

A clear vision of how to meet demand

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By Hal Weitzman

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Edward Snyder, the outgoing dean of Chicago Booth School of Business, has firm ideas on how business schools should take advantage of the demand for business education round the world, **writes Hal Weitzman.**

"The globalisation challenge is really tough," he says. "It's an organisational challenge. At its heart is that most faculty don't like to be divided. The only school in the world that has done it well is Insead. [The school has campuses in both France and Singapore.]

"It's interesting that they're a non-university-based business school, which probably helps them avoid the 'real home' and 'satellite' issue. They've done a good job of making Fontainebleau and Singapore equal."

Prof Snyder has a clear view on how the issue will play out.

"The right model globally is having your own campuses rather than joint ventures [the model Booth has adopted with its campuses in London and Singapore]," he says.

"People point to some very successful joint ventures - some of which are well ranked - but there are a lot of joint ventures that haven't gone very well. The great thing about having your own approach is that we get to control everything.

"The schools that have done joint ventures for the most part will have to move away from them," he says. "Just like business joint ventures - they're a great entry device but nobody in business says: 'I'm going to have a joint venture for the next 50 years', unless there's some market restraint."

Prof Snyder predicts that business schools that have entered into joint ventures will eventually become bogged down over time.

"Schools will have problems with career services and alumni relations, admissions, branding, positioning," says Prof Snyder.

"There'll be exceptions but our organisational form - with faculty away for short periods teaching executive MBA modules in our own campuses - that'll be like the tortoise and the hare.

"We'll win out based on quality. The joint venture stuff will run into quality problems."

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