

Contents

Preface ix

Chapter 1

AN INTRODUCTION 1

1.1 The Unfolding of Change 2

1.2 A Menu 8

Chapter 2

THE CONTEXTS OF CHANGE 14

2.1 Elements of Context 14

2.2 A History of Tensions 22

Chapter 3

A LEGEND OF CHANGE:

ABRAHAM FLEXNER 32

3.1 A Model for Change 32

3.2 The Prelude in Medical Schools 35

3.3 The Agents of Medical School Change 37

3.4 The Flexner Report 39

3.5 The Medical School Transformation 45

3.6 The Words and the Issues 51

3.7 The Legend and the Analogy
to Management Education 54

Chapter 4

A SPIRIT OF CHANGE:
HUTCHINS'S UNIVERSITY OF CHICAGO 59

- 4.1 Building the Chicago Spirit 60
- 4.2 The Tentacles of Chicago 67
- 4.3 The Hutchins Business School Heritage 72

Chapter 5

AN INCUBATOR OF CHANGE:
THE RAND CORPORATION 74

- 5.1 Creating a Think Tank 75
- 5.2 An Evolved Vision 79
- 5.3 A Legacy 91

Chapter 6

AN ENGINE OF CHANGE:
THE FORD FOUNDATION 94

- 6.1 Building a Coalition 96
- 6.2 Articulating a Manifesto: Two Reports 112
- 6.3 Moving On 120

Chapter 7

A POSTER CHILD OF CHANGE: GSIA 123

- 7.1 The Right Time and the Right Place 123
 - 7.2 The Beginnings 125
 - 7.3 Creating a Culture 130
 - 7.4 An Academic Nova 134
- 7.5 Fundamental Research in a Business School 137
 - 7.6 Another Legend 141

Chapter 8

SPREADING THE GOSPEL OF CHANGE 145

8.1 The Dissemination of a Vision 146

8.2 Beyond the Elite 180

8.3 A Revolution Embraced and Contained 185

8.4 The International Epidemiology of Change 187

Chapter 9

THE RHETORIC OF REALITY 189

9.1 Simulating Reality in Management Education 190

9.2 Business Cases 193

9.3 Computer Simulation 204

9.4 Virtual Reality in Management Education 211

Chapter 10

THE RHETORIC OF RELEVANCE 215

10.1 Two Kinds of Knowledge 215

10.2 Balancing Experiential and Academic Knowledge 217

10.3 The Utilitarian Basis of the Value of Relevance 223

10.4 Alternative Moralities and Logics 232

10.5 Reasons and Interests 238

Chapter 11

THE RHETORIC OF PROFESSIONALISM 240

11.1 The Idea of Professionalism 242

11.2 The History of North American Professional Education 246

11.3 Management as a Profession 259

11.4 Finding a Way to Professionalism 275

Chapter 12

THE LESSONS OF HISTORY 277

12.1 A Revolution of Sorts 278

12.2 Unrealized Histories 279

12.3 Understanding a Revolution 285

12.4 A Changing World 300

12.5 Present Seeds of Future Disruptions 311

12.6 A Golden Age 322

Notes 323

References 333

Index 351