

FROM INNOVATIVE LEADERS TO OVERSEAS CAMPUSES – B-SCHOOLS IN THE US ARE TAKING INITIATIVES TO MEET THE DEMANDS OF A 21ST CENTURY WORLD

# RETHINKING THE BOUNDARIES

BUSINESS KNOWS NO BOUNDARIES. WHY SHOULD A BUSINESS SCHOOL? DUKE UNIVERSITY'S FUQUA SCHOOL OF BUSINESS IN LINE WITH ITS GLOBAL VISION PLANS TO OPEN A CAMPUS IN INDIA. MALINI SEN REPORTS

In line with its mission to create a business school of the 21st century, Duke University's Fuqua School of Business, US, is strengthening its presence in key geographic locations across the globe, including India. The school has expressed an interest in opening a campus in India, most likely near Delhi.

The plans for a 'physical' presence follow another ambitious effort, when nearly two years ago the school embarked on an initiative to establish international teaching and research centres to hone global leaders. Says Blair Sheppard, dean, Fuqua School of Business, Duke University, "The world we now live in is multi-centric and globally interdependent. In order to play our part on addressing tomorrow's business challenges, we are based in the economic and cultural hubs of the world's regions." The centres include Dubai (UAE), London (UK), Delhi (India), Shanghai/Kunshan (China), St Petersburg (Russia).

In order to produce leaders who understand the economies of the world's most important cultural and commercial centres, the school feels the need to have a more embedded presence in these countries. "Establishing a stronger presence requires a deliberate approach. An essential part of our plans is to

utilise faculty of the same level of excellence, expertise, and experience wherever we teach or conduct research," says Sheppard. Rather than relying on casual affiliations with partner institutions and hiring faculty for short-term teaching stints, he adds that professors will be able to provide an Indian context to classroom instruction and will conduct research to address the challenges and opportunities unique to India.

Addressing the over-riding concern of quality control in an overseas campus, Sheppard elaborates: "We have made a commitment to ourselves and to India that everything we do in India will be done with the same level of quality we apply to everything we do on our campus in Durham, North Carolina — and everywhere else in the world. That promise dictates the speed with which we implement our global programmes."

He further adds, "As an emerging economic power, India's needs are large-scale. For an academic institution, addressing such considerable issues with a conscientious attention to quality cannot be rushed. We will only move forward as quickly as we are able to guarantee quality. For us, quality is not negotiable or open to compromise." The school is planning to start with an Executive MBA programme in India, and there are

similar plans for China.

Commenting on whether an international campus would dilute brand, Sheppard replies, "Our goal is to be the world's first legitimately global business school. The local, regional, and national economies of the world are now so intricately intertwined and interdependent that it is incumbent upon business schools to rethink the boundaries of business education, in both the literal and figurative senses."

On why an Indian student would opt for a campus in Delhi instead of Durham, Jaivir Singh, Indian adviser to the dean, says, "We will offer students an international experience at their doorstep, and at a lower cost." The school is now waiting for final approval to the legislation that will allow foreign institutions to set up campuses in India.

James Buchanan Duke as a memorial to his father created Duke University in 1924. The main Duke campus is situated in Durham, North Carolina. In 1969, Duke chartered the Graduate School of Business Administration and in 1980, the school was named in honour of JB Fuqua with his \$10 million gift to the school. The business school offers degree programmes — daytime MBA (22 months, full-time in Durham), Cross Continent MBA (16 months, global residencies and distance learning), Global Executive MBA (18 months, global residencies and distance learning), Weekend Executive MBA (20 months, weekend residencies and distance learning), Master of Management Studies: Foundations of Business (10 months, full-time in Durham). The school also offers non-degree open enrolment executive education programmes.



Library and Hallway of Duke University's Fuqua School of Business, North Carolina, US



WE HAVE MADE A COMMITMENT TO OURSELVES AND TO INDIA THAT EVERYTHING WE DO IN INDIA WILL BE DONE WITH THE SAME LEVEL OF QUALITY WE APPLY TO EVERYTHING WE DO ON OUR CAMPUS IN DURHAM, NORTH CAROLINA — AND EVERYWHERE ELSE IN THE WORLD

— BLAIR SHEPPARD, DEAN, FUQUA SCHOOL OF BUSINESS, DUKE UNIVERSITY

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David Schmitz



Crank Gate, main entrance to the Haas School of Business at University of California Berkeley, US

THE Haas School of Business at University of California Berkeley, US, has revamped its MBA curriculum to focus more on innovative leaders. Berkeley Innovative Leader Development (BILD) is the connecting theme that runs through the entire Berkeley MBA curriculum to ensure that every student develops the skills required of innovative leaders. BILD will launch in fall 2010, after students return from the summer break, in the Berkeley MBA full-time and evening and weekend programmes.

