

LEADING EMBA PROGRAMS

An analysis of the development and supply structure



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Research questions

What are the most important trends, and innovations on the MBA market?

What are the main differences between the programs?

Difficulties of the decision making process of students?

Agenda

1. Introduction
2. Program types
3. Table of contents
4. Factsheet
5. Methodology
 - Market comparison
 - Interviews with program directors
6. Conclusion

Introduction

Most important factors:

- Recent macroeconomic developments
- Global economic slowdown
- Continuous process of globalization

Market integration factors:

- Economical and political changes around the world
- Growing international trade and capital flows
- Easing of border restrictions
- Global information sharing through the Web

Program Types

1. Junior MBA-Programs
 - a) 2 year full time
 - b) 1 year full time
 - c) Part time (18-36 months)
2. Executive MBA -Programs
 - a) Part-time (18-36 months)
 - b) Modular programs
 - c) Distance learning

Fact Sheet for Market Comparison

- Location of the program
- Program type
- Program fee, duration
- Ranking
- Language
- Field studies
- Entry requirements
- Partners
- Size of alumni network
- Student composition
- Accreditation

Table of Contents (1/2)

1. Introduction
 - Analysis of trends
 - Comparison of EMBA Programs
 - Decision criteria
2. History of EMBA Programs in Europe and the U.S.
3. The graduate school system in Europe and the U.S.
4. Types of MBA Programs

Table of Contents (2/2)

5. Advantages and characteristics of EMBA Programs
 - Market comparison Europe and the U.S.
6. Decision making process of potential EMBA-Students
7. Interviews with Program Managers
8. Conclusion

History and Development of MBA Programmes

- First master degree in business is offered by the Dartmouth College in New Hampshire, USA
- 1908, Harvard follows the example
- 1910, numerous master programs are offered by business schools in the U.S. and in England
- Until 1950, number of had increased to 4500
- End of 50's 5600 masters degrees were offered
- 1960 number of master degrees decreased slightly
- Curricula of programs were amended
- Graduate degrees became more and more popular in Europe too

The Graduate School System

- Anglo-American Model
 - Undergraduate studies after graduation from higher secondary school
 - Second half of the studies: choosing of the major
 - Completing the undergraduate degree
 - Entering the job market
 - Complete a graduate degree
- Continental European Model
 - 3 types of degrees: Undergraduate Degree, Master Degree, Doctoral Degree
 - Students already decide what they specialize in before enrolling the program
 - minimum of 4-5 ; well-founded theoretical education

Differences between the Models

1. Student supervision (Anglo-American model)
2. Typical to study at a community college, not a university (associate degrees)
3. Job experience → Master's degree
4. Academic titles
5. The European model provides a general management education
6. The doctoral degree

EMBA Programs to be compared in Europe (30 best ranked)

- EMBA Programs in **Austria**:
 - LIMAK
 - Donau University (Krems)
 - Uni Wien
 - Webster
 - Imadec
 - Open University
 - MCI Innsbruck
- EMBA Programs in **Western Europe**:
 - Insead
 - IMD
 - Ashridge
 - Duke (in Europe)
 - Henley (DE and UK)
 - Chicago (in Europe)
 - HEC
 - St. Gallen (Zurich)
 - LBS
 - ESADE
 - Bocconi
- HHL Leipzig Graduate School
- European School of Management
- GISMA BS
- Goethe BS
- Jacobs University Bremen
- WHU Otto Beisheim School
- University of Zurich
- Czech Management Center
- Warsaw School (with Carlson)

EMBA Programs to be compared in the U.S. (10 best ranked)

- University of Pennsylvania: Wharton
- University of Chicago GSB
- Columbia Business School
- Purdue
- Northwestern University: Kellogg
- Duke University: Fuqua
- UC Berkeley / Columbia
- New York University: Stern
- Cornell University: Johnson
- University of California at Irvine: Merage

Best ranked Business Schools



Planned Interviews

USA

- Paul Merage School of Business (UC Irvine)
- UC Berkley
- University of Urbana-Champaign

Europe

- WU Executive Academy (Austria)
- University of St. Gallen (Switzerland)
- INSEAD (France)

Interview Questions

1. What are the most important reasons for studying at an EMBA Program?
2. What do you think are the main motives or difficulties for attendants, when choosing between the several offers on the EMBA market
3. What are the latest trends & developments on the EMBA market?
4. What is the main selection criteria regarding attendants?
5. Does your Business School face a need for innovation & adjustment?
6. Which schools are you partnering with?
7. Do you have an extended alumni network?

Conclusion

1. International aspect of master degrees increases
2. Partner networking
3. Relevance of soft skills
4. Traditional route of education changes
5. Need of innovations and development of programs
6. Ongoing analysis of the market is essential for evaluation of current trends and changes



„No valley is so deep that there is not a path to scale the heights“

Cardinal Faulhaber