

# Developments in Business Simulation and Experiential Learning, Volume 28, 2001 ARE BUSINESS SCHOOLS PRODUCING 21ST CENTURY MANAGERS?

Paul Moschella, University of Hartford  
Mosch@mail.hartford.edu

Sandra Morgan, University of Hartford  
Morgan@mail.hartford.edu

## ABSTRACT

*This interactive discussion focuses on the business school "product" and engages participants in sharing their views and experience.*

## INTERACTIVE DISCUSSION SESSION

Many business publications, including *Business Week* (8/28/00), stress that the corporate world has changed its rules; now "many companies will be intentionally ephemeral..." (86) and will require different management skills to "manage this intricate network of partners, spin-off enterprises, contractors, and freelancers" (87). The 21<sup>st</sup> Century corporation is knowledge-based, networked, flexible, global, real-time and employs mobile or geographically dispersed workers and freelancers; therefore business schools are challenged to produce graduates who can "manage information, not physical assets" (88).

*USA Today* (5/23/00) reports that the business schools are likely victims of corporate training and distance learning that will "wipe out" many of the 700 MBA programs in the country" (1B). *The New York Times* (10/1/00) reports that consulting firms are now turning away from hiring MBA's in favor of Ph.D.'s, lawyers, engineers, and MD's.

Can business schools still educate graduates to manage (and lead) successfully in this new corporate world? The predictions are depressing. Ever since the Porter and McKibbin report in 1988, business schools have been under fire for a wide variety of failings, from maintaining the "functional silos" to omitting "soft skills," critical thinking, and multidisciplinary problem-framing from their curriculum.

In this discussion session, we plan to lead the group in exploring how we can better prepare **managers** for the 21<sup>st</sup> Century corporation within the structural constraints of our business schools. We will share what we **do** do, **could** do, and **should** do. Ideally, participants will leave the session with an idea or two they can apply in their own teaching that will help students learn to ask better questions, frame

problems well, anticipate chaos and complexity, and lead and motivate others to do the same,

## REFERENCES

- Byrne, J. A. (2000). Management by web. *Business Week*, August 28, 84-96.
- Jones, D. (2000). Will business schools go out of business? E-learning, corporate academies change the rules. *USA Today*, May 23, 1B.
- Leonhardt, D. (2000). A matter of degree? Not for consultants. *The New York Times*, October 1, Section 3, 1, 18.
- Porter, L. W., & McKibbin, L. E. (1988). *Management education and development: Drift or thrust into the 21<sup>st</sup> Century?* New York: McGraw-Hill.