



# Rethinking the Business Models of Business Schools:

Moving on from the Business School  
Jam

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## What is a Jam?

- A “Jam” pioneered by IBM, is a ‘large-scale collaborative online event designed to engage wide-ranging discussion and exploration of important themes and issues’.
  - In essence, the idea is to crowdsource and brainstorm with appropriate audiences about key trends and challenges about stimulating topics (such as the future of management education).



# What was the aim of the Boston University “Jam”?

- To investigate and envision the future of business and management education
- To create a forum - for worldwide discussion of the changing role of management education.
- To highlight and explore the views of all stakeholders: academics, students, business, government, media and thought leaders in the broad field of management education.



# How was the “Jam” planned?

- Over 12 months of prior planning, which led to over 6,000 global posts on management education.
- Key themes for discussion about management education were identified by IBM and a core group of BU faculty through an extensive review of material and collection of the viewpoints of key scholars and thought leaders in the field.
- The 10 Topical Themes identified were:
  - Supporting 21st century competencies
  - Increasing the value of management education
  - Engaging a new generation of students and employees
  - Producing research with impact
  - Fostering ethical leadership
  - Cultivating innovation and entrepreneurship
  - Driving learning experience
  - Harnessing digital technology
  - Challenging the business model of education
  - Evaluating policy and rankings



# Current “Jam” findings

Some critical questions emerged:

- Enhancing the value of business education
- Management research driving insights for industry co-production of knowledge
- Leveraging technology to challenge business school models
- Assessing the effective influence of rankings, accreditation on business education
- Collaborating with industry to share critical leadership and management competencies
- Stimulating interest of millennials
- Fostering ethical leadership
- Developing entrepreneurs and innovators



# Current “Jam” trends |

- Digitisation
- Technology
- Data science
- De-industrialisation
- De-globalisation
- Innovation and entrepreneurship
- Demographic dividend in emerging markets
- The knowledge economy



# Current “Jam” findings (cont.)

## Business Schools of the Future

- Value
- Real-world relevance
- Differentiation

## Business Students of Today and Tomorrow

- 21st Century Competencies
- Millennials

## Leaders of the Future

- Ethics
- Entrepreneurship and Innovation
- Leadership



# Raising Questions

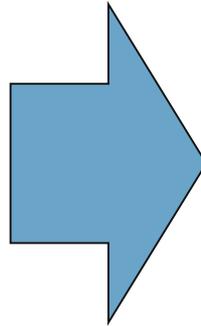
- **Willingness-to-Pay** - with rising tuition fees and gaps in employer expectations, at what point will our “Customers” no longer be willing to pay.
- **Substitution Options**- with alternative learning methods/players and just-in-time information, at what point will traditional, physical and business school education be disrupted?
- **Strategic Groups**- elite institutions have different options available than other public or private players, what options should each school consider for competitive advantage?



# Changes in the Business Education Landscape

## Changes in Learning

- Digital
- Micro-learning (stackable)
- Varying time orientation
- Globalisation
- Commoditisation
- Application-based



## Industry Responses

- Strategic Differentiation
- New Alliance Structures
- Stronger Business Partnerships
- Increasing Revenue Orientation
- Faster Cycle Times
- Portfolio of Programmes (Ranked, Volume, etc.)
- High Touch = “Cohort of One”
- Changing Faculty Expectations



# What will the future hold?

- Increasing orientation of “Strategic Groups” with strategic differentiation within each?
- Rise in strategic alliances and new platforms for learning across institutions?
- Consolidation of the private players as the traditional MBA programme popularity declines?
- New delivery models for lifelong learning and industry-school partnership programmes?
- Business schools under increasing university pressure... taking new strategic moves?
- New business models for management education from outside players?
- Other new developments?



**Thank you for your time  
today.**

Any Questions?