

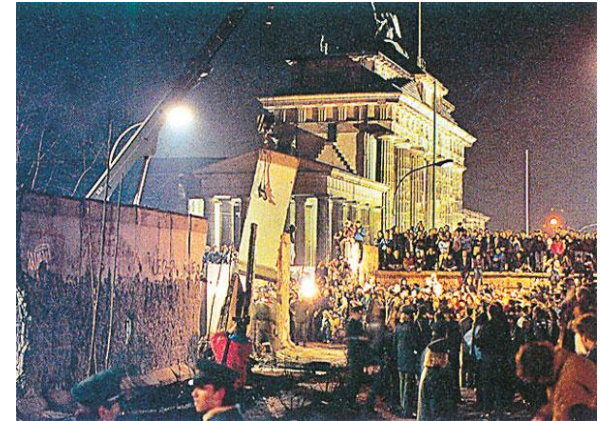
Do Business Schools Teach What Their Customers Need?

**CEEMAN
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Do Business Schools Teach What Their Customers Need?

- Framework for analysis:
 - Time frame: 1989 – present
 - the *post-cold war* era
 - Consolidation and spreading of the current “Business School model”



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- Framework for analysis (cont.):
 - **Customers** are defined here in a strict sense: those studying at Business Schools and their institutional sponsors



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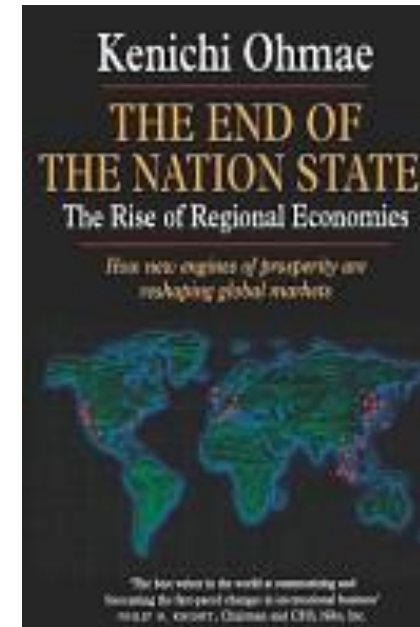
- **What do Business Schools' customers need?**
 1. **Managerial tools to help them solving business-related problems in a sustainable way**
 1. **Sustainability: social, environmental, economic, emotional**
 2. **An intellectual “roadmap” that helps them in adapting their business and careers to changes in the environment**
 1. **Environment: political, economical, social, technological, environmental and regulatory environment**

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- **Business Schools have been successful in attending the first type of demand**
- **Business Schools have been less successful in attending the second type of demand**

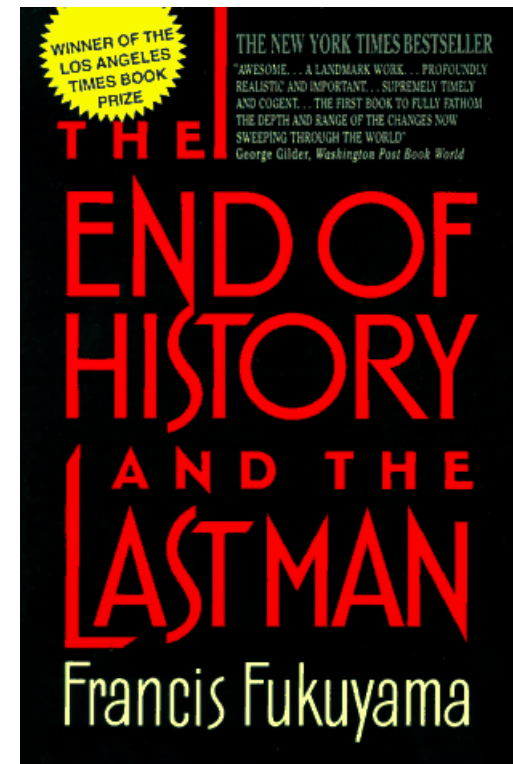
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- Why?
 - The current model for Business Schools was developed in a very specific environment:
 - The so-called “Western Liberal Late Capitalism”, strongly based on neoclassical economics
 - It has expanded heavily during the “early post-cold war period”, aka “Neoliberal Globalization”



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- Why?
 - That model has a number of implicit assumptions:
 - The allocation of resources by free market forces and financial markets is optimal, or at least it is much more efficient than the alternatives;
 - The universal validity of political and economic Western structures, which would ideally spread throughout the world once “obstacles” were removed...



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- ...but that didn't happen...



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- A major - and still ongoing - global geopolitical shift takes place.
- That fact has already changed the business environment...



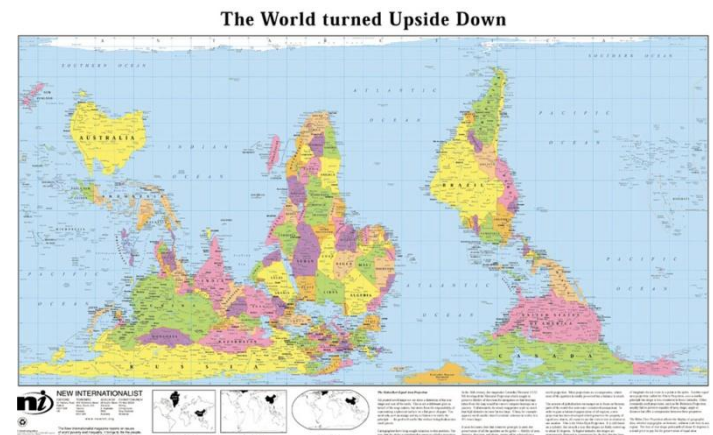
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- ... and seems to be capable of changing the political and social environment as well.



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- ... so the time has come for Business Schools to adapt to such fast-changing environment



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- In the long run, the inability to attend the need for a updated intelectual framework can prove to be damaging also for the ability of Business Schools in attending the need for managerial tools
- That could happen for a simple reason: the optimal utilization of managerial tools must be preceded by an adequate analysis of the larger environment

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- What should we do?
 - In times of change, business schools should remind themselves that ultimately they are schools of applied social sciences

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- What should we do (cont.)?
 - A larger gamut of intellectual approaches to business is sorely needed: sociology, political science, geopolitics, international relations as well as quali/quant methods.

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- What should we do?
 - Business Schools should not limit themselves to one single economic approach

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- Business Schools' students should receive the opportunity to learn about the many different “near futures” that could eventually unfold out of the current global situation

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Geopolitical Child Watches The Birth Of The New Man (1943)
by Salvador Dalí



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