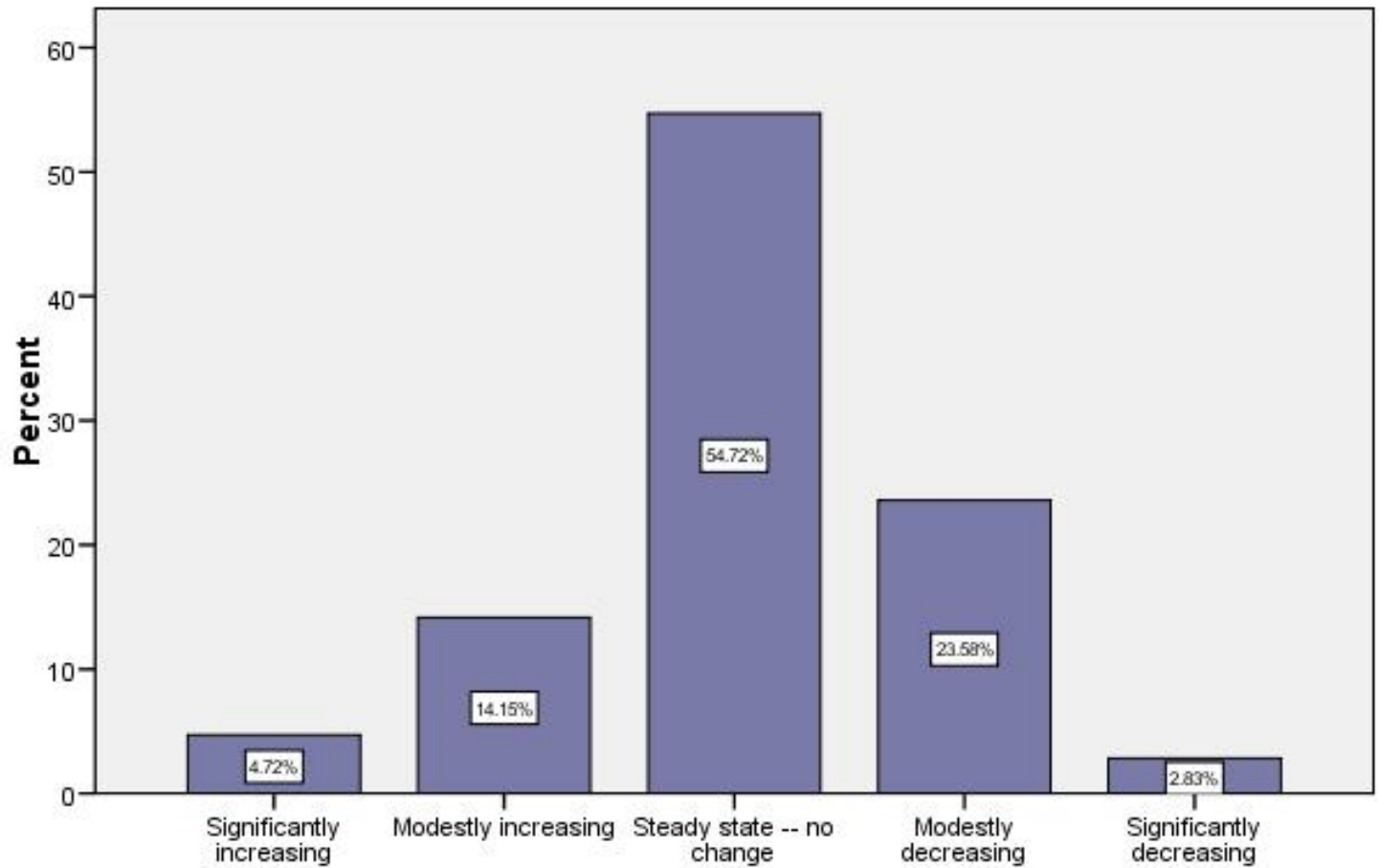


Visiting faculty trend for past two years



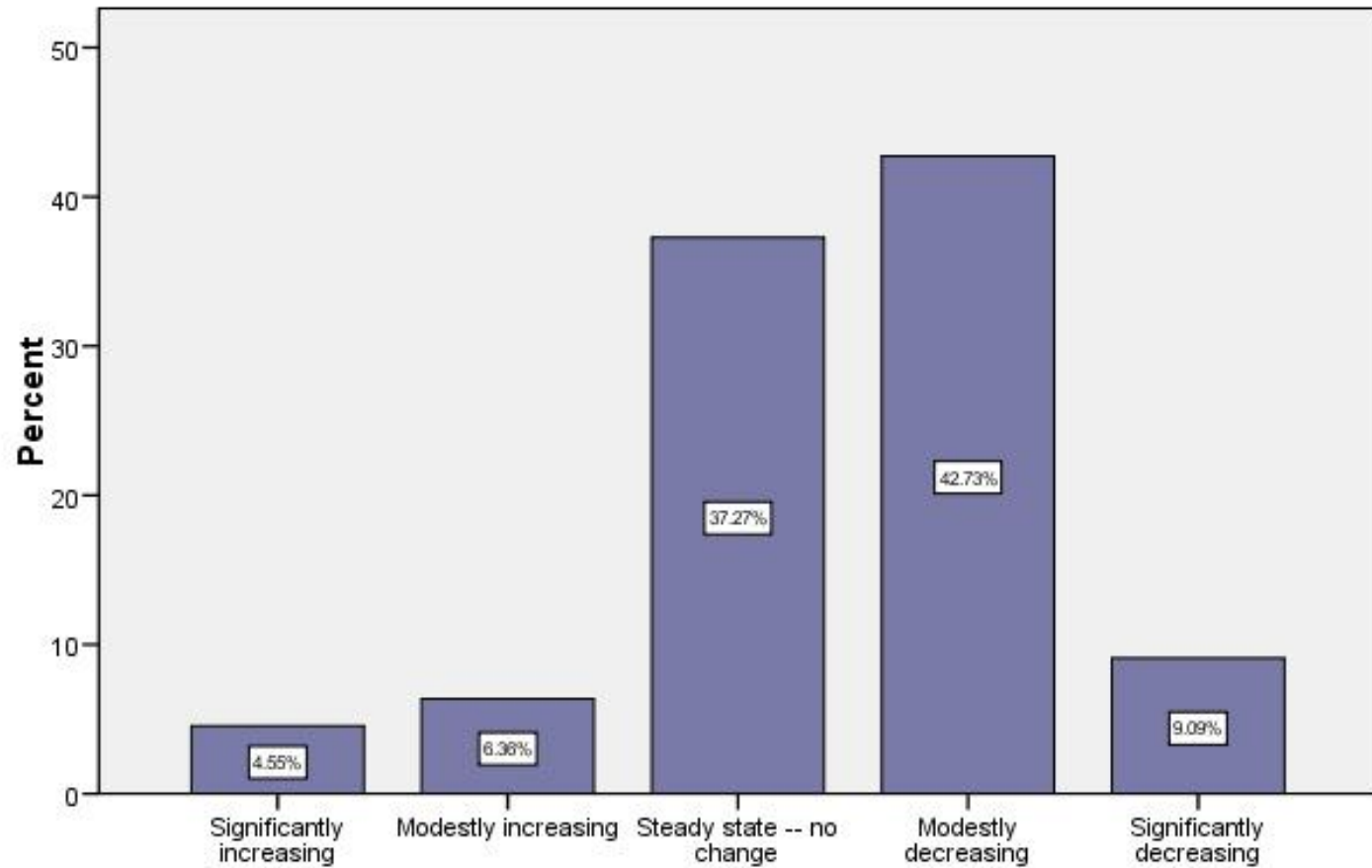


Visiting faculty trend in response to crisis



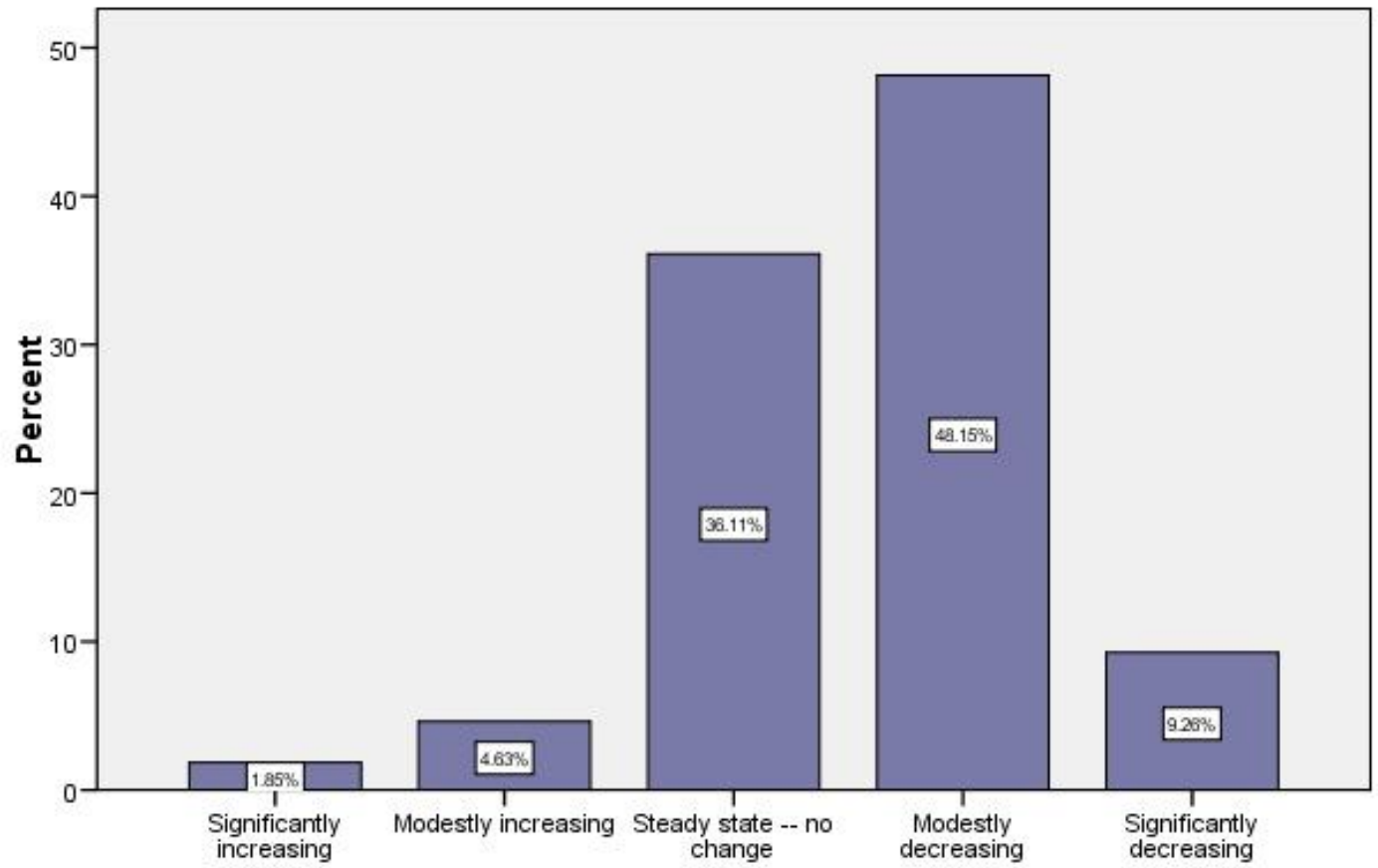


