



THE GLOBAL BUSINESS IMMERSION PROGRAM

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Outline

Background: How the Global Business Immersion Program came about

Rationale

Description of Program

Description of Locations

Costs

As a member of the MBA Strategy Committee which was charged with rejuvenating Sauder's MBA program and making it more relevant to potential applicants and employers:

- I undertook extensive research to get a better understanding of the current trends in business education, and the challenges schools face.
- I also wanted to come away with an overview of best practices from top tier business schools.

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Background

The following are some of the many books and articles I read in order to gain such an understanding:

- Argyris C. ***Teaching Smart People How to Learn***, Harvard University Press
- Bennis, Warren and O' Toole, James, ***How Business Schools Lost Their Way***. Harvard Business Review.
- Financial Times Global MBA 2011 Ranking
- Gloeckler Geoff, ***The Case Against Case Studies - How Columbia's B-school is teaching MBAs to make decisions based on incomplete data***
- Green, Jay, ***Turning Business Education on Its Head***. Business Week
- Linder, Jane C. Smith, Jeff H., ***The Complex Case of Management Education***. Harvard Business Review.
- Mintzberg, Henry, ***Managers Not MBAs - A hard look at the soft practice of managing and management development***. Berrett-Koehler Publishers, Inc.
- Sauder School of Business, ***A Statement of Sauder's Mission, Vision and Values***
- Rottenberg, Stephanie, MBAs and More: ***A Thumbnail Guide to Mid-Career Education***. Harvard University Press
- Srikant M. Datar, David A. Garvin, Patrick G. Cullen, ***Rethinking the MBA Business Education at a Crossroads***. Harvard Business Press

An overarching theme in all of the readings was that the traditional way of delivering MBA programs needed retooling.

Trends and Challenges for MBA programs

From: Rethinking the MBA Business Education at a Cross Roads

_by Srikant M. Datar, David A. Garvin, Patrick G. Cullen - Harvard Business Press

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A Framework for Change

After extensive research the authors stated that the “... core of our conclusions is that business schools need to do two things if they are to develop effective leaders and entrepreneurs, as opposed to individuals trained primarily in analysis:

- 1. reassess the facts, frameworks and theories that they teach (the knowing component) while at the same time*
- 2. rebalance the curricula so that more attention is paid to developing the skills, capabilities, and techniques that lie at the heart of the practice of management (the doing ” component) and fostering the values, attitudes and beliefs that form managers world views and professional identities (the being component) ”.*

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Illustration of this framework: ``Knowing``, ``Doing`` and ``Being``

“Knowing” – To know about brainstorming, experimentation, and other creativity techniques does not prepare MBA students to “do” innovative thinking in the workplace.

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Illustration of this framework: ``Knowing``, ``Doing`` and ``Being``

“Doing” - The latter requires sustained practice with, and immersion in, innovation practices - how to obtain customer insights, how to stimulate out-of-the box thinking, and how to test and craft creative solutions.

Without this skill, knowledge is of little value; without "being skills" it is often hard to act ethically or professionally.

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Illustration of this framework: ``Knowing``, ``Doing`` and ``Being``

“Being” - Similarly, “being” skills are important to managers as they work with and through others to achieve their organizations’ goals. To inspire and influence others over sustained periods requires careful reflection and introspection about one’s strengths and weaknesses, values and attitudes, and the impact of one’s actions on others.

Based on extensive interviews with business school deans and senior executives, the authors identified eight unmet needs, many of them related to doing and being. Each presents an opportunity for MBA programs to innovate and change.



Gaining a global perspective

Developing leadership skills

Honing integration skills

Recognizing organizational realities and implementing effectively

Acting creatively and innovatively

Thinking critically and communication clearly

Understanding the role, responsibilities and purposes of business

Understanding the limits of models and markets

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Gaining a global perspective

Identifying, analyzing, and practicing how best to manage when faced with economic, institutional and cultural difference across countries.

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Rationale for the Global Immersion Program

“...with exactly the right skills employers are looking for at the right time. Employers will give the local labor market and schools first chance for providing those people, but if they are not available they’ll go the shortest distance to find them and today that could be anywhere in the world.”

Thomas Friedman quotes Van Ton-Quinlivan, the vice chancellor for work force and economic development at the community college systems.

