

Blended Learning

EMBA Council
European Regional Meeting
RSM, Erasmus University
29 May 2012

Laura Rojo

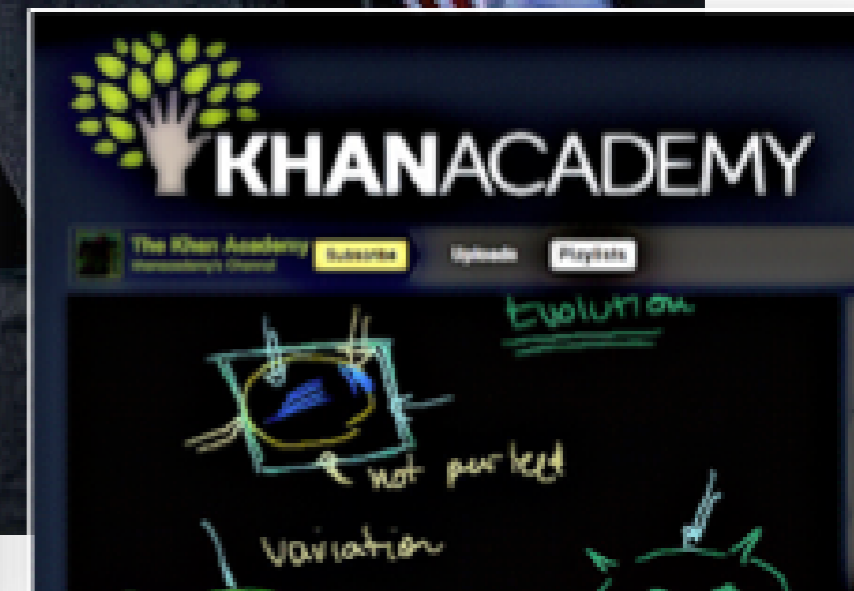
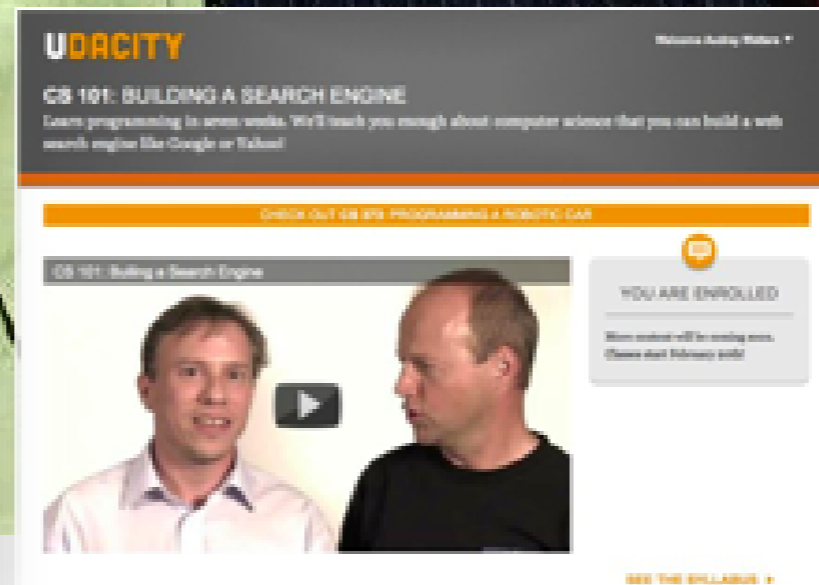
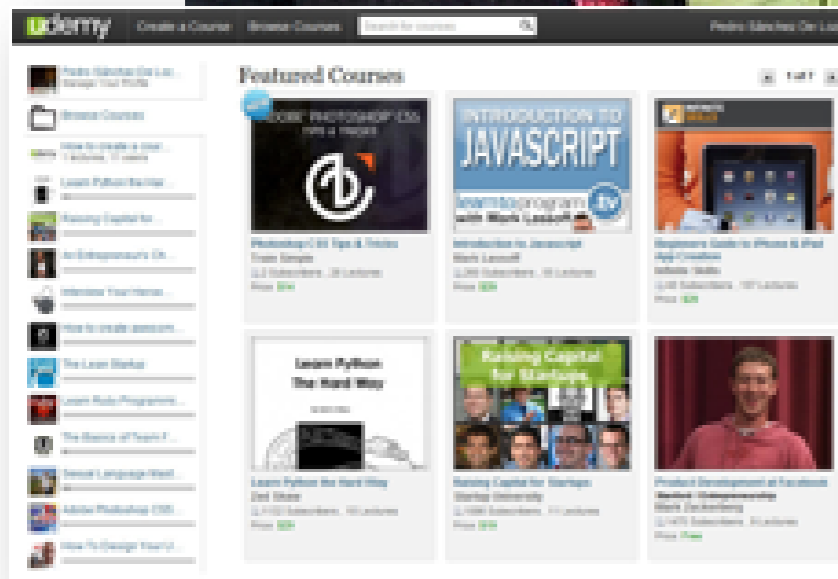
Executive Director
Global Executive MBA
IE Business School



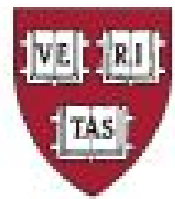
A dramatic aerial photograph of a massive tsunami wave crashing over a boat. The wave is a towering wall of dark blue-green water, with white foam and spray at its crest. The boat is tiny in comparison, struggling against the immense force of the water. The sky is a pale, hazy blue, and the overall scene conveys a sense of overwhelming power and danger.

“There’s a tsunami coming.”
John Hennessy, President, Stanford

making headlines
a lot of high visibility experiments



elite universities
moving aggressively online



HARVARD
UNIVERSITY



Massachusetts
Institute of
Technology



just committed \$60m to offer free online courses

private initiatives

elite university branding

Coursera

Education. Everywhere.

We offer courses from the top universities, for free!

Learn from the best professors by watching high quality lectures, achieving mastery via interactive assignments, and collaborating with a global community of students.

🐦 f g+

Stanford University | Planned Launch: April 23

view by topic



Automata



CS 101



Compilers



STANFORD
UNIVERSITY



‘Coursera’