Rich Lyons, dean, Haas School of Business, University of California Berkeley, says, "We have revamped our MBA curriculum to make sure that every student coming through the programme will get the toolkit and the experiences necessary to become an innovative leader." He further adds that an innovative leader needs to be able to — think critically and flexibly influence and inspire others, promote active inquiry, lead to achieve results,

recognise and foster creative ideas.

Lyons says that the school's distinctive culture will be used to shape Berkeley MBA students into innovative leaders. Haas culture is defined by four key principles — question the status quo, confidence without attitude, students always and beyond yourself (see box).

New requirements of the Berkeley MBA programme include:

- Orientation: Introduction of the innovative leader framework and skill-set.

- Revamped core: While the Berkeley MBA remains anchored in general management, core curriculum courses have been reviewed to call out elements that contribute to the capabilities linked by research to innovative leadership.

- Two core courses — Leadership & Communications and Leading People — have been restructured to offer additional skills, such as the ability to influence others without authority.

## The Berkeley MBA

HAAS SCHOOL OF BUSINESS, UNIVERSITY OF CALIFORNIA BERKELEY, LAUNCHES REVAMPED MBA CURRICULUM FOR 2010. MALINI SEN REPORTS

The optional Berkeley MBA Leadership Development Series teaches executive leadership skills outside the classroom. And a series of electives allow students to study various aspects of innovative leadership in depth, including in interdisciplinary programmes such as Management of Technology and Entrepreneurship.

On the need to revamp the curriculum, Lyons says, "The world of business is at a turning point. My parents looked at my future in an entirely different way than I look at my children's future. When I look at my children aged 10 and 7, what comes to mind are unsustainability. These unsustainability are a big opportunity for all business schools. The discussion is, fundamentally, about society having the right human capital."

According to a report in *The Economist*, the reforms at Haas are being billed as one of the most radical shake-ups of an MBA programme since both Yale and Stanford changed theirs in 2006. But whereas Yale scrapped conventional subjects in favour of themes such as the customer, innovation and business and society, the Haas approach involves teaching the old subjects in a new way, by emphasising 15 specific skills, including experimentation, revenue-model innovation and risk-selection.

Lyons notes that the defining principles are influenced by the school's location in the San

Francisco Bay Area — the world epicenter for innovation and entrepreneurship. These principles are also reflected in Haas faculty members, such as professor Oliver Williamson, who won the 2009 Nobel Memorial Prize in Economic Sciences for redefining how economists understand firms and markets.

### ADMISSION CRITERIA

Elaborating on the admission requirements for the Berkeley MBA, Peter Johnson, executive director, MBA admissions, Haas School of Business, says, "Each fall, the full-time MBA enrolls approximately 240 future business leaders. We seek candidates with leadership potential who will add to the richness of the classroom experience and participate actively in the Haas community. The goal of the application review process is to identify those candidates who are the strongest fit with our programme."

In addition to substantive professional experience and strong academic preparations, the Admissions Committee seeks candidates who reflect the defining principles of Berkeley MBA graduates (see box).

The projected tuition fee for 2010-2011 non-California residents is \$49,647 per-year. The projected budget is available online at <http://mba.haas.berkeley.edu/admissions/finaid/expenses.html>. All applicants are considered for

### THE HAAS HEARTBEAT

The four defining principles of the Haas School of Business' culture

- **Question the Status Quo:** Being able to envision a different reality, to take intelligent risks, and to learn from failure, as well as having the courage to speak our minds

- **Confidence without Attitude:** Being able to make decisions based on facts and analysis, giving us the confidence to act without arrogance, leading through trust and collaboration

- **Students Always:** Having a mindset of curiosity and lifelong learning, seeking personal growth, and practicing behaviour that tells others we can learn from them

- **Beyond Yourself:** Considering the long-term impact of our actions and the facility for putting larger interests above our own.