Visiting faculty hiring forecast - next year



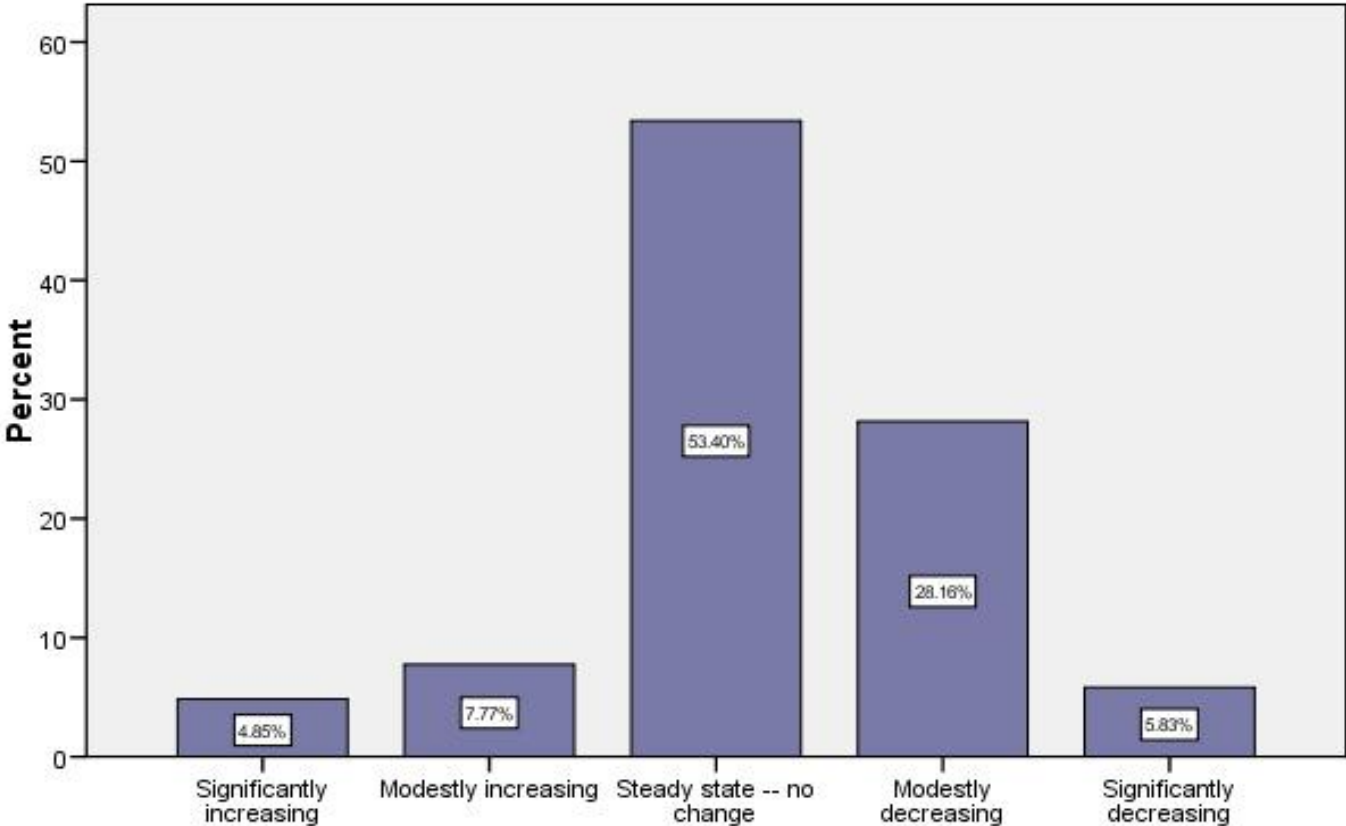


Guest lecturer tend for past two years