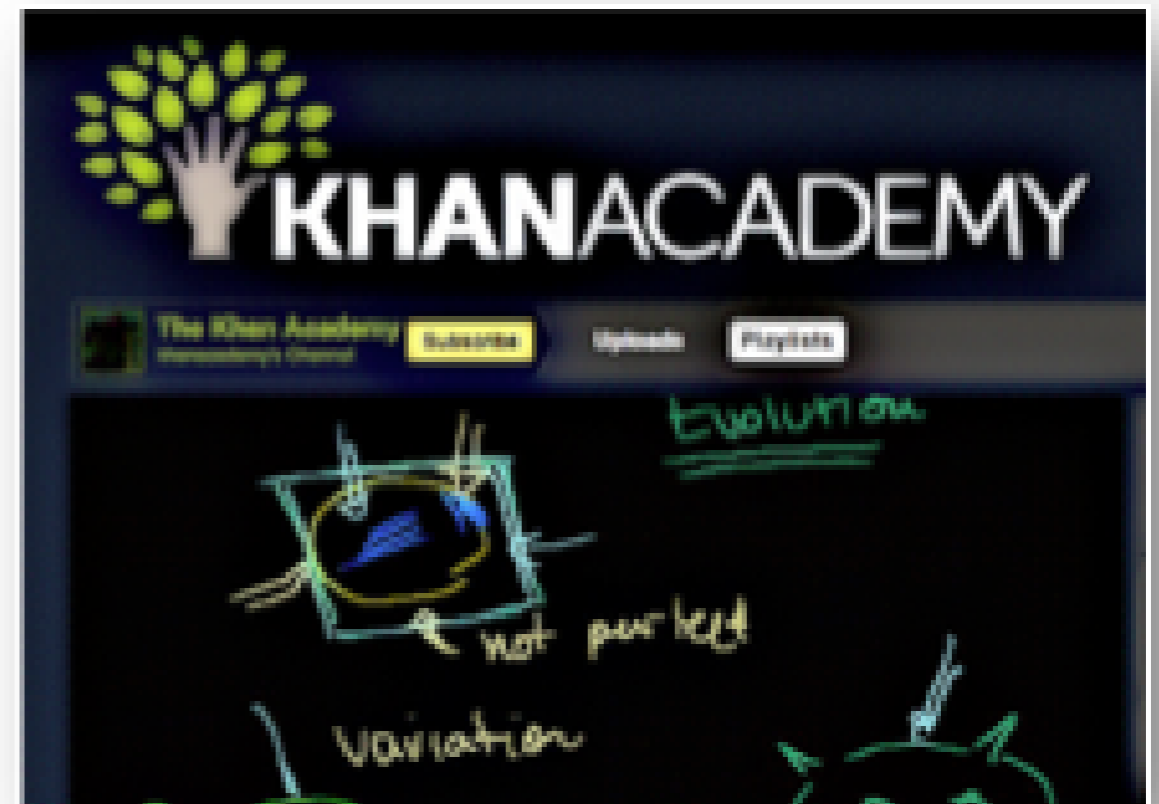
founded by two Stanford professors

humanities, social sciences, mathematics, engineering

partnering with prestigious universities

'open education' different models

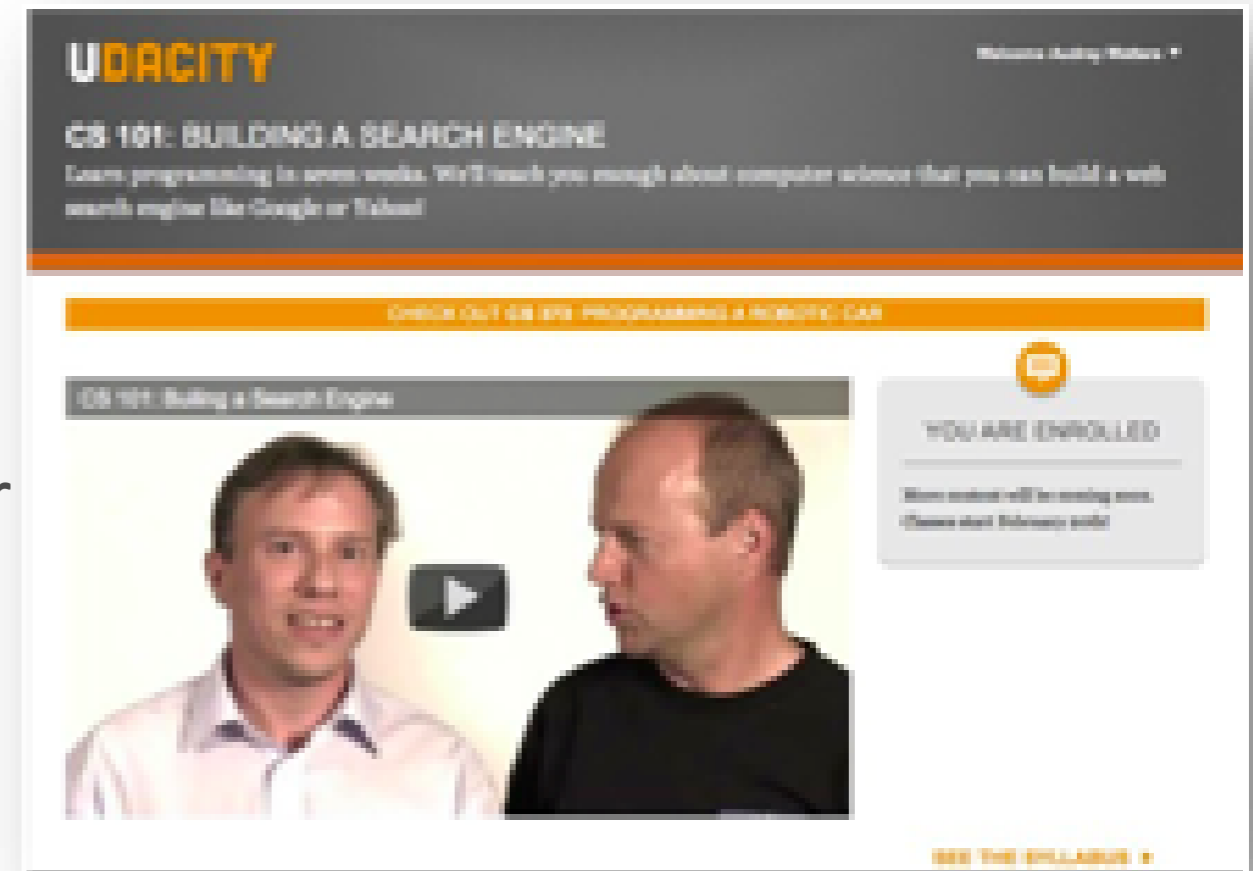
- < Non for profit
- < Financed by donations
- < Video tutorials collection
- < Interactive exercises
- < Volunteer-based, peer-to-peer tutoring



- + Pedagogical value of its videos
- + Peer component

'open education' different models

- < Founded by Stanford professors
- < Funding: Venture capital
- < Video lectures
- < Tasks student completes on his/her own
- < Interactive exercises
- < Exams
- < Certificate & grade/ranking upon successful completion of course



+ Quality (content & faculty)

‘open education’ - other examples different models



ACADEMIC EARTH

blended learning?



**“to blend”: to combine two or more things
into an integrated whole**



blended learning

key ingredients?



key success factor?





IE's blended methodology

<http://youtu.be/BjfZFL2wVjg>



blended programs

locating what we do

successfully adapting the MBA to the blended environment

business model still evolving:

- < brand building
- < charge per course
- < advertising

business model very clear:

- < pay for program and degree, just like traditional




faculty-facilitated learning

the traditional, suboptimal choice



A Simple Strategy Schema

- Strategic Mission**
A firm's values and purpose and the scope of its operations in product and market terms.
- Strategic Plan**
How a firm positions itself in the market and develops and leverages internal resources and capabilities to accomplish its strategic mission.
- Strategic Actions**
Individual actions taken to execute the strategic plan in pursuit of the strategic mission.



