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Among the setbacks and new challenges to higher education, the article by Dr. Genin acquires a specific significance as it offers the vision and the concept of MBA program preparing students to real-life managerial solutions thus ensuring their gainful employment. The author focuses on teamwork, experiential learning and other forms of learning emulating the future work of a CEO. The author’s ideas and findings result from substantial experience and study in education of working adults in the competitive environment of Silicon Valley, and may serve as a guideline for developing MBA programs and practices in Ukraine.

На тлі труднощів і нових випробувань, що постають перед вищою освітою стаття д-ра Геніна набуває особливого значення, оскільки вона пропонує бачення та концепцію програми підготовки магістрів бізнес-адміністрування, що готує студентів до реальних управлінських рішень і забезпечує їх успішне працевлаштування. Автор зосереджується на роботі в групах, навчанні на практичному досвіді та інших формах освіти, які моделюють майбутню діяльність керівника вищої ланки. Авторські ідеї та висновки є результатом значного досвіду та досліджень у сфері освіти працюючих дорослих у конкурентному середовищі Силіконової Долини, і можуть слугувати основою для розробки програм і практики навчання магістрів бізнес-адміністрування в Україні.

MBA EDUCATION OF TOP MANAGERS IN SILICON VALLEY, USA

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As known, MBA (Master of Business Administration) program is the final point of destination of the university business education at the most higher education institutions. It has become a symbol of prestige, career success, and gainful employment. Not only growing leaders, but many top managers from various companies and organizations such as startups, engineering firms, hospitals, research institutions, pharmaceutical plants, law firms, governmental and non-profit entities who have their bachelor, master, and even doctoral degrees in certain specialized fields like engineering, medicine, construction, architecture, agriculture, cinema production and others seek for MBA education as a second one. Such an education would allow them to get the position of CEO (Chief Executive Officer) – the highest position in organization responsible for critical aspects of its organization's sustainable growth, success, and successful long-term development.

CEO job is about resilient business strategy development and constant research and analysis of the results, leadership, creating a corporate culture, PR, human capital management, product/service development, marketing, operational management, safety regulations, sales, and many other relevant aspects.

'CEO' as an American term for the first time was proposed by Alexander Hamilton in 18th Century. While being the U.S. statesman, and ideologist, he was the author of the program of accelerated commercial and industrial development of America and the first U.S. Treasury Secretary. The philosophