

BRITISH AIRWAYS

business life

WHERE NEXT?

TRENDS
TALENT
TECH
THOUGHTS
TRAVEL

October 2018



THE CHANGING FACE OF BEAUTY

HOW TECHNOLOGY IS TRANSFORMING
THE COSMETICS INDUSTRY

PLUS: Where next for business schools?

Sheep thrills: what life as a shepherd teaches us about leadership

Enter the Dragon: we meet entrepreneur Tej Lalvani

...and our insider city guide to Munich

TOTAL
READING TIME
71
MINS

business life

have almost entirely outsourced their online programmes, which eventually may cause concerns regarding maintaining quality. There is likely to be something of a shakeout in the years to come."

Indeed, the big business school brands – Harvard, Stanford, London Business School, Insead and IMD – increasingly emphasise the power and value of their more traditional classroom-based approach. The trouble is it is expensive but, at least, it is expensive in well-understood ways.

What may well emerge is an approach that takes the best of the classroom and supports it with the latest technology. This is the b-school Holy Grail.

"Very often we talk about diversity in terms of nationality and culture, but it's also important to think about diversity in a broader sense, a diversity of thought and point of view. Technology is a big enabler of this," says IE Business School's Martin Boehm. "Take virtual reality. VR allows us to bring various business ideas, issues, and cultures into the classroom to provide students with a visual understanding of environments around the world without stepping out of the classroom. But one of the challenges still facing education in this respect is cost – the price of VR equipment in the market right now is so high as to be an obstacle."

And then there is the perennially vexed question of who actually teaches in business schools. Should it only be professors who have an impressive stack of academic

"It's also important to think about diversity of thought and point of view"



Talking heads
Martin Boehm,
dean of IE Business
School, in its
Wow classroom

papers to their name? Or should it be practitioners who have served time at the organisational coalface?

Over the last 20 years, business schools have championed the case for academic rigour and excellence. The trouble is that the best academic researchers are not necessarily the best classroom performers.

The result is that practitioners and former practitioners are increasingly to be found in the lecture theatres of the world's leading b-schools. Professors have to be able to teach as well as research.

These are all big questions but, time and time again in their relatively short histories, business schools have proved adept at coming up with answers that continue to attract students. ■

Stuart Crainer is co-founder of Thinkers50 (thinkers50.com).

PROFS TO WATCH



HOWARD YU

Professor of strategic management and innovation at IMD in Switzerland, and author of bestselling book *Leap*. Yu specialises in technological innovation.



SANYIN SIANG

Executive director of the Fuqua/Coach K Center on Leadership and Ethics at Duke University. Siang focuses on collaborative leadership, mentorship and strategic partnerships.



BEN LAKER

Professor of leadership at Henley Business School and cofounder of the Centre for High-Performance. Influenced by the 'Weinstein effect', his next book examines hubris in leadership.



PINAR OZCAN

Associate professor of strategic management at Warwick Business School, specialising in entrepreneurship, strategy and the emergence of new markets.