05:14 10:00

faculty-facilitated learning

the traditional, suboptimal choice



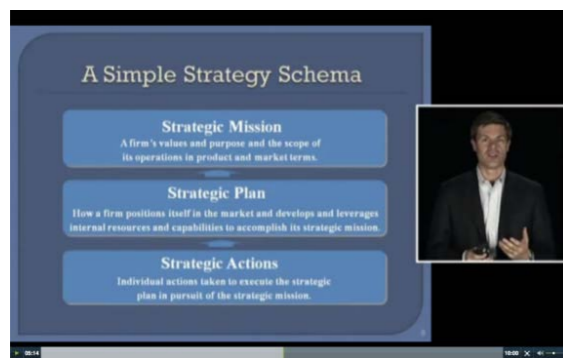
evening or weekend program

< limitations?



modular program

< limitations?



animated lectures

< limitations?

faculty-facilitated learning

the traditional, suboptimal choice



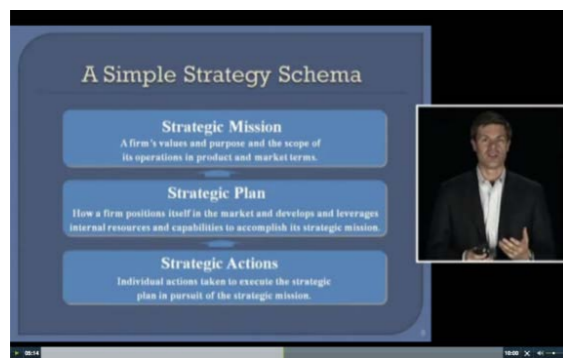
evening or weekend program

- < limited offering
- < little or no participant diversity



modular program

- < frequent and costly travel
- < considerable time away from the office



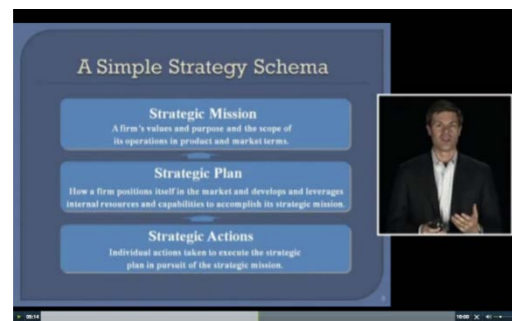
animated lectures

- < little or no interactivity
- < not very effective

faculty-facilitated learning

the traditional, suboptimal choice

“to blend:” to combine two or more things into an integrated whole



F2F



online



multimedia



blended program

- < a diverse, global learning community
- < interactive, group-based learning
- < embedded learning at the workplace
- < minimizes time away from the office
- < high degree of flexibility

blended programs

the IE Business School model

“to blend:” to combine two or more things into an integrated whole

- < started in 2001
- < 8 different programs
- < no program is entirely online
- < IE Brown Executive MBA costs \$95,000
- < Mix F2F & online
 - < **asynchronous** discussion forums
 - < **synchronous** video-conferences
 - < From 50% to 90% online
- < Small class size, high participation levels
- < Faculty-led
- < Structured
- < Start F2F: build learning community

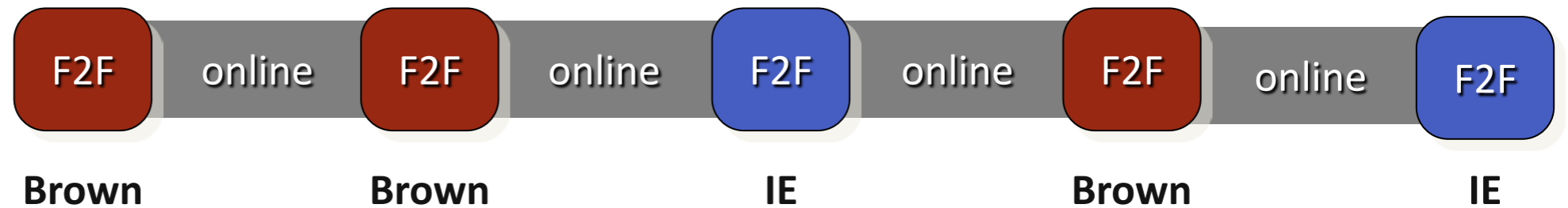


blended programs

the IE Business School model

IE-Brown EMBA

15 months
6.5 weeks F2F
50% online



Global EMBA

13 months
6.5 weeks F2F
60% online



Global MBA

15 months
2 weeks F2F
90% online



Executive MBA (in Spanish)

