TRENDS,
TWEAKS,
TRANSFORMATIONS

January, 2015
GMAC Leadership Conference Presentation
Top 10 Trends

Knowing
- Specialization
- Evolution
- Bundling

Doing
- Experiential
- Pedagogy
- Involvement
- Interaction

Being
- Assessment
- Leadership
- Pedagogy
- Delivery
- Blended
- Untethered
Specialization

MBA +

- No one size fits all
- Skill variation

Concentrations
Dual Degrees
Interdisciplinary Degree
Industry Segment Niches

Specialized Masters

MBA vs. Specialized MA Enrollment Change at AACSB-Accredited Schools, 2008-09 to 2012-13*

<table>
<thead>
<tr>
<th>Region</th>
<th>MBA Enrollment</th>
<th>Net Change</th>
<th>Specialized MA Enrollment</th>
<th>Net Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia</td>
<td>19%</td>
<td>1,600</td>
<td>21%</td>
<td>1,460</td>
</tr>
<tr>
<td>Europe</td>
<td>7%</td>
<td>2,646</td>
<td>49%</td>
<td>13,079</td>
</tr>
<tr>
<td>N. America</td>
<td>-3%</td>
<td>-4,024</td>
<td>38%</td>
<td>13,879</td>
</tr>
<tr>
<td>World**</td>
<td>-0.5%</td>
<td>-815</td>
<td>37%</td>
<td>29,495</td>
</tr>
</tbody>
</table>

Master in Management - GMAT Examinee Characteristics TY2014

Source: GMAC Specialized Masters Trends 2010-2014
Evolution

Entrepreneurship
Diversified Program Focus
• Special Program
• Start Up
• Own Business
• Social Innovation

Professional Development
• Innovative mindset
• Wholistic decision-making

Ethics | Responsibility | Sustainability
Integrative: Orientation → Ethos
International: Local → Global

Data Analytics

Multiple origins
• Decision Sciences +
• Math and Statistics +
• MIS | IT +

Multiple Configurations

Programs
• MS-Business Analytics
• MS-Data Analysis
• MS-Intelligence

Courses
• Stand alone
• Embellished
• Applied focus
Bundling

Less

Core  →  Electives
Prescription  →  Choice
Sequencing  →  Flexibility
Courses  →  Modules
Compilations  →  Competency
Siloes  →  Integration

More
Experiential

Applied Learning

Global
Depth, Breadth
Rigor

Sustainability
Cross-cultural
Environmental

Community
Non-profit
Service
## Assessment and Leadership

### Personal Development

#### Individual Attributes

<table>
<thead>
<tr>
<th>Self Awareness</th>
<th>Leadership Aptitude</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personality  Values</td>
<td>Assessments</td>
</tr>
<tr>
<td>Strengths  Motivation</td>
<td>Emotional Intelligence</td>
</tr>
<tr>
<td>Social Awareness</td>
<td>Relationship Management</td>
</tr>
<tr>
<td>Interpersonal  Intercultural</td>
<td>Developmental</td>
</tr>
<tr>
<td></td>
<td>Experiential Coaching</td>
</tr>
</tbody>
</table>

- **Self Awareness**
  - Personality
  - Values
  - Strengths
  - Motivation
- **Social Awareness**
  - Interpersonal
  - Intercultural
Involvement and Interaction

Active Teaching

- Integrative learning
- Personal thinking
- Connective thinking
- Critical thinking
- Action and peer learning
- Experiential learning

Leveraging Technology

Content Rich
- Self-paced
- Simulations
- Gamified

Idea Generation
- Device enabled
- Polling
- Crowdsourcing
Hybrid = New Norm

Accessibility

Assimilation