



Globalization and Executive Education

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Abstract: *In this paper the expansion and pattern of executive education is briefly presented. In the globalized era, several changes have been occurred in the size, structure and style of management education. The quantity and quality of management education in India has been changed. Basing on the analysis it is said that the Government of India has to design new programmes as per the requirements of the society in management education and offer entrepreneurship development programmes. The international organizations also have to cooperate and collaborate for the appropriate programmes with the national organizations and universities. Short duration programmes for various companies both customized and open enrolled should be designed as per the requirement and executed for enhancing performance of the executives*

Key words: *Government, management education*

In the globalized era, several changes have been occurred in the size, structure and style of management education. The quantity and quality of management education in India has been changed. The scope of management education is expanded from different perspectives. Social inclusion is also pertinent for designing new programmes in management education and entrepreneurship. Desire for starting or expanding business and the highly offered compensation package for management graduates in India from different global companies has become special attraction for the millions of people all over the globe. According to the latest available estimate by BusinessWeek, the international B-School watchdog, executive education in the US is \$ 800 million per annum business. And the largest share of it is provided by business schools. At the same time, schools stand to gain from the associations formed with corporate movers and shakers through this route in

terms of placements. For corporates, these programmes aim at training selected managers / high performers in specific skills to take on more responsibility within an organization. A couple of years ago as per the EMBA survey by BusinessWeek, 163 companies sent 21,000 employees to such courses in 2005. This write up seeks to examine briefly the issues relating to the kind of educative education programmes, executive education abroad and in India, impact of globalization and the role of various partners in promoting executive education s per the requirement of the corporate world in the changing business scenario. This write-up focuses its attention on one of the emerging areas of management relating to executive education in India.

Kinds of Programmes:

In India, business schools by and large used to offer only standardised two-year courses focused on training fresh graduates. Over the past three-four years



though, many B-schools have started paying more attention to this very different breed of students – working executives. And they are creating special courses tailored around the working executive's needs.

There is a whole host of institutes, of all grades, queuing up to woo this very lucrative and under-served segment of MBA aspirants – candidates who are three years into a job or five, or even 10 and more. Short-term executive training programmes or workshops have been on the rise year after year. Another popular format of learning is longer duration courses – spanning a year or more on a part-time basis. The latest addition, however, is 11-18-month full-time residential courses. There is a vast scope for executive education in India because about 5,000 corporates creating wealth in the country. Each would have an average of at least 30 managers.

There are two kinds of executive education programmes: Management Development Programmes (MDPs) and Executive MBAs (EMBA). MDPs are short duration programmes along the lines of a management workshop. There are two kinds of MDPs: "customized" and "open enrollment". These last between a day and a fortnight. The fastest growing segment of the market internationally is customised programmes tailored to the requirements of a single company. Open enrollment programmes are different in that they are open to all. So the school picks a topic like marketing, innovation, strategy or change management which it thinks will attract participation and any company may send its employees to attend the programme. In India, these programmes last anything between 1 – 7 days. EMBA, on the other hand, are courses of longer duration for working executives. They require consistent effort

over a period of time on the participant's part. Most of these programmes fall within the 6-36 month range. The delivery is a mix of on-campus and off-campus teaching via project work or VSAT.

Executive Education Abroad:

The global top twenty B-Schools in 1993 were: University of Michigan; University of Virginia (Darden); Northwestern University (Kellogg); Duke University (Fuqua); Stanford University; Harvard University; University of Pennsylvania (Wharton); Columbia University; Institute European d'Administration des Affaires ((INSEAD); University of North Carolina (Kenan-Flagler); Pennsylvania State University (Smeal); Massachusetts Institute of Technology (Sloan); University of Tennessee; University of California at Los Angeles (Anderson); Carnegie Mellon University; Dartmouth College (Amos Tuck); Cornell University (Johnson); Babson College; Southern Methodist University (Cox) and Indiana University.

There was a vast change during the last 15 years. As per the latest study, the global top 20 B-Schools in 2007 were: Duke Corporate Education [U.S.A./U.K./India]; IMD [Switzerland]; Harvard Business School [U.S.A.]; Iese Business School [Spain]; Babson Executive Education [U.S.A.]; University of Chicago GSB [U.S.A./U.K./Singapore]; Columbia Business School [U.S.A.]; Thunderbird School of Global Management [U.S.A. / Russia]; MIT: Sloan [U.S.A.]; Ashridge [U.K.]; HEC [Paris / France]; UNC: Kenan-Flagler [U.S.A.]; Emory University: Goizueta [U.S.A.]; Ipade [Mexico]; Center for Creative Leadership



[U.S.A./Belgium/Singapore]; IAE Management and Business School [Argentina]; INSEAD [France/Singapore]; Stockholm School of Economics [Sweden / Russia]; University of Pennsylvania: Wharton [U.S.A.] and Boston University U.S.A. There is a sea change in the executive education in the liberalized environment. Several B-schools have been focusing their attention on this aspect.