13 months
6 weeks F2F
60% online



blended programs

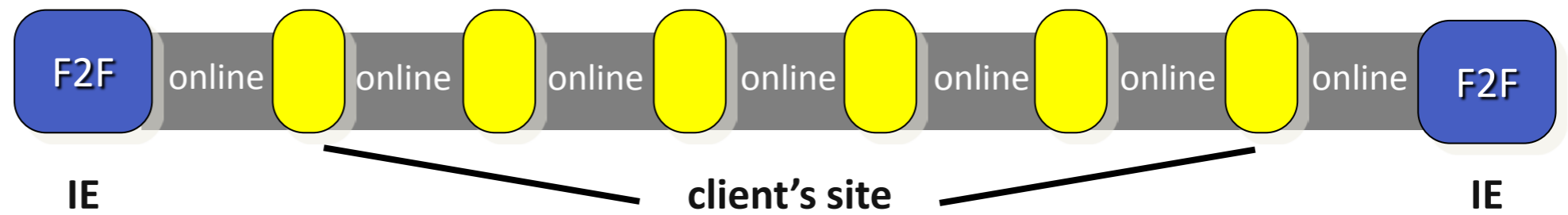
the IE Business School model

Corporate Custom MBA

12 months

F2F: 2 wks + 6 long weekends

50% online



Advanced Management Program

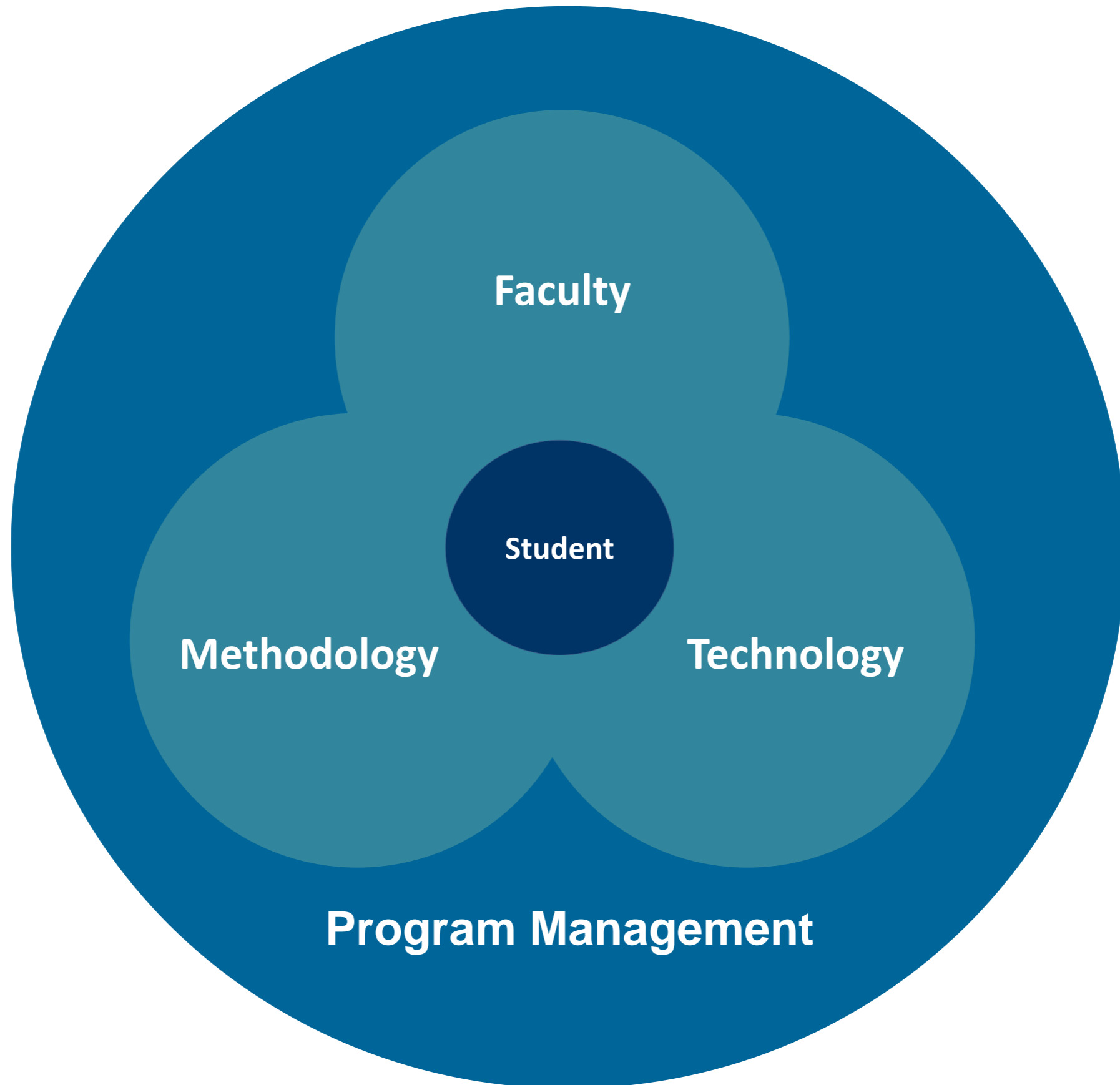
6 months

2 weeks F2F

30% online



**blended learning
experience**



face-to-face modules

- < Duration: 5 – 12 days
- < Number of Periods: 2 – 5
- < 12 hours / day
- < Work with concepts & skills which are optimally developed face-to-face (seminars, workshops, conferences, visits)
- < Some modules: themed (‘Perspectives’)
- < **Dynamic interaction** with professors and classmates
- < **Live International Experiences & Networking**
Shanghai, Silicon Valley, Sao Paulo, Boston, Madrid, etc.
 - < Academic Partners

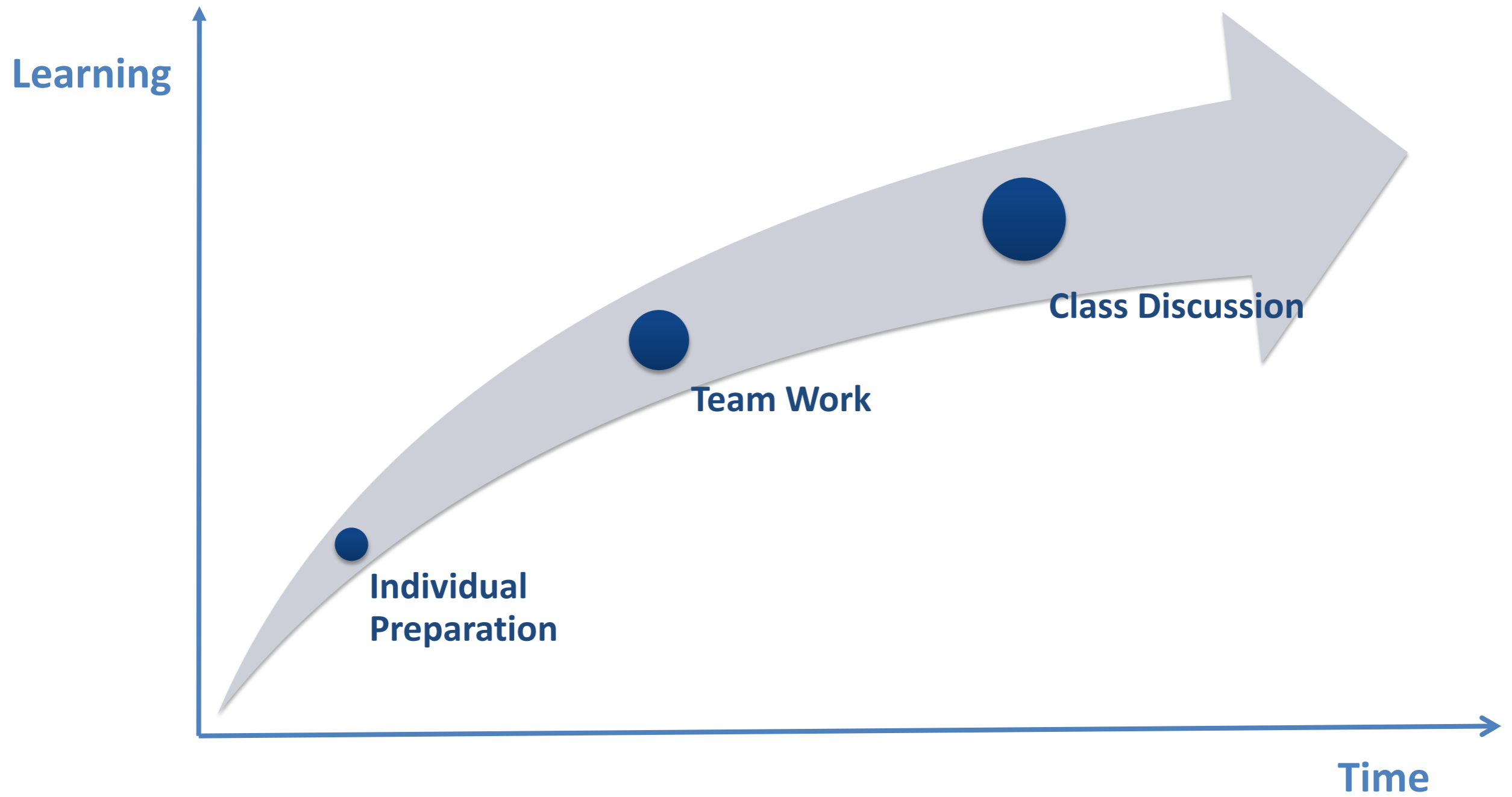


online periods

- < IE Campus (platform): **high quality learning & communication** environment
- < **Virtual teamwork** and constant **interaction**
- < **Small groups, high participation level**
- < Professor's key role: orchestrator of the class discussion
- < Detailed activity planning
- < Flexibility
- < Working Time: from 20 to 30 hrs / week
- < **Embedded learning**



online methodology
case method



individual preparation



online
campus –
personal
access

analysis
based on
students'
experiences



Schedule	
Next	7 days Saturday, February 12, 2011 12:10 PM (Madrid time)
12/02/2011 - Saturday	
13:00 - 14:20	WAS: NEW TECHNOLOGIES IN A PARTICIPATIVE SOCIETY Sesión 1 VIDEOCONF
14/02/2011 - Monday	
	ECONOMICS AND FINANCE IN SPORT Sesión 6 ONLINE FORUM
	SPORT MEDIA AND PUBLIC RELATIONS IN SPORTS Sesión 7 ONLINE FORUM

detailed
weekly
planning

guidelines /
questions

2010 -- *Preparation for session 4.*
Thank you all for your contributions last week during our face-face sessions in Lon
While you have already started your group assignments (due monday October 4),
As a group, choose a business (you have all already done this)
1. Define the business goals/objectives (some of you have started this, but were s
2. Define the key online KPIs (can only be done after you have defined business g
3. Define the relevant metrics that should be measured for this site. (can only be c

team work



class discussion

online



ie WELCOME TO IE CAMPUS

CAMPUS

Follow @IEcampus

Username:
 Password:

Helpdesk IE
 Tel. +34 91 568 96 23

Mobile Version

synchronous




GENERAL MBA Expansión Internacional

Sesión 11: Jollibee Foods Corporation (DG1419)

ESTRATEGIA INTERNACIONAL SEGUIDA POR KITCHNER
 ANALISIS CUANTITATIVO

Filipinas: Crecimiento vs Ingresos

Div. Internacional: Crecimiento vs Ingresos

Atendidos (14/77)