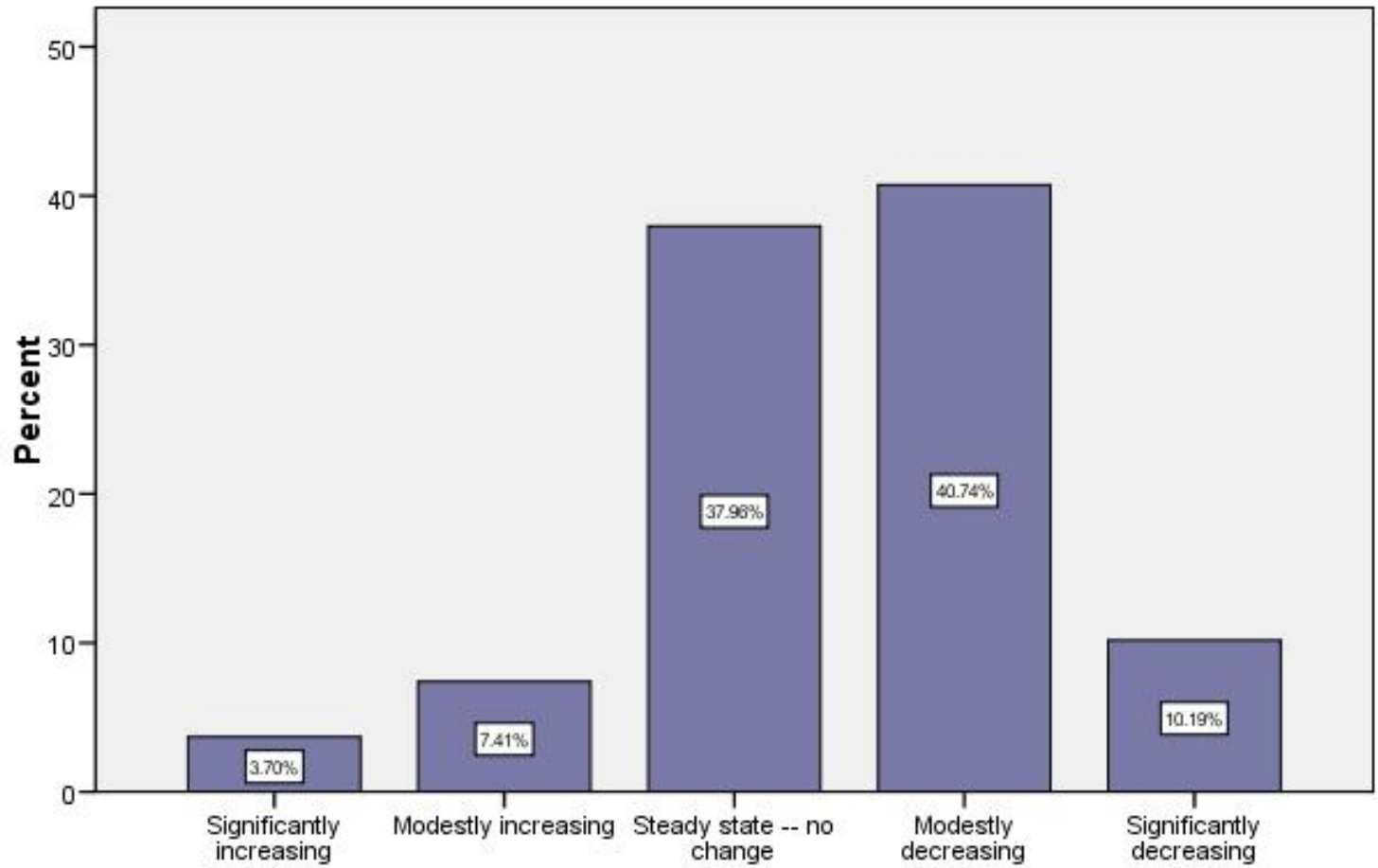


Guest lecturer tend in response to crisis





Guest Lecturer