The factors considered for ranking were: Course Director Credentials; Participants feedback; Preparation; Course Design; Teaching Materials; Faculty; New Skills and Learning; Follow-up; Aims achieved; Facilities; Value for Money; Future Use; International Clients; International participants; Overseas Programmes; Partner Schools; and Faculty Diversity and commitment the global top B schools have been offering several programmes to the executives of different companies. Some are long term upto three years and some are short term either customized or open enrolment programmes. Selective programmes of various B schools are presently briefly in the next part.

Executive Education in India

Several B-Schools have been offering programmes on executive education. Some are long duration for one year or two years and some are for two days to one week. Sometimes, certification programmes for about two to six months are also being offered.

There are two sub-categories in EMBA's residential and non-residential courses. The former is a recent development. The participants stay and learn on campus much like in a post-graduate 2-year management programme. Only few institutes at this moment are offering full-time residential

courses of around a year's duration. These are: [Indian School of Business, Hyderabad](#); [Indian Institute of Management, Ahmedabad](#): One Year Post – Graduate Programme in Management for Executives; [Indian Institute of Management, Kolkata](#): One Year Post-Graduate Programme for Executives; [Indian Institute of Management, Bangalore](#); [Indian Institute of Management, Lucknow](#); [Indian Institute of Management, Indore](#); [Indian Institute of Management, Kozhikode](#); [IMI, New Delhi](#): 11-month Post-Graduate Programme in International Management; [XLRI, Jamshedpur](#): One Year General Management Programme for Working Executives; [IMT, Ghaziabad](#): 15-month Post Graduate Diploma in Business Management (Executive); [ICFAI Business School](#) : One Year Executive Post-Graduate Programme

Several Universities and B-schools are offering Executive Education programmes in India. Some of them are: [Andhra University, Department of Commerce and Management Studies, Visakhapatnam](#); [Alliance Business Academy, Bangalore](#); [Bharathidasan Institute of Management, Trichy](#); [Department of Management Studies, IIT-Delhi](#); [Faculty of Management Studies, Delhi University, Delhi](#); [Goa Institute of Management, Goa](#); [Great Lakes Institute of Management, Chennai](#); [ICFAI Business Schools, Hyderabad \(multiple campuses\)](#); [Indian Institute of Forest Management, Bhopal](#); [Indian Institute of Foreign Trade, New Delhi](#); [Institute of Management Technology, Ghaziabad](#); [Institute of Rural Management, Anand](#); [KJ Somaiya Institute of Management Studies & Research, Mumbai](#); [Lal Bahadur Shastri Institute of Management, New Delhi](#); [Management Development Institute, Gurgaon](#); [Narsee Monjee Institute of Management Studies,](#)



Mumbai; National Institute of Industrial Engineering, Mumbai; Nirma Institute of Management, Ahmedabad; SP Jain Institute of Management & Research, Mumbai; Shailesh J Mehta School of Management, IIT-Bombay; Symbiosis Centre for Management and Human Resource Development, Pune; Symbiosis Institute of Business Management, Pune; T.A. Pai Management Institute, Manipal; Vinod Gupta School of Management, IIT-Kharagpur; Welingkar Institute of Management Development & Research, Mumbai; Xavier Institute of Management, Bhubaneswar. The customized and open enrolment programmes have been offered by several B schools in India. Some of them are briefly presented here.

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General Management Programmes; Management Programmes for Executives; HR for Non-HR Professionals; FM for Non-FM Professionals; Retail Management; Negotiation Skills; Research Methods for Executives; Value Based Management; Creativity and Innovations; Employee Discipline.

Indian School of Business: One year Executive Programme ; Leadership Development Programme; Negotiation Skills; Creativity; World Class Manufacturing; Family Business Management; General Management; Strategy; Leadership and Change Management; Sales and Marketing; Finance; IT / Operations; Strategic Retail Management; Real Estate Management; Mergers and Acquisition Strategy; Scenario Planning.

ASCI (Administrative Staff College of India) : *General Management*

Programme: GMP for Senior Executives; MDP for Women Executives; Advanced Management Programme (Study tour to France, Switzerland, Netherlands and Belgium); Programme for Young Managers; Strategic Management.

Economics Programmes: New Tax Regime; VAT and Works Contract Tax.

Energy, Environment, Technology Programmes: Leadership for Industrial Environmental Management; Environmental Management; Management for Environmental Professionals.

Financial Management Programmes: Mergers and Acquisitions; Management Audit; Managing Costs; Corporate Finance for Decision Makers; Capital Markets; Strategic Financial Management; Tax Reduction at Source & E-filing of Return.

Human Resource Management Programmes: HR Audit; Communication Skills for Managers; Leadership through NLP; Developing Emotional Intelligent Leadership; Strategic HRM; Leadership and Organization Development; Negotiation Skills; Managing Creativity; Mentoring and Career Mapping; Management of Change; Effective HR Training & Development; Managing HR in Organizations; Managing Performance; Personality Development; Competency Management; HRM for Line managers; Transactional Analysis for Interpersonal Effectiveness; Improving Work Culture; Effective Trade Union Management.