My Status

Charo Silva

Enterprise Administra

Helpdesk - Paloma y

Teresa Martinez

Chat

CESAR EMILIO GONZALEZ RODILLA: Charo tengo una pregunta

ELENA REIG

ALAMILLO: era antes pero puedo ahora tb

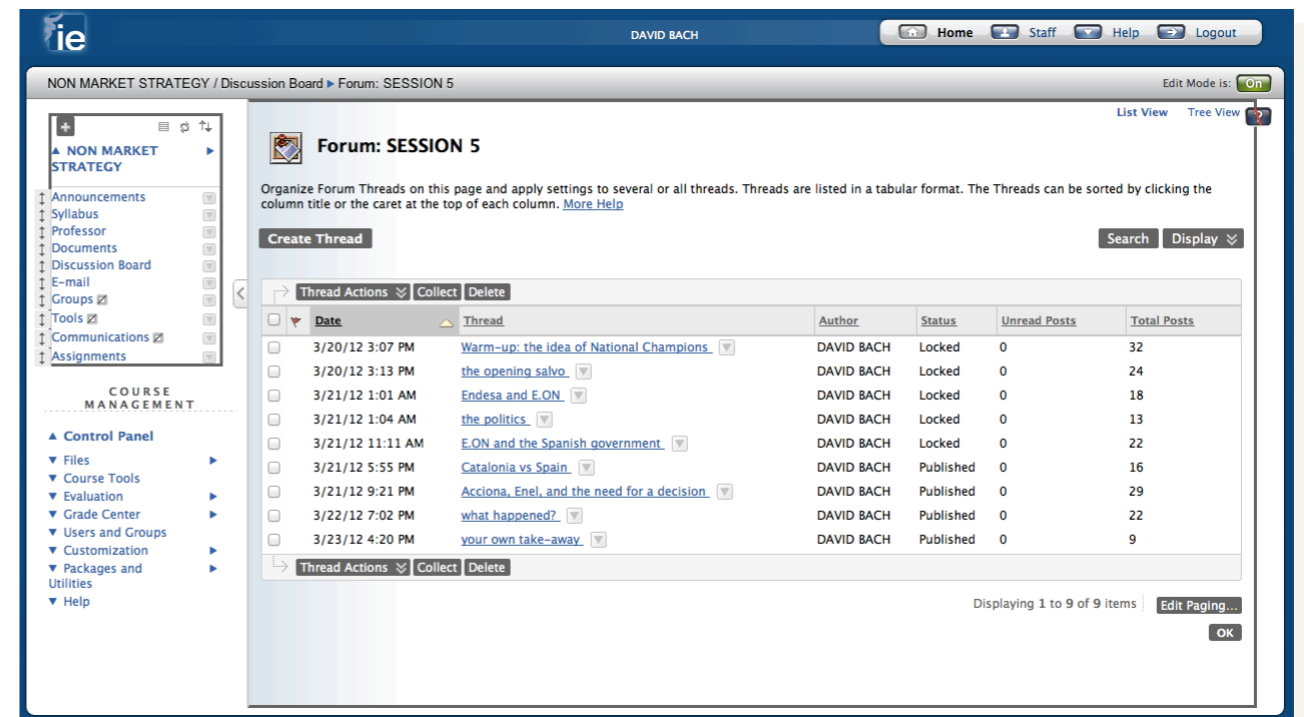
ELENA REIG

ALAMILLO: no no

MARTA BARRAHONA DE LA LOSA: en lo de que fueron los primeros en llegar al mercado filipino

DIRECCION ESTRATEGICA, GRUPO D

asynchronous



ie DAVID BACH Home Staff Help Logout

NON MARKET STRATEGY / Discussion Board Forum: SESSION 5

Forum: SESSION 5

Organize Forum Threads on this page and apply settings to several or all threads. Threads are listed in a tabular format. The Threads can be sorted by clicking the column title or the caret at the top of each column. [More Help](#)