hiring forecast - next year

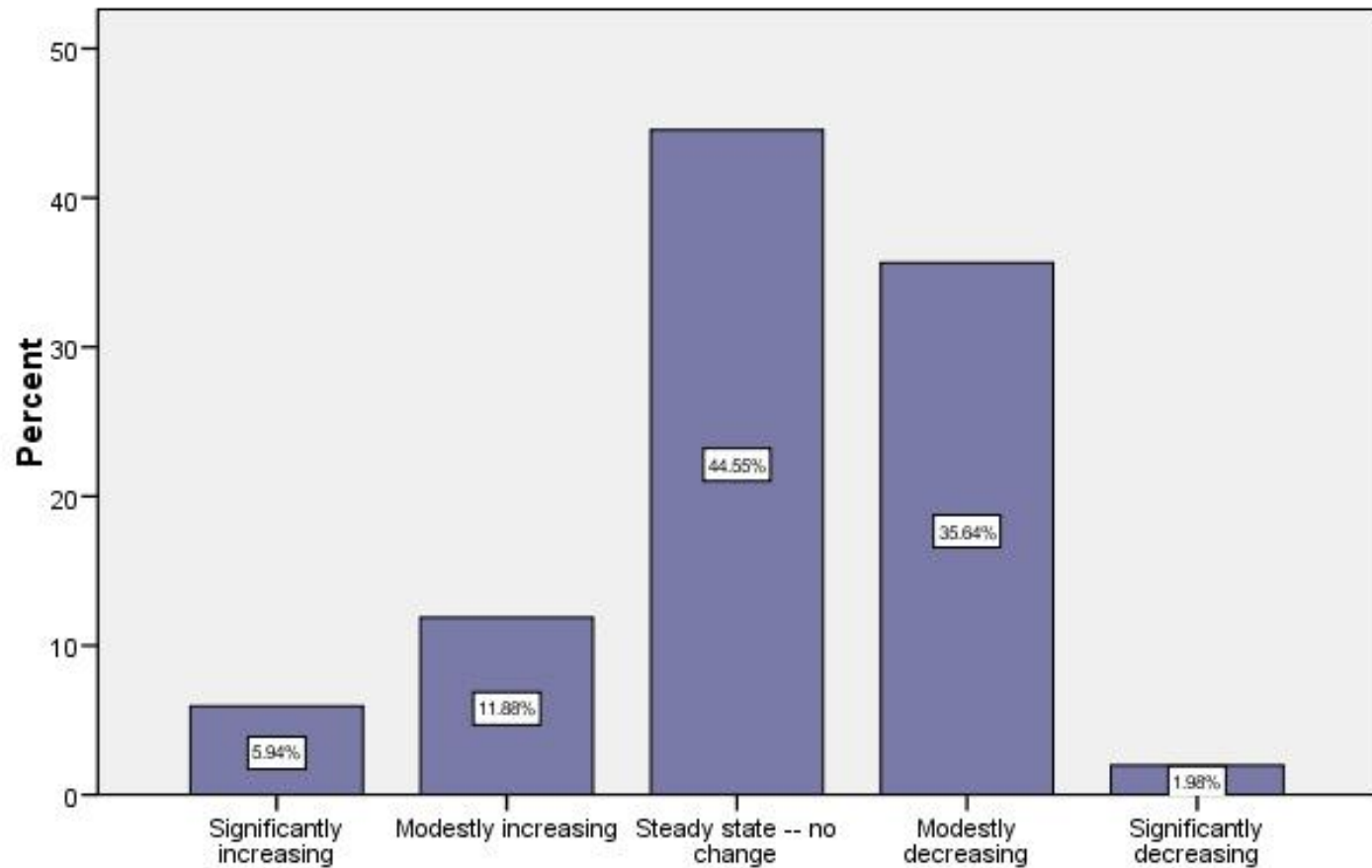




Is institutional research support changing?

