Teaching Electronic Commerce:
Function- versus Process-Oriented MBA

Claudia Loebbecke
Erasmus University Rotterdam
50 Burg. Oudlaan
NL-3000 DR Rotterdam
claudia.loebbecke@uni-koeln.de

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Agenda

- Introduction: The MACIS Project and beyond

- For a 'traditional', 'function-oriented' MBA

- For a 'process-oriented' MBA

- Conclusion / Discussion

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The MACIS Project

- MACIS: Development of a Management Curriculum on and for the Information Society

- Concerning content and delivery mode of MBA courses

- March 1997 - December 1998, funded by European Commission

- Topics and participating schools

  - Orga. Behaviour / Accounting ALBA, Athens, Greece
  - Marketing/ Retailing ESADE, Barcelona, Spain
  - Decision Making LBS, London, UK
  - HR Management Erasmus, Rotterdam, NL
  - Logistics / Production INSEAD, Fontainebleau, France
  - Mgmt. of Technology Copenhagen Business School, DK
  - Strategy University of Cologne, GE

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... and beyond

- Global Masters of Electronic Commerce

- Courses organized by Electronic Commerce Research Centers (without 'stand-alone' degree)

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For a 'traditional', 'function-oriented' MBA (1)

- Traditional MBA programs are *not* truely function-oriented (e.g. Strategy, Decision Science, Micoreconomics, Orga. Behavior).

- Difference between 'function- versus process-oriented' *courses* and *organizational structures* (departments, PhD programs, etc.).

- A function-oriented MBA program does *not* exclude innovation, e.g. technology usage, new learning models, problem solving approaches, integrated courses, etc.

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For a 'traditional', 'function-oriented' MBA (2)

- Teaching in a format different from department structure / professors' expertise requires resources (time / money) to be used for students instead of for internal coordination, incentive matching, etc.

- Concerning overall programs, packaging differs, but total content remains more or less the same.

- Most companies still hire for functions / 'functional' departments.

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For a 'process-oriented' MBA

- Problem orientation / integration

- Innovativeness / attractiveness / fancyness

- Holisitc view

- Omnipresent BPR initiatives

- Hiring companies may start being organized according to processes

Conclusion / Discussion

Function-oriented MBAs
haven proven successful,
can be innovative,
but look old-fashioned

Process-oriented MBAs
show 'customer' orientation,
but are difficult to implement

Discussion

- When designing an Electronic Commerce MBA,
    - what would you in your current role prefer ?
    - what do you think other the stakeholders prefer / consider feasible?
        - MBA students
        - professors / teachers
        - PhD students
        - administrators

- What other options do you consider relevant
  (e.g. sector orientation)?