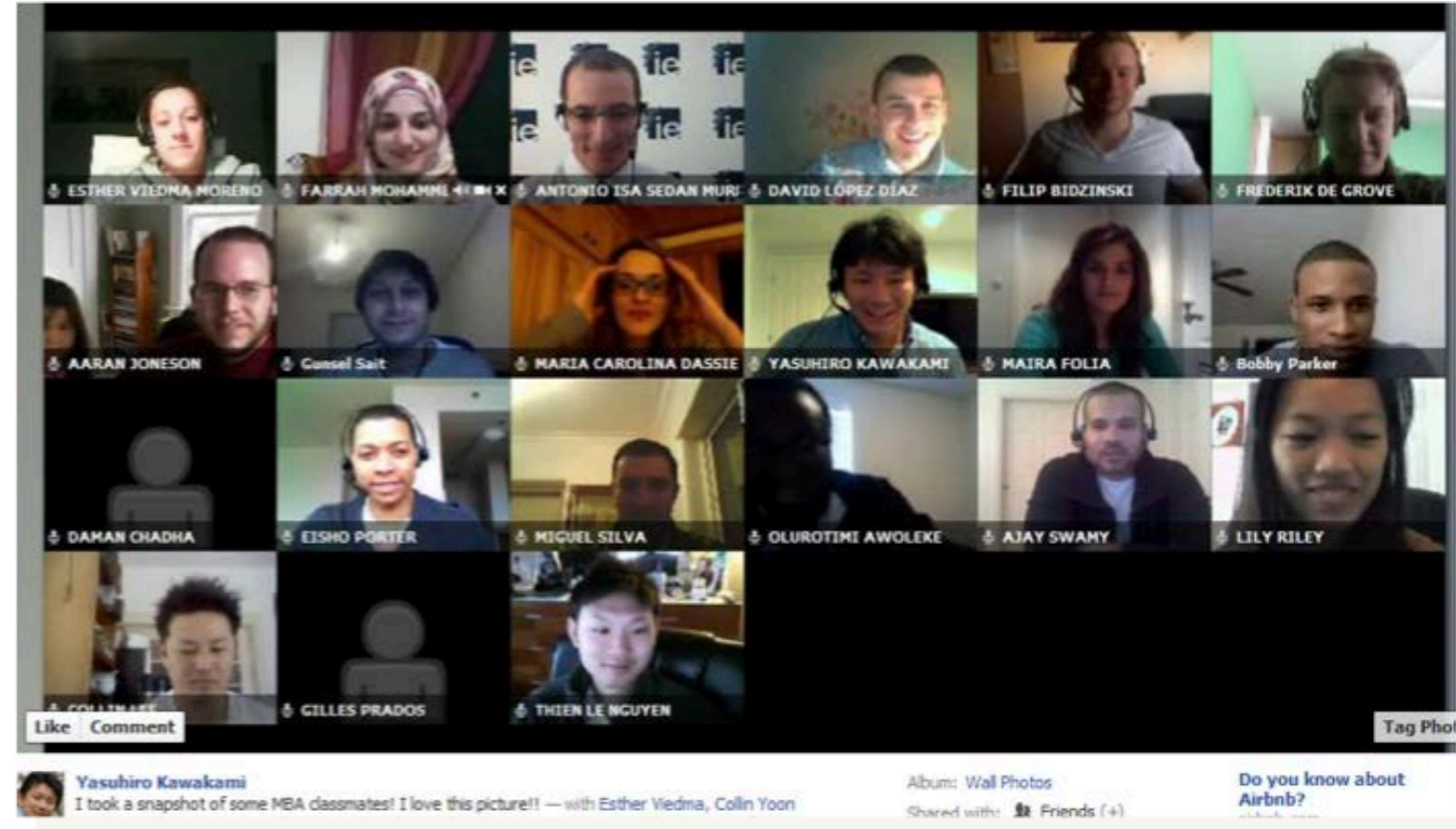
Create Thread Search Display

Thread Actions	Date	Thread	Author	Status	Unread Posts	Total Posts
<input type="checkbox"/>	3/20/12 3:07 PM	Warm-up: the idea of National Champions	DAVID BACH	Locked	0	32
<input type="checkbox"/>	3/20/12 3:13 PM	the opening salvo	DAVID BACH	Locked	0	24
<input type="checkbox"/>	3/21/12 1:01 AM	Endesa and E.ON	DAVID BACH	Locked	0	18
<input type="checkbox"/>	3/21/12 1:04 AM	the politics	DAVID BACH	Locked	0	13
<input type="checkbox"/>	3/21/12 11:11 AM	E.ON and the Spanish government	DAVID BACH	Locked	0	22
<input type="checkbox"/>	3/21/12 5:55 PM	Catalonia vs Spain	DAVID BACH	Published	0	16
<input type="checkbox"/>	3/21/12 9:21 PM	Acciona, Enel, and the need for a decision	DAVID BACH	Published	0	29
<input type="checkbox"/>	3/22/12 7:02 PM	what happened?	DAVID BACH	Published	0	22
<input type="checkbox"/>	3/23/12 4:20 PM	your own take-away	DAVID BACH	Published	0	9

Displaying 1 to 9 of 9 items | Edit Paging... OK

synchronous live videoconferences

1.5 hrs
interactive classes



asynchronous discussion forums

The screenshot shows a Blackboard LMS interface. The top navigation bar includes the user name 'DAVID BACH' and links for 'Home', 'Staff', 'Help', and 'Logout'. The main content area is titled 'Thread Detail' for the thread 'E.ON and the Spanish government'. It shows a list of posts with their authors and timestamps. The author of the main post is David Bach, posted on Wednesday, March 21, 2012 at 11:11:08 AM CET. The thread has 22 total posts and 95 total views (15 for the user).

Author	Posted Date	Timestamp
DAVID BACH	3/21/12	6:15 PM
ALABA DAYOPAYNE	3/21/12	10:13 PM
DAVID BACH	3/21/12	10:29 PM
GINA CARDELLI	3/21/12	10:38 PM
SULEMAN TEJANI	3/21/12	11:28 PM
FRANCESCO VERCESI	3/22/12	12:29 AM
WILLIAM REICH	3/22/12	2:18 AM
MARY JOHNSON	3/22/12	12:42 AM
MARK STOVER	3/22/12	1:06 AM
DAVID BACH	3/22/12	1:08 AM

Forum 1 (e.g. Mktg)

Forum 2 (e.g. HR)

Forum 3 (e.g. Strategy)

Mon

Tues

Wed

Thurs

Fri

Sat

Sun

- < Asynchronous Forums: Professor + Students
- < Structured: discussion is monitored by professor
- < From Tuesday 3pm to Friday 7pm (CET)
- < 2 to 3 forums per week (depending program)
- < 1 forum = 1 class session
- < Additional: Virtual Café





Students and the IE Blended experience

<http://youtu.be/a5iRygeFxcM>

Students of different IE Blended programs share their thoughts on
this methodology

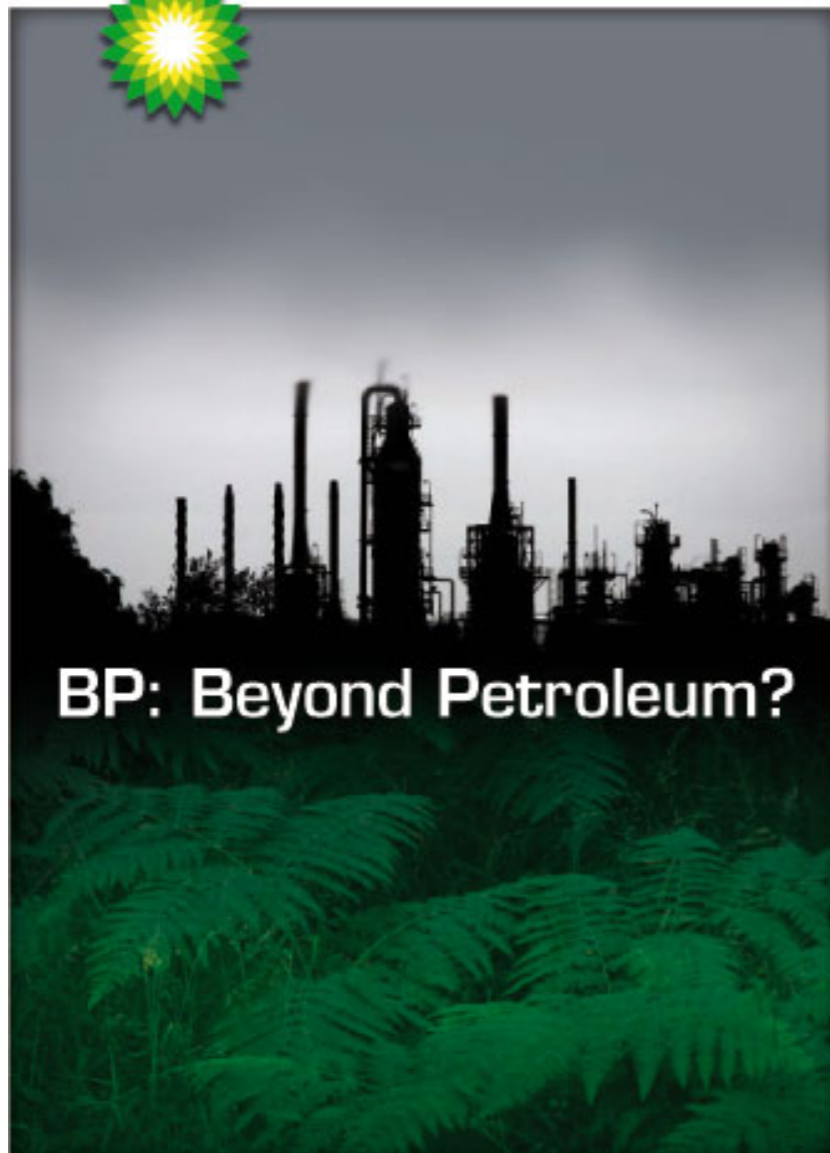
multimedia materials

cases, technical notes, simulators

Casos, notas técnicas, simuladores...
documentación MULTIMEDIA

The grid contains the following thumbnails (row by row, left to right):