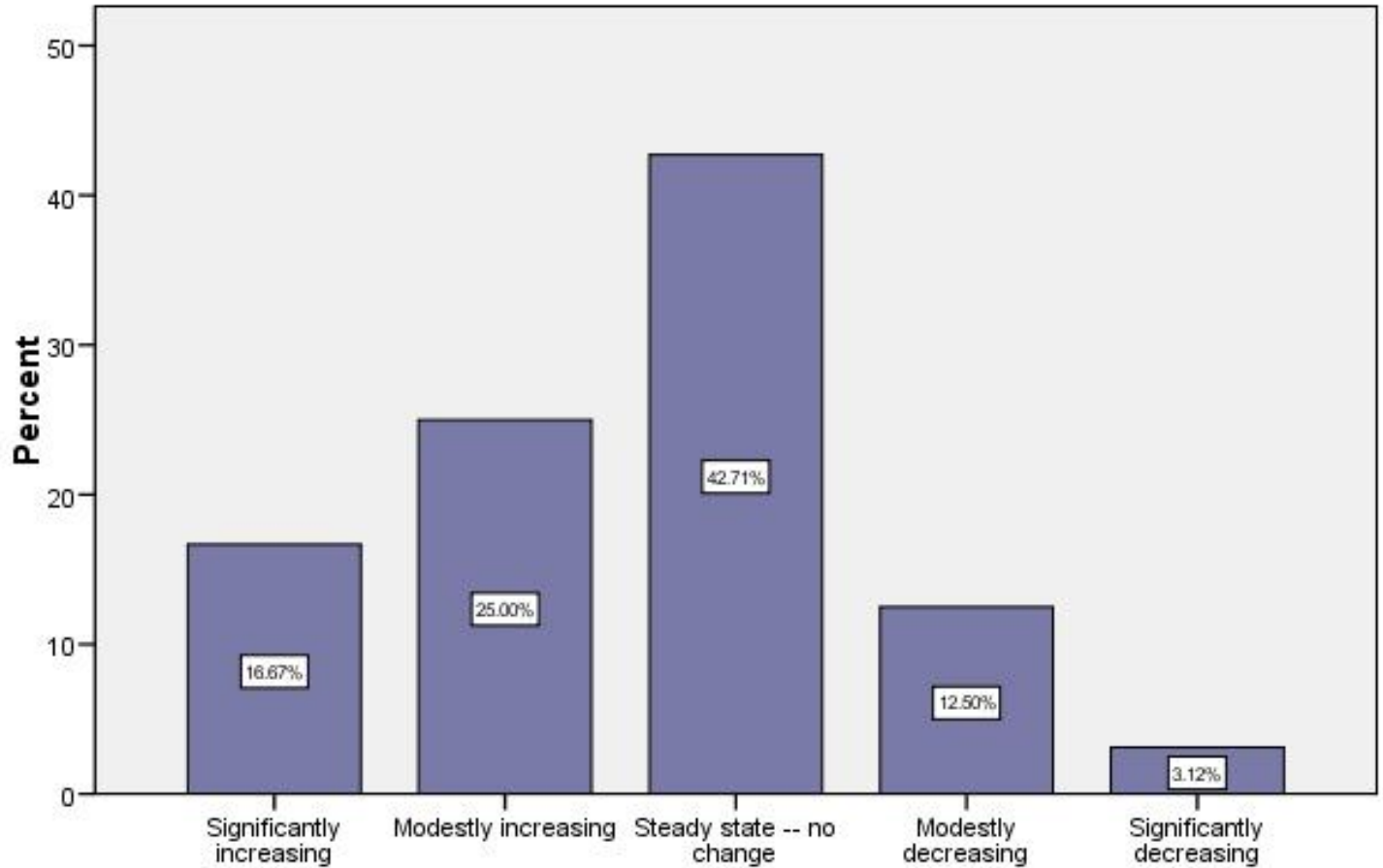


Level of institutional funding for research for two years



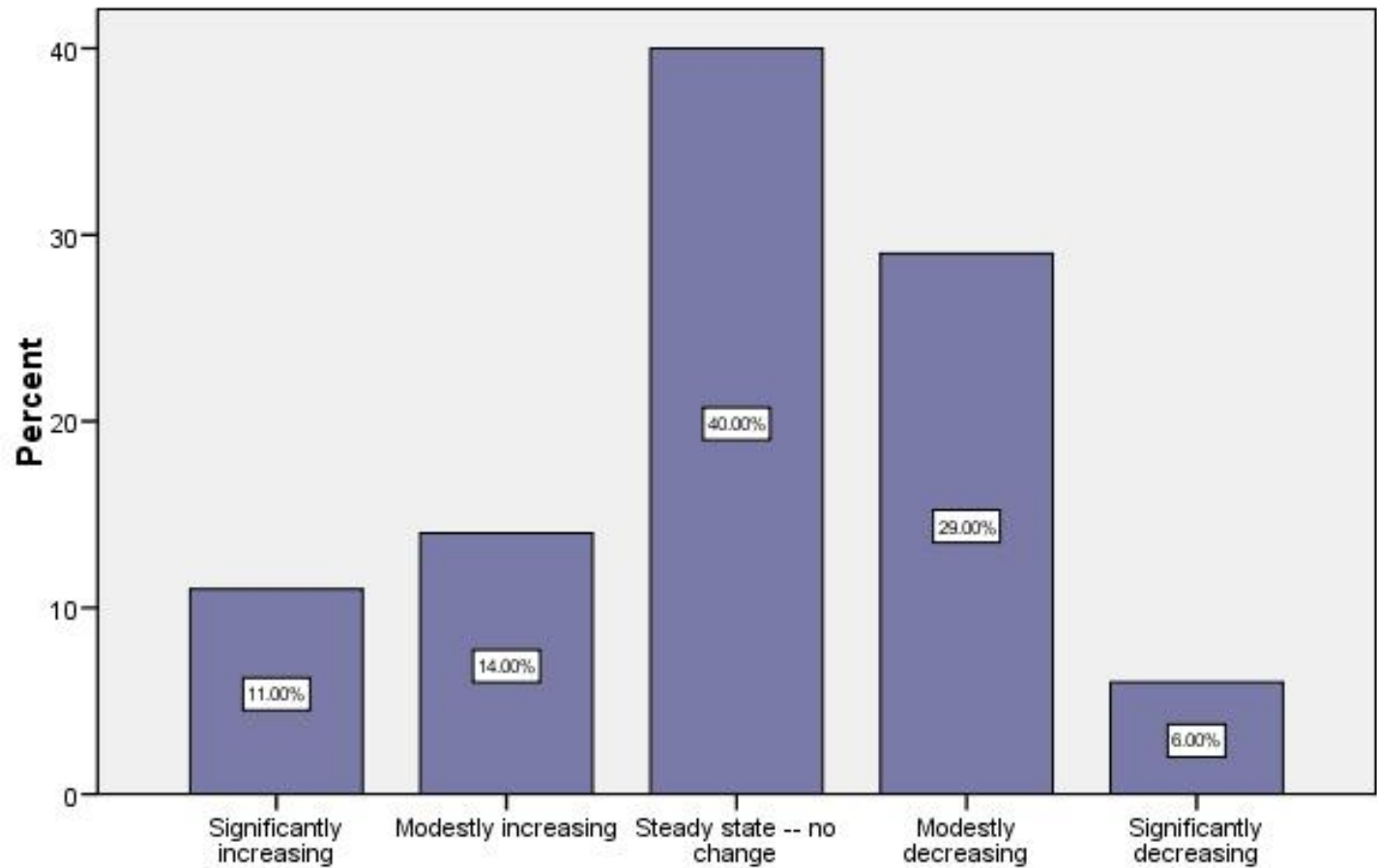


