Some Questions Business Schools should be asking themselves

Prof. Dr. Andreas Altmann, Rector
EMS19 | Engagement Management Scholarship Conference
Antwerp Management School | September 2019
background
## Innsbruck University & MCI

<table>
<thead>
<tr>
<th><strong>Innsbruck University</strong></th>
<th><strong>MCI Management Center Innsbruck</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inception in 1669</strong></td>
<td>Inception in 1995 as spin-off of the University of Innsbruck; “Speed-boat of the university”</td>
</tr>
<tr>
<td><strong>Public university</strong></td>
<td>Public private partnership, broad range of ownership</td>
</tr>
<tr>
<td><strong>Comprehensive research university; law, theology, science, architecture, humanities, social sciences, education, languages etc.</strong></td>
<td>Dynamic entrepreneurial approach; strong links into the business world, distinct international focus, vibrant network, highly service-oriented etc.</td>
</tr>
<tr>
<td><strong>28,000 students, 6,000 faculty &amp; staff</strong></td>
<td><strong>3,300 students, 1,000 faculty &amp; staff (full-/part-time)</strong></td>
</tr>
<tr>
<td><strong>250 partner universities around the world</strong></td>
<td><strong>280 partner universities around the world</strong></td>
</tr>
</tbody>
</table>
Inmidst of the Alps
MCI Some figures

- 3,300 Students
- 4,000 Applications annually
- 1,200 Intake
- 1,000 Faculty & team (full- & part-time)
- 800 Exchange students
- 600 Internships
- 250 Partner universities
- 11 Study programs in English
- 16 Double- & joint degree-options
- ...
Point of departure

Expectations

• Building up a school from scratch
• Speed-boat of the university
• Complementary function

How to do this?

How to distinct from others?

...
Relevance of the following questions

- Provosts, deans, academic decision makers
- Faculty & staff
- Politicians
- Media
- Accrediting institutions
- Stakeholders

- Researchers
- Scholars
How do we work together with the business world?

• Curriculum development
• Student admission process
• Faculty
• Teaching
  • Full-time
  • Part-time
  • Exec Ed
  • Customized trainings
• Research
• Projects
• Alumni relations
• Stakeholder relations
How do we interact with neighboring schools?

- Engineering
- Informatics / IT
- Computer Science
- Virtual Reality / Augmented Reality / Artificial Intelligence
- Design
- Social Work
- Economics
- ....

- Silo Behavior?
- Complementing competencies?
How do we commercialize our know-how?

- Traditional forms
  - Research
  - Teaching
  - Customized trainings
  - Consulting

- New forms?
  - Patenting
  - Licencing
  - Start-ups
  - Scale-ups
  - M&A
How do we recruit?

• What are the competencies we really need?
• Where do we find them?
• Don’t we restrict ourselves to quite narrow fields?
• What are the ingredients we look at?
• How does our recruitment process look like?
• Could the academic sector be too self-contained?
• Do we allow ourselves to think out of the box?
How do we interact with our community?

Distinguished guests at MCI

Events Preview

12. October 2018
MARIO MORETTI POLEGATO
Founder & President, GEOX SpA, Montebelluna/Italy
“Starting from scratch. How to build up a global company”
READ MORE

16. October 2018
DOMINIK SCHIENER
Co-Gründer, IOTA, Berlin/D
Blockchains, Bitcoins & Kryptowährung.
READ MORE

17. October 2018
ANDREJ BABIŠ
Prime Minister of the Czech Republic, Prague
Entrepreneurship & Politics.
READ MORE

18. October 2018
EDWARD SNOWDEN
Whistleblower
READ MORE
Innovation or disruption?

Source:
https://www.colourbox.de/vektor/erdbeben-riss-vektor-4681230
How do we deal with innovation?

• Who is the driver of innovation in our school?
  • Is there a clear will?
  • Is there a mandate?
  • Do we allow and encourage to think out of the box?

• Which percentage of our revenue comes from products created ..?
  • .. in the last 3 years?
  • .. in the last 5 years?

• Doesn’t innovation – already by definition – mean to break the standards?

• Shouldn’t we also question our own principles and frameworks?
  • Reportings
  • Accreditations
  • Human Resources
Are we ready to cannibalize ourselves?

Source:
https://www.google.at/search?q=kannibalismus&source=l&tbm=isch&sa=X&ved=0ahUKEwi71-ji_abhAhUDzaQKHBsIB6QQ_AU&dscb=1&biw=1391&bih=604#imgrc=3iCq-VQPPiF9M
How are our own management structures?

- Very political issue
- One of the most sensitive questions
  - Power
  - Roles
  - Competencies
  - Responsibilities
  - Decision making
  - Monocratic <> Collegial
  - Faculty <> Staff
  - Career paths
  - Payment
  - Incentives

Source: Queen Mary’s Psalter (Ms. Royal 2. B. VII), fol. 78v. Downloaded from Wikipedia
What are we really here for?

• What is our outcome?
  • How to create impact?
  • (How) Do we make a difference?
  • What distinguishes us from others?
  • Does the market realize what we stand for?

• Knowledge creation and transfer
  • Research: What should the outcome of research really be?
  • Teaching: What are students really looking for?
  • Third mission: What does society really expect from us?

• Role in society
  • Ethics, values
  • Stability (despite innovation)
There is no need to be ...

Source: https://wallhere.com/de/wallpaper/872583
Thanks & good luck!

MCI | The Entrepreneurial School®

Prof. Dr. Andreas Altmann
Universitätsstrasse 15
A-6020 Innsbruck
Tel: +43 512 2070 - 1150
Fax: +43 512 2070 - 1099
rector@mci.edu
andreas.altmann@mci.edu
www.mci.edu