- 1. DIVERSIFICACIÓN de empresas
- 2. CASE COMPETITIVA (EMM Multimedia Award)
- 3. publicidad creativa
- 4. Caso TESCO
- 5. de empresa tradicional a empresa virtual
- 6. de países INDICADORES ECONÓMICOS
- 7. CASO AGUA CLARA
- 8. finanzas
- 9. EL FONDO DE MANIOBRA y las necesidades operativas de fondos
- 10. INDITEX
- 11. Conservas La Costa
- 12. EVALUACIÓN DEL DESEMPEÑO
- 13. SIMULADOR DE COMPRAS-VENTAS (Brandon Hall Award - Excellence in E-Learning)
- 14. LA (in)SEGURIDAD DE LA INFORMACIÓN
- 15. publicidad creativa
- 16. Juego de Bolsa
- 17. Uncommon value
- 18. MEGABOOK
- 19. Marketing MIX
- 20. ABC Quisólvén
- 21. ¿QUÉ PASA con la PASTA?
- 22. Aprovisionamiento Online
- 23. PLAN DE MARKETING
- 24. Pharma Mar
- 25. FIAT Stilo POSICIONAMIENTO
- 26. BALANCED SCORECARD OPTIMICE SU ESTRATEGIA
- 27. LOGÍSTICA
- 28. Caso Courtesy
- 29. MYALERT
- 30. ANÁLISIS DE PROCESOS just in time
- 31. CASO GASTÓN Y DANIELA
- 32. Bolife
- 33. LAS CINCO FUERZAS COMO HERRAMIENTA ANALÍTICA
- 34. LANZAMIENTO DE Capuccino
- 35. Telefónica PROYECTO DE REPUTACIÓN CORPORATIVA
- 36. MARKETING DIGITAL
- 37. CONTABILIDAD DE GESTIÓN
- 38. Cuadro de Mando Integral: indicadores
- 39. Contabilidad FINANCIERA
- 40. CASO MELIÁ Internacionalización
- 41. El sector de las videoconsolas ¿una senda segura?
- 42. cómo nos juzgan (los analistas)
- 43. HERRAMIENTA ANALÍTICA D. A. F. O.
- 44. JUGUETES MATCH
- 45. e-loan
- 46. NUEVOS ENFOQUES EN CALIDAD
- 47. Predisposición al cambio
- 48. caso ESPAÑA
- 49. BANCO SABADELL ANÁLISIS DE PLANTILLAS



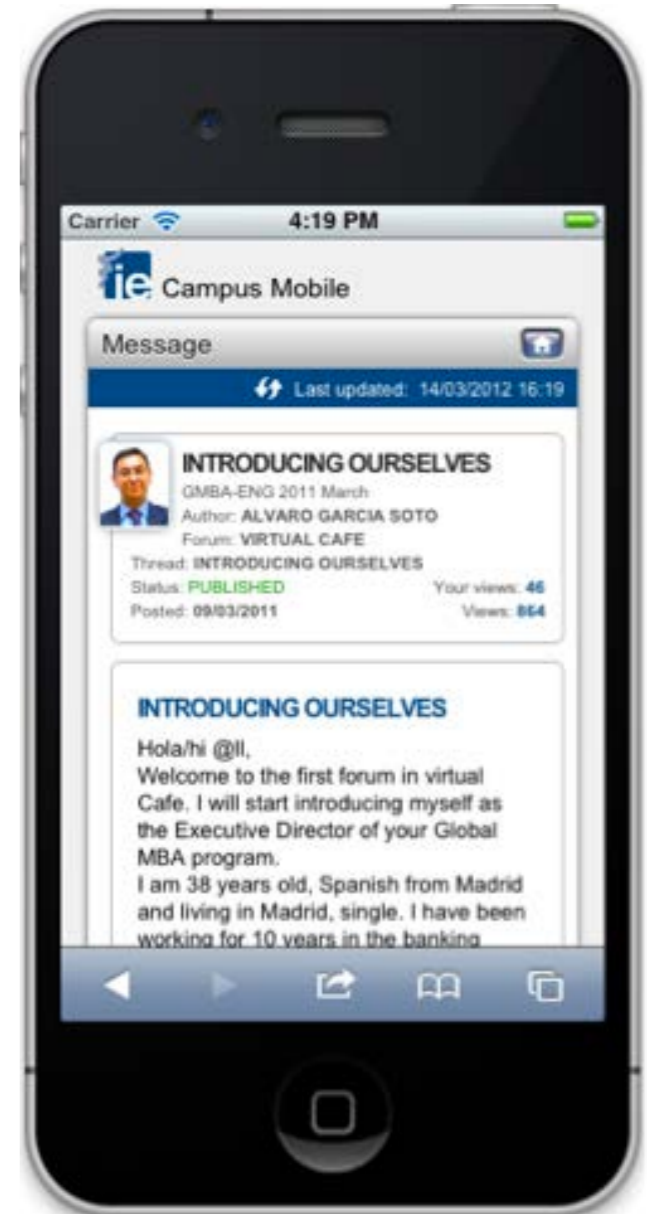
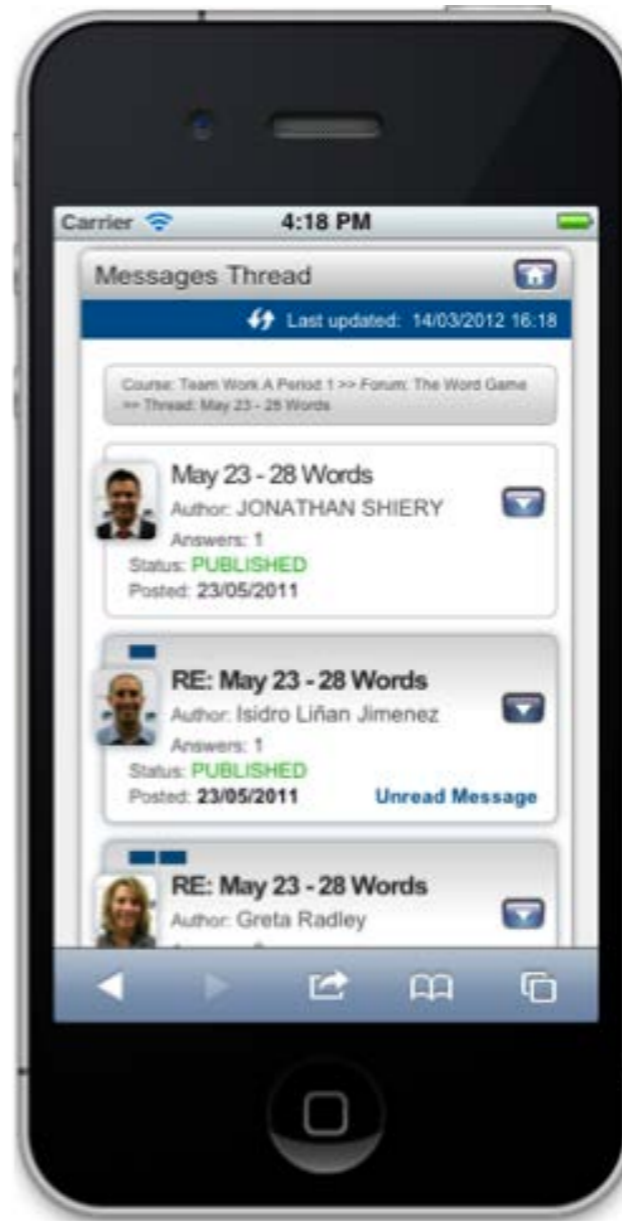
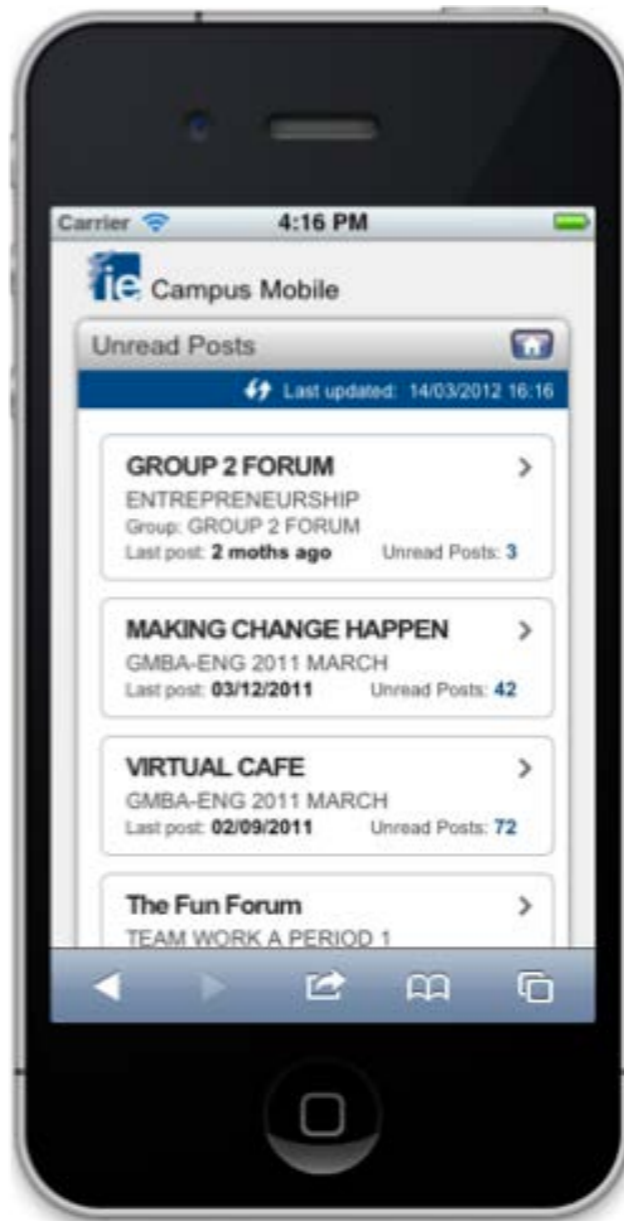
IE Multimedia