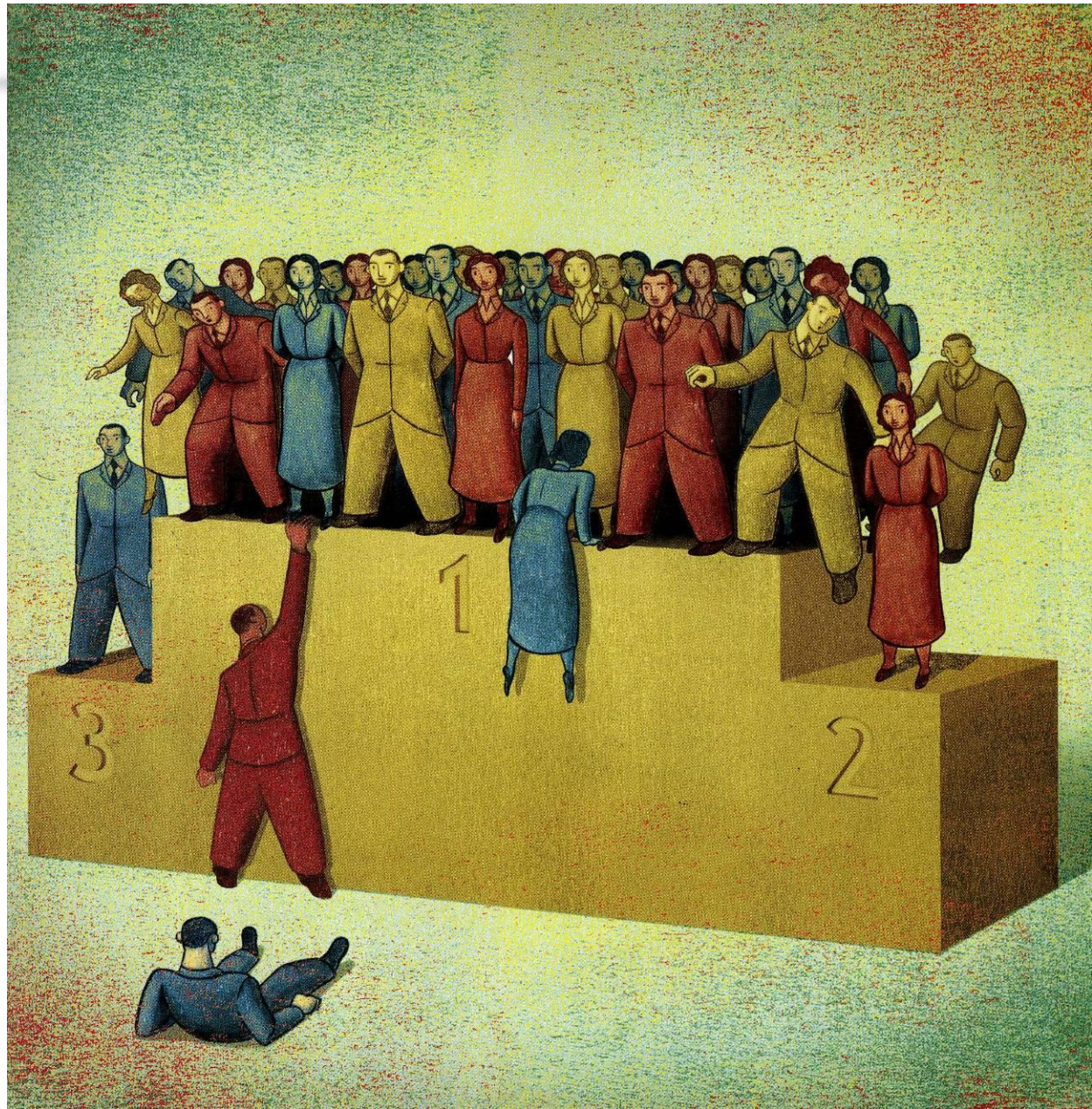
Change in institutional funding for research due to crisis





Forecast of institutional funding for research







Paldies!

ХВАЛА

Dziękują

Tānan

спасибо

Aǎiū

дякою

Gracias

kiitos

Grazie

謝謝

Merci

Thanks

Danke