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# 20 th CEEMAN ANNUAL CONFERENCE

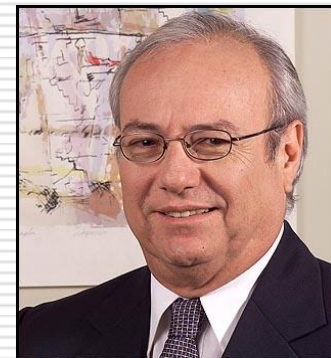
## Business and Educational Challenges in Dynamically Changing Environments

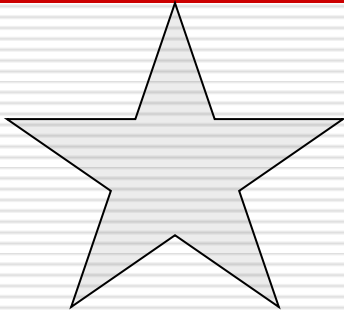


# INTERNATIONAL COOPERATION AND PARTNERSHIPS

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**Past President of CLADEA**  
**President of ESAN University, Lima Peru**





Thanks to:

Danica Purg and CEEMAN for the kind invitation.



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“Thirty years from now the big university campuses will be relics Universities won’t survive”

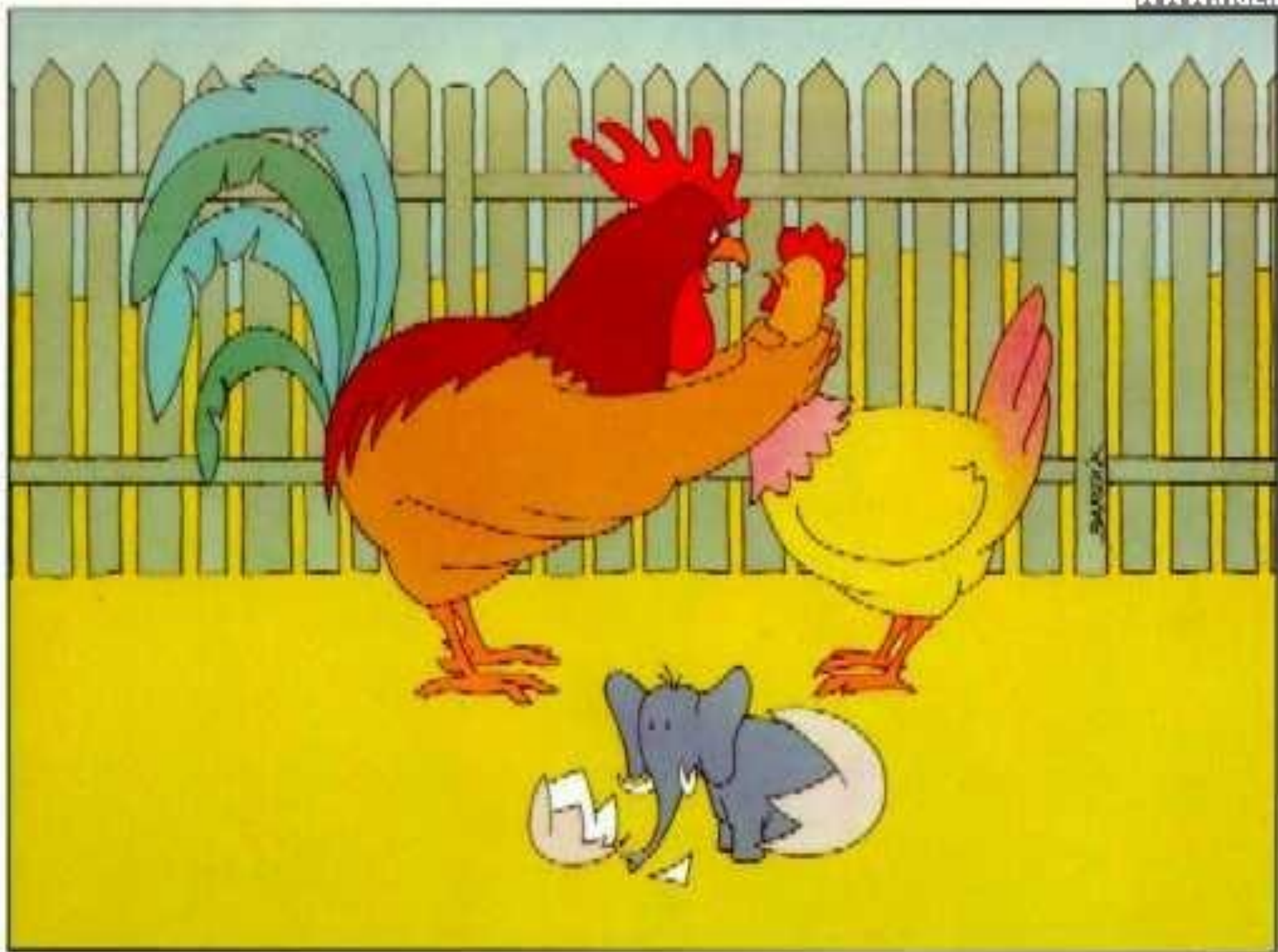


# Peter Drucker (1997)

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First thought:

Not always is there an explanation  
for all the questions.