http://multimedia.ie.edu/multimedia/index_i.html

http://openmultimedia.ie.edu/fichas/novedad_i.html

blended programs

online modules - ubiquitous mobile access



blended programs

online modules - ubiquitous mobile access

A woman with long dark hair, wearing a red coat and a purple scarf, is looking at a smartphone in her hands. She has a concerned or frustrated expression. In the background, there is a busy city street with other people, including a man in a brown jacket walking away. A hand holding a tablet is visible in the foreground on the right side.

the future of executive education... ?

the “Starbucks model” of growth
more stores, not bigger stores



The rate-limiting factors on the
production side are

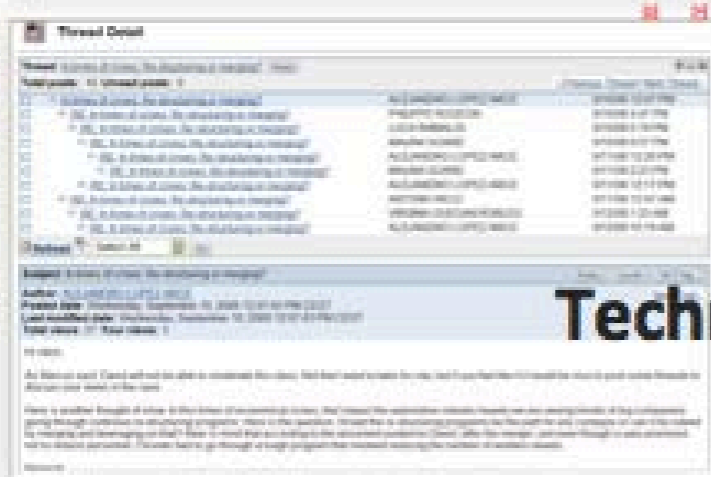
qualified, well-trained professors
as well as

highly-skilled program directors

to ensure a consistently
outstanding learning experience

two important insights

#1 it's not about technology, it's about alignment



Technology



Methodology



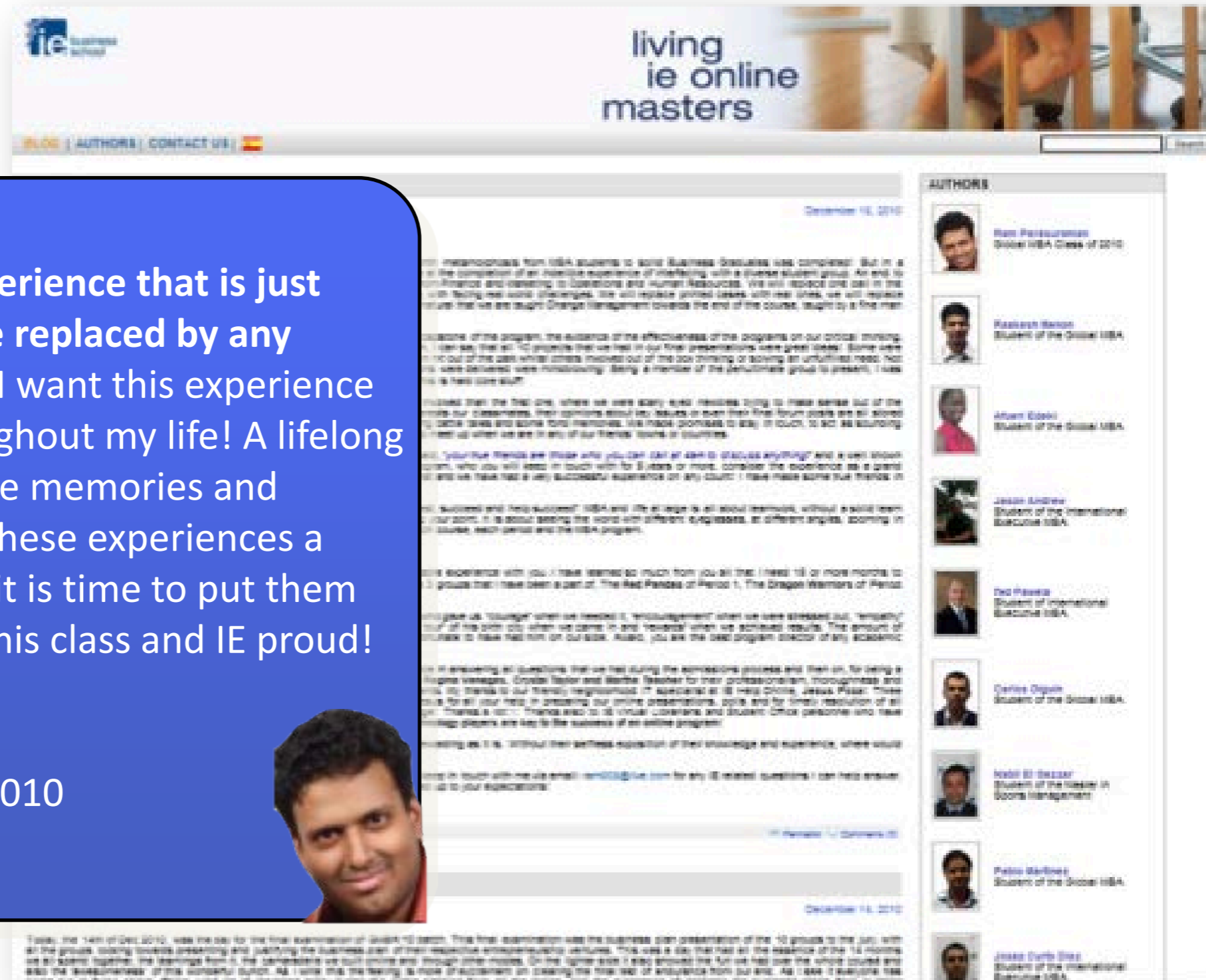
Faculty

two important insights

#2 we must offer an experience, not just an education

“Would I like this experience that is just about to finish.. to be replaced by any other?” NO NO NO!! I want this experience to stay with me throughout my life! A lifelong relationship with these memories and experiences! To give these experiences a whole new meaning, it is time to put them into practice and do this class and IE proud!

Ram Parasuraman
Global MBA Class of 2010





thank you

laura.rojo@ie.edu