Discussion Questions:

"The Business School Searches for A New Dean"

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Dilemma facing Harvard University President, Lawrence S Bacow

1. How large is the challenge facing Harvard University President Lawrence S. Bacow?
    a. What criteria should Bacow use in selecting the new Dean of Harvard Business School?
    b. How should one measure success? What are the measures / the mandate Bacow should provide to the Dean the University selects?
    c. Is it surprising that more black CEOs of Fortune 500 companies graduated from Harvard Law School and Harvard College relative to HBS? What factors might be driving these differences among schools all under the same University system?

2. What incentive does HBS have to make any changes?
    a. Are the outcomes for black HBS alumni different from their non-black peers? What evidence in the case supports there is (or is not) a difference?
    b. Is the school meeting its mission statement for all, some or no alumni?
    c. What are the key decisions the Dean (and the President of Harvard University) needs to make to evaluate if a change is required or not?

3. Of the proposed requests outlined in the case, which ones are feasible and which are not? Use the following criteria to categorize each proposal. Using a 3x3 matrix (3 columns and 3 rows plus header row):
    a. Scope: small, medium or large. Use data to support your response.
    b. Timing: 3-6 months, up to 5 years or beyond 5 years. Use data to support your response.
    c. Other considerations: what else should be considered in this decision matrix?

Business Management Education

1. What percent of the workforce is impacted by MBAs and BBAs (undergraduate business degree)?
    a. In what ways do MBA or BBA programs prepare graduates for success? What are the measures of success?
    b. Is formal business education sufficient or are there other learning supplements required for success?

2. How has business education changed over time?
    a. In what ways has management (education or ways of doing business) as a result of or following the Civil Rights Act (1964), #MeToo Movement or Black Lives Matter
    b. In what industries would you have expected to see more HBS grads as CEOs?

3. Were you familiar with HBS' Social Enterprise Initiative or the fellowships offered to students with a commitment to non-profits?
    a. Should more business schools offer fellowships or paths to non-profits?
    b. What society benefit from more MBAs working in non-profits or local / federal government? What barriers exist?

Management, Diversity & Inclusion

1. Is business a productive mechanism to address diversity and inclusion? If not, what is the best mechanism (or industry, field, etc) to do so?

2. If you had to create a checklist for future leaders (or the CEO of your company) about creating a more diverse and inclusive workplace, what would you include on it?
    a. How would you rate contemporary CEOs against your checklist? For example, would you rate the corporate responses to Black Lives Matter (e.g. Black Square Tuesday) highly on your checklist?
    b. What informs your definitions or criteria included on your checklist?

3. What is the cost (assuming there is one) of managing a business that is not diverse (and/or not inclusive?
    a. How would you calculate the cost? What evidence supports your analysis?
    b. Are there any examples from current corporations that indicate either a cost or boost in revenue from focusing on diversity or inclusion?

HBS in Society

1. What do we make of HBS' assertion that they develop 80% of cases taught globally?
    a. What role does HBS play (if any) in the lives of those working in HR, recruiting or marketing?
    b. Do case studies only impact leaders who have attained an MBA (or BBA)?

2. In reviewing Exhibit 1: List of Partial HBS Alumni, what stands out?
    a. Are there any companies or government positions held by alumni of HBS that were surprising to you?
    b. In what industries would you have expected to see more HBS grads as CEOs?

3. Were you familiar with HBS' Social Enterprise Initiative or the fellowships offered to students with a commitment to non-profits?
    a. Should more business schools offer fellowships or paths to non-profits?
    b. What society benefits from more MBAs working in non-profits or local / federal government? What barriers exist?

HBS In Focus

1. Is HBS' current approach solving a systemic problem? How would you differentiate between a systemic versus non-systemic approach?
    a. Are HBS' past efforts consistent? When faced with the data that HBS was not gender diverse, why did they stop at attempting to provide equity for just one group?
    b. Are HBS' proposed efforts sustainable? How do the proposed efforts compare to what other MBA programs are proposing?

2. Is the value of the MBA the same for all HBS' grads? How do you know and what is your source of measurement?

3. Is Harvard Business School, or other MBA programs, preparing graduates to manage as inclusive leaders?
    a. Is that (or should it be) part of MBA programs? If not, what is the best way to learn to manage diverse teams and to be an inclusive leader?
    b. What types of courses should be offered or experts brought into MBA curriculum to provide managers with the necessary tools around diversity & inclusion?
    c. If not HBS, are the MBA programs doing this well?

Moral & Philosophical Questions

1. What is the purpose of business in society?
    a. Who is it meant to serve? Does it serve that group well? Where is there room for improvement?
    b. How has the purpose of business changed over time or remained static? What is the future of business and what will drive its change (if there are any changes)?
    c. Is the purpose of business defined by the society in which it is formed or is it universal?

2. Is business education inherently a leader or laggard of society at large?
    a. Is HBS a thought leader or the "golden standard" for management education? Can it be both or neither? Are there implicit or explicit obligations in either label?
    b. Does the pedagogy of a school predispose it blindspots or unique advantages?

3. What can the individual or institution do to effectuate change?
    a. How will we know when change / progress has been achieved?
    b. Is success a set or dynamic measure?