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Rationale for the Global Immersion Program

“... it’s clear that hardly anyone is unaffected by globalization.... Gone are the days where skilled managers, proven “best practices” and hard work guaranteed at least some level of success. In a time where everything is constantly changing, effective leadership is needed, and this requires much more than implementing and managing systems and structures. ”

Marnie Bosman, a leadership consultant with the Strategic Leadership Institute

“In a truly globally connected world, a worker skill set could see them posted in any number of locations – they need to be able to operate in whatever environment they find themselves. Cross-cultural competency will become an important skill for all workers. ”

Marnie Bosman, a leadership consultant with the Strategic Leadership Institute

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Rationale for the Global Immersion Program

“Diversity will therefore become a core competency for organizations over the next decade. Successful employees within these diverse teams need to be able to identify and communicate points of connection (shared goals, priorities, values) that transcend their differences and enable them to build relationships and to work together effectively.”

Scott E. Page, professor and director of the Center for the Study of Complex Systems

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Rationale for the Global Immersion Program

“Over 50% of international joint ventures fail within the first 5 years of operation. The principal reason cited for these failures is cultural differences and conflicts between partners”.

Richard M. Steers for the University of Oregon

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Rationale for the Global Immersion Program

“...today, globalization is a major driver that has impact on nearly every business. The internationalization of markets for sales and purchasing at least indirectly influenced every business.”

Dagmar Rackley - Small and Medium-Sized Enterprises and Globalization

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Rationale for the Global Immersion Program

The question for future MBA graduates then becomes:

“What skills and life experiences will prepare me to successfully compete in this global marketplace?”

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Rationale for the Global Immersion Program

It is therefore essential that Sauder provides its MBAs with exposure to business norms and practices beyond North American borders.

“...an openness to and awareness of diversity across cultures and markets with the propensity and ability to synthesize across this diversity”’. Mintzberg and Gosling state, ‘being exposed to other people’s worlds brings insight to one’s own world, and thus helps to make one more worldly wise.’’

Gupta and Govindarajan

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Goal

- Gain a better understanding of political, economic and cultural factors that will make MBAs better global managers.
- In this context ‘global’ does not only mean the ability to work in other countries but it also means the ability to effectively deal with customers, markets and employees who come from, or are located in different parts of the world.

“Given the changes that are taking place in the business world and in business education, how can Sauder add a much needed dimension that will enrich its students and make them more marketable after graduation? ”

We believe that the Global Business Immersion program is a step in this direction.

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Benefits

- Experience business first hand in a global setting
- Immerse yourself in the business environment of the host country
- Explore new business practices, culture and challenges
- Apply concepts from the MBA to a local project
- Challenge yourself to see the world in a new way
- Develop confidence to work on the world stage



Locations and partners

Locations chosen to leverage existing partnerships

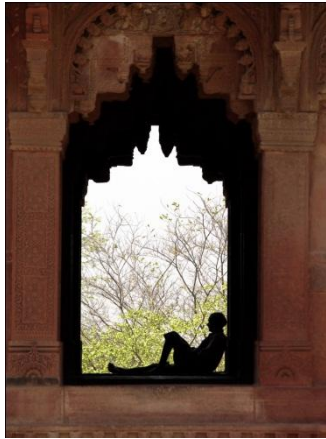
Provide a range of cultures and experiences

Local partners are mainly assisting with local logistics and providing projects for you

We will not be spending all our time at the local school

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India



- Aravind Eye Hospital (Madurai)
- IIM-B (Bangalore)



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Locations



- **Denmark**
(Copenhagen Business School)



- **Singapore (SP Jain)**
 - FT 2012 ranking
 - #1 in 'employed 3 months out'
 - #3 in 'value for money'
 - #9 in 'salary percentage increase'
 - #10 in 'placement success'

What will you do

- Attend classes before the trip
- Work in teams on project with local companies
- Company visits on location
- Network with local business students
- Cultural excursions
- Final Presentation



Timeline

- September 19th, 2012 – Q&A Session
- October 26th, 2012 (*tentative date*) – Apply for locations
- Early Nov. 2012 – Location assignments
- November 2012 – Form teams, begin logistical preparations (visas, flights, etc.)
- Nov-Dec 2012 – Begin matching teams with companies, projects
- Nov-Dec 2012 – Faculty Supervisors identified
- January 2013 – Classes and group meetings, start designing your solution approach

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Timeline continued

- February 11-24, 2013 – Global Immersion trip
- March 1, 2013 – Global Immersion Celebration



Costs and Logistics

- Approximate budget of \$5,000, including all expenses related to the trip
- Visas and flights – self arranged
- Hotels – block booking will be assisted via host schools

Selection Process

- Global Immersion is a required part of your MBA
- Submit top 2 location choices + brief rationale for each
- If more requests per location than spots available - Integrated Foundation grade will be included in selection decision



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Opening Worlds