Haas School merit scholarships during the admissions process. The school also provides achievement scholarships for individuals who have achieved tremendous success in spite of significant economic, educational, health-related, or other obstacles, and Berkeley MBA grants, which are based on a combination of financial need and academic merit. They require submission of a separate application after admission. There are also scholarship opportunities outside the Haas School that students should consider. More information at <http://mba.haas.berkeley.edu/admissions/finaid/scholarships.html>

[www.haas.berkeley.edu](http://www.haas.berkeley.edu)



WE HAVE REVAMPED OUR MBA CURRICULUM TO MAKE SURE THAT EVERY STUDENT COMING THROUGH THE BERKELEY MBA PROGRAMME WILL GET THE TOOLKIT AND THE EXPERIENCES NECESSARY TO BECOME AN INNOVATIVE LEADER

— RICH LYONS, DEAN, HAAS SCHOOL OF BUSINESS, UNIVERSITY OF CALIFORNIA BERKELEY

## IESE bolsters presence in US

TIMES NEWS NETWORK

THE refurbishment of IESE Business School's new building in New York City is officially under way, with completion slated for later this year. Located on 57<sup>th</sup> Street in the heart of Manhattan, the enhanced building will provide additional space for the school's research and educational activities. IESE Business School, University of Navarra, Spain, first established a presence in New York City in 2007, and is further strengthening its activities in the US with the initiative.

IESE is also stepping up its services to US companies with international interests, as well as services to firms in Europe with operations in North America. The school offers Global Executive MBA and Executive MBA, as well as open and customised programmes. American companies with which IESE has partnered to offer customised programmes include Boeing, Sun Microsystems, Hewlett-Packard, Visteon, Oracle and Abbott Laboratories.

IESE also has a long-term educational partnership with Harvard Business School, having developed joint initiatives such as the Global CEO Programme for China. The school maintains exchange agreements for their full-time MBA programme with many of the world's leading business schools like Wharton, Columbia, NYU, Chicago, Kellogg and MIT in the US.

Research is also an important aspect of IESE's growing activities in the US, and the school has established a research centre focused on globalisation, while expanding into areas such as leadership and ethics, entrepreneurship, emerging markets and cross-cultural management. As part of its US initiative, IESE has launched an endowment campaign for the establishment of the new research centre and research chairs.

## Doing well by doing good

CB Bhattacharya, E ON Chair Professor in Corporate Responsibility at ESMT (European School of Management and Technology) in Berlin, Germany, elaborates on how corporate social responsibility (CSR) is a powerful tool for brands today

Malini Sen/ TNN

When you buy a product are you influenced by the fact that the proceeds are going to help a social cause? Do a company's efforts towards social responsibility strengthen brand loyalty?

Corporate Social Responsibility (CSR) is today an integral part of a majority of companies' marketing strategy worldwide. Says CB Bhattacharya, E ON Chair Professor in Corporate Responsibility at ESMT (European School of Management and Technology) Berlin, "exploration of marketing strategies and consumer behaviour has shown that companies can use under-leveraged 'intangible assets' such as corporate identity and reputation, membership and brand commu-

nities, and corporate social responsibility to strengthen stakeholder relationships."

Commenting on the rising popularity of CSR, he says that it is the "biggest movement not because it is fashionable but a license to operate in a competitive market characterised by increasing stakeholder consciousness." He further adds, "My research interest is in the area of business strategy innovation aimed at increasing both business and social value. When I started my research many years ago, CSR was in its infancy."

Bhattacharya is the faculty director of 'Stakeholder Marketing Consortium,' an initiative that studies how firms can best consider the welfare of multiple stakeholder groups in their decision-making, which he

### TURK TALK



CB BHATTACHARYA

started in 2007 with support from the Aspen Institute.

On the key global challenge

for responsible business, Bhattacharya opines it is to combine 'doing well' with 'doing good.' In other words, the challenge is to convince companies that business value can be reaped through CSR investments, but only as a consequence of creating social and environmental value. For this to happen, organisations need to move from a shareholder-centric to a stakeholder-centric mindset.

"Short-term orientation of the current financial system and outdated mental models regarding the role of business in society are the most important obstacles to the practice of responsible business," he says.

According to him, companies need to demonstrate the ability to make a difference to the planet and/or its people and clearly

communicate the outcome of their actions. Over time, this resonates well with consumers and the CSR efforts get rewarded. "If a company can prove its sincerity and motive behind their CSR efforts, this reservoir of goodwill will pay off," he adds.

On an effective CSR initiative in India, he cited the example of Hindustan Unilever's 'Washing Hands' campaign. "It was an effective campaign in rural areas (which was the target segment) and had both social and business outcomes," says Bhattacharya.



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