# Definition of globalisation

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Globalisation is defined as the “the flow of technology, economy, knowledge, people, value and ideas... across borders. Globalisation affects each country in a different way due to a nation’s individual history, traditions, culture and priorities” (Knight & de Wit 1997, p. 6)

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# EVOLUTION OF INTERNATIONAL EDUCATION TERMINOLOGY

(Knight, updated 2008)

New terms (last 15 years)	Existing terms (last 25 years)	Traditional terms (last 40 years)
<b>Generic terms</b>		
<ul style="list-style-type: none"> <li>• Globalisation</li> <li>• Borderless education</li> <li>• Cross-border education</li> <li>• Transnational education</li> <li>• Virtual education</li> <li>• Internationalisation 'abroad'</li> <li>• Internationalisation 'at home'</li> </ul>	<ul style="list-style-type: none"> <li>• Internationalisation</li> <li>• Multicultural education</li> <li>• Intercultural education</li> <li>• Global education</li> <li>• Distance education</li> <li>• Offshore or overseas education</li> </ul>	<ul style="list-style-type: none"> <li>• International education</li> <li>• International development cooperation</li> <li>• Comparative education</li> <li>• Correspondence education</li> </ul>
<b>Specific elements</b>		
<ul style="list-style-type: none"> <li>• Education providers</li> <li>• Corporate universities</li> <li>• Liberalisation of educational services</li> <li>• Networks</li> <li>• Virtual universities</li> <li>• Branch campus</li> <li>• Twinning and franchise programmes</li> <li>• Global Education Index (GEI)</li> </ul>	<ul style="list-style-type: none"> <li>• International students</li> <li>• Study abroad</li> <li>• Institution agreements</li> <li>• Partnership projects</li> <li>• Area studies</li> <li>• Double/joint degrees</li> </ul>	<ul style="list-style-type: none"> <li>• Foreign students</li> <li>• Student exchange</li> <li>• Development projects</li> <li>• Cultural agreements</li> <li>• Language study</li> </ul>

# A Few facts

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## Background

- 1908 Harvard Business School founded
- 1916 AACSB founded
- 1900 Tuck School founded at Dartmouth College
- 1957 INSEAD ; IMEDE – IMD
- 1958 FGV-SP ;
- 1963 ESAN.....
- 1967 CLADEA

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☐ ESAN

☐ CLADEA

# A Few facts Background

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- In Latin America during XIX there were 40 universities and in 2011 there are more than 9,000 universities
- Students registration in the 1950's was around 266,696 and in 2011 is more than 15 millions.

# At the present time...

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- Near 500 business schools are accredited in the US by the AACSB
- Near 100 business Schools are accredited by EQUIS (EFMD), and a few in Latin America
- AMBA
- SACS
- ABCSP, etc...
- More than 100,000 MBA Degrees are granted every year in the US

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Internationalisation at the national/sector/institutional levels is defined as

‘the process of integrating an international, intercultural or global dimension into the purpose, functions or delivery of higher education’

(knight 2004. p. 11)



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- The development of new international networks and consortia;
  - The growing numbers of students, professors, and researchers participating in academic mobility schemes;
  - The increase in the number courses, programmes, and qualifications that focus on comparative and international themes;
  - More emphasis on developing international /intercultural and global competencies
  - Stronger interest in international themes and collaborative research;

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- A growing number of cross-border delivery of academic programmes;
  - An increase in campus-based extracurricular activities with an international or multicultural component;
  - The impetus given to recruiting foreign students;
  - The rise in the number of joint or double degrees;
  - The expansion in partnerships, franchises, offshore satellite campuses;
  - The establishment of new national, regional and international organisations focused on international education

# The Frame

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- B.S. are one of the areas of greatest growth in Universities over the past 50 years (almost over the world)
- Corporations and Education Institutions generates several trillion dollars on Management Education and training world wide

# The Frame

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- B.S. has a tremendous societal impact, because they train, B. Leaders, Managers, and specialist
- The value Chain for Management Education defined as the: Creation, Assimilation and Dissemination of KNOWLEDGE

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# The present of B.S. and The Trends that will affect B.S

# The present

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- The B.S. and their primary products are growing
- The MBA programs and B.S. in general are often cash cows for Universities
- The essence of the full time MBA program has remained the same for a long time

# The present

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- The changes will be slowly
  - The infrastructure
  - Internal Politics and past success  
(Institutional inertia Theory)

Accreditation  
Ranking

# The trends

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## 1. Globalization

The globalization strategies of B.S.

- High Tech links with other B.S.
- Overseas study tours
- Foreing language requirements
- Faculty and Students exchanges
- Internationals course Materials
- % of foreing students
- Campuses abroad



# The trends

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## 2. The Technology

(Disruptive Technologies, 1997)

The educational sector is a prime target for disruption given advances in Computer Technology, Communication platforms, the internet, transportation...

# The trends

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## 3. Demographics

- Population Growth
- Economic Growth(expansion of Business)
- Diversity.-The typical student of tomorrow will be quite different from today's student Age(older),Gender(more females),race and nationalities.

# The trends

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-A new workplace

From manufacturing to services

# The trends

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## 4. Regulation

- Accreditation
- Government Regulation

# The trends

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## 5. Changes in Supply

- Entry of new Players (Private Educations Firms,Technology Firms,Consulting Firms,Foreing B.S. etc..
- Exit of old Players ???
- Interfirm Alliances
- Geographic expansion

# The trends

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## 6. Changes in Demand

- Increase in existing Markets
- Increase in New Markets
- Specialization

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Taking in consideration the major trends, the strategy of the B.S. it will require new thinking for the future, specially in these three issues:

- Markets
- Products
- Partnerships (Alliances)

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What kind of Partnership you will look for if you decide your strategy in relationship to the Market

- Local Market (Domestic Expansion)
- International Market (International Expansion)
- Regional
- Global



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# What kind of Partnership you will look for if you decide your strategy in relationship to New Products

- International MBA
- International Executive Education
- Custom MBA or Tailor made MBA
- On line MBA

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# What kind of Partnership you will look for if you decide your strategy in relationship to New Products

- Study Abroad Programs
- International Weeks
- Modular MBA, Modular Msc,.. (integration of programs)

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# What kind of Partnership you will look for if you decide your strategy in relationship to New Products

- Dual MBA
- Mix of Presential and Virtual Distant E.
- Mix of Sincronous and Asincronous Technology
- Etc...

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What kind of Partnership you will look for if you decide your strategy in relationship of the type of your Partner

- With a local B.S.
  - With a International B.S.
  - With a Private Firm in the Educational Sector
  - With a Private Firm in any Sector
  - With the Public Sector (Government in general)
- Etc..

# Key words

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- Latin America
- Best schools
- Strategic Alliances
- Cladea

# Why have the Business Schools become international??

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- The globalization process
- The transportation technology
- The communication technology
- The computation technology
- The competition
- The opportunities
- Requeriments for Accreditation (specially in USA)
- Rankings
- Economic Reasons
- The World has changed
- Match between Supply & Demand

# Strategic Alliances

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- Where?
- Why?
- What type?
- With whom?

# Where?

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- Implies to know the Region
- Implies to know the country
- The institutions
- The culture



# Why?

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- International recognition
- Expansion in scope of operation
- Marketing opportunities
- Organizational learning
- Educational enrichment

# What type?

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- Exchange of Students
- Exchange of Professors
- Joint Research
- Joint Programs
- Dual Degree

# With whom?

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- Experiencie
- Reputation
- Accreditation
- Industry relationships
- Student Quality
- Faculty quality
- Size

# Best schools

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- Rankings
- Accreditation
- Global, Regional and local references
- Member at international networks
- .....

# Rankings

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- Business Week
- Financial times
- Topmba.com
- \*América Economía\*
- Wall Street Journal
- U.S News & World Report
- .....

# Accreditation

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- AACSB
- EQUIS
- AMBA
- SACS
- 
- .....

# Member at International Networks

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- AACSB
- EFMD
- CLADEA
- PIM
- NIBES
- CEEMAN
- .....

# Ranking Escuelas de Negocios

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See America Economia



# Conclusions & Comments

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Latin American's compromise with  
Development & Education

Development<> Education

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## Development has to do with:

- Social responsibility
- Democracy
- Economy growth
- Poverty (social inclusion)

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- Education

- Quality

- Opportunity for all

# Breaking Paradigms



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## Second thought:

Define whether we are confronting a CRISIS  
or simply a MAJOR problem.

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**Third thought**

**There is no magic recipe but  
we all search for one**

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Fourth thought:

Let's learn from the past and from  
experience