



Executive Education: Some Observations



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Executive Education as Part of Executive Development

- Elements of Executive Development
 - Experiences
 - Coaching & Mentoring
 - Executive Education

- Ideally, these are complementary and phased



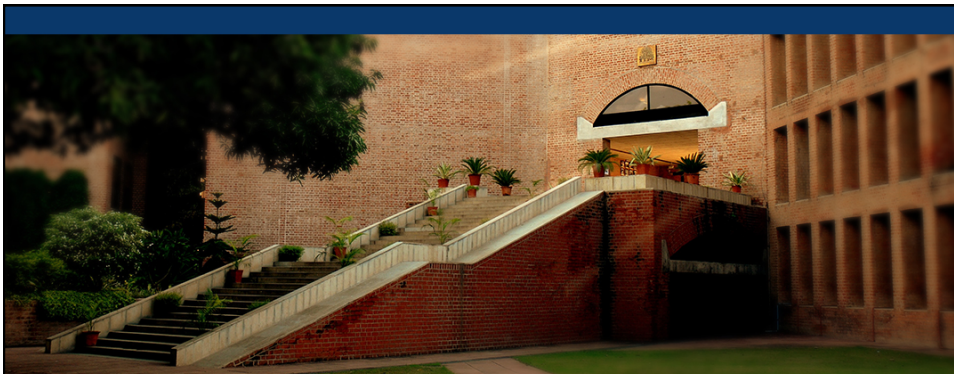
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Nature of Executive Education

- Experience good
- Intangible product that contributes to human capital
- Reputation is key
- Markets often have distinct segments: premium, commodity, focused



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Executive Education in India



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Why is Executive Education Offered?

- Build capabilities
 - Information
 - Tools
 - Skills
 - Perspective
- Team learning
 - Build a shared view
 - Develop an action agenda
- Offer opportunity to grow
- Reward performance
- Offer a perk



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Indian Executive Education Market

- Open Enrollment
 - Long duration (General Management) programs
 - Short duration (Focused) programs
- Custom Programs
- Rather than closed categories, these offerings lie on a continuum, where alumni status providing Open Enrollment Programs blend into diploma granting Long Duration Programs for Executives at one end and Custom Programs blend into coaching and team projects
- The mix of offerings has seen increasing share of Custom Programs in recent years



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Open Enrollment Programs Market

- Potential participants look to Indian and international programs
- Within India, relatively few branded providers
 - Top Indian management schools
 - Top international business schools
 - Private training organizations/ associations
- Participants:
 - Business executives (increasingly from smaller companies, since larger companies are going more for CPs)
 - Entrepreneurs (including 2nd generation from promoter families)
 - International companies: MNCs and also companies looking to enter/ expand in Indian market
 - Relatively few international participants in Indian programs: Middle East, Africa, SAARC
- Price sensitive market



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Custom Programs Market

- Companies with sophisticated HR departments
 - Often, MNCs, with global program design
 - Increasingly, large Indian companies
 - Programs often part of overall suite of offerings
 - Require up-front development effort
- Large, Public sector organizations
 - Often constrained by L1 (going for lowest bidder) considerations



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Trends



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The Changing Model in India

- From
“Learn then Earn”
To
“Learn Some, Earn Some, Learn Some, Earn
Some...”



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Evolving Modes of Delivering Executive Education

- Historically:
 - A retreat from work to learn, reflect, and discuss, often in a community of similarly placed individuals
- An emergent version:
 - Bite-sized learning, when you want, where you want, however long you want, technology enabled, often solitary
- Different approaches suitable for different forms of learning
- There may be very distinct offerings: intensive, high quality, high price programs; large volume, efficient delivery, skills oriented programs; and technology enabled, focused programs
- Learning models that blend technology-enabled and community learning might be impactful



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Partnerships?

- As Indian economy grows and becomes more open, Executive Education will be seen increasingly as an important contributor to company performance
- The best of programs will mix a deep understanding of the Indian context with cutting edge world class knowledge of developments and trends
- Such Executive Education can be delivered by partnerships of Indian management schools that offer the depth of context and international business schools that offer breadth of perspective
- One would expect partnerships emerging between business schools in mature economies that have the resources (faculty engaged in Executive Education) and developing economies (such as India and China) where the market for Executive Education is growing
- But one would also expect partnerships between Indian management schools and business schools in other emerging economies as new South-South business linkages (e.g., China-India, Latin America-India, Africa-India) emerge



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