IT, Innovation & Technology Programmes: Enterprise IT Security; e-Procurement; Software Project Management; Business Intelligence; Data Mining; IT enabled Knowledge Management.



Marketing Programmes: Sales Management; Strategic Marketing; Brand Management.

Operations Management Programmes: Inventory Management; Procurement Procedure for World Bank Aided Projects; Project and Contract Management; Urban Transport Management.

Health Studies Programmes: **Medical Audit;** Improving Quality in Health Care; Core Management Skills for Health Professionals; Marketing for Hospital Administrators.

Urban Governance Programmes: Change Management for Achieving Continuous Water Supply in Urban Areas; Certificate Programme in Urban Management in India; Strengthening Urban Management in India; International Programme on Continuous Water Supply in Cities.

Management Development Institute:

Strategic Management Programmes; General Management Programmes; Finance & Economics Programmes; HRM Programmes; Information technology Programmes; Operations Management Programmes; Business Communication Programmes; Human Behaviour and Organization Development.

Indian Institutes of Management [A, B, C, I, K, L]:

Executive Education Open Programme; Executive PG Programme in Management; Management Development Programme; Advanced Management Programme; Effective Communication for Managers; IT for Non-IT Professionals; Strategic Thinking for Business Management; New Business Environment; Production Strategies; Marketing Strategies; Financial

Strategies; HR Strategies; Technology Management; Management of Taxation; Manufacturing Excellence; Leadership Skills; Finance for Non-finance Executives; HR for Non-HR executives; Managing for High Performance; E-Leadership; Managerial Motivation and Team Building; Logistics and Supply Chain Management; Six Sigma; Retail Strategies; Business Ethics; Corporate Social Responsibilities; Going Global: Strategies for International Business; Developing Positive Work Culture; Building Strong Brands.

International Management Institute [IMI]:

Several Programmes on functional areas: HR Directors Programme; Globalization and Management; Trade Unions; Negotiation Skills.

Impact of Globalization:

In recent years, some Indian companies also have started their own leadership development centres at different places with the collaboration of some B schools to impact knowledge continuously for their executives. Some companies are: Infosys, Satyam, Wipro, SAIL, Hindustan Petroleum, Banks and some financial institutions.

Some B-schools have started their programmes in different countries. Kennedy School of USA had MOU with IIMA for offering a collaborative programme in Ahmedabad and launched in 2007. Some private B-schools of India have started their programmes abroad. Harvard B School has to launch its first Indian Executive Education Programme "Building a global Enterprise in India" in February 2008 at Hyderabad International Convention Centre with a course fee of Rs. 1.8 lakh for five days. Some B-schools in India had MOUs to



launch their joint programmes in India and abroad. Pearl School of Business with Babson, Nottingham and Asian Institute of Technology had entered into some MOUs.

During January 2007, the Kennedy School's newest Executive Education program was launched in India. "Governance Challenges for India: A Mid-Career Programme for IAS Officers-Phase V," a four week program designed and developed by the Kennedy School in collaboration with the Indian Institute of Management Ahmedabad (IIMA) is taking place on the IIMA campus. Kennedy School Academic Dean Mary Jo Bane and IIMA Director Bakul Dholakia opened the programme. Renowned economist, Y.K. Alagh delivered the keynote address, calling it "a significant day in India's quest for powering itself into the Twenty First century."

The four-week long program will train approximately 100 Indian Administrative Service (IAS) officers, who have between 26-28 years' experience. "Looking forward, this first day of 2007 brings us together to embark on a month-long journey of learning from each other and jointly enhancing our understanding of the governance challenges for India," said A three-year agreement to design, develop and deliver the programme was signed by the Kennedy School and the Government of India, Department of Personnel and Training (DoPT) through which approximately 360 IAS officers will be trained during the three years. Faculty from the Kennedy School and IIMA collaborated to design an integrated curriculum which is being delivered jointly by 12 Kennedy School and 14 IIMA faculty members over the course of the month-long programme. Sessions

focusing on governance, political economy, and policy analysis will be taught through cases as well as through lectures and specially designed exercises in which participants will work in small and large groups to develop ideas and solutions. In addition, guest lectures will be delivered on a wide range of public policy topics by experts from other research institutions and public sector organizations in India.

The Kennedy School's degree programmes and executive education programmes have drawn senior officials from around the world for several decades. On an average, the school's student population is 43 per cent international, with students and participants representing more than 80 countries.

Conclusion:

The Government of India has to design new programmes as per the requirements of the society in management education and offer entrepreneurship development programmes. The international organizations also have to cooperate and collaborate for the appropriate programmes with the national organizations and universities. As there is a need for several executive education programmes, the B-schools role is increased. Kennedy B-school has already initiated its programme in India. The environment and infrastructure should be created world class in the Indian B-schools to attract corporate executives. The faculty requires exposure to the diverse culture and high commitment. The chiefs of the organizations have to understand the global scenario to manage the business in the competitive world. The programmes directors, faculty and participants should be highly committed to have effective programmes for



managing the business with global competitiveness. Short duration programmes for various companies both customized and open enrolled should be designed as per the requirement and executed for enhancing performance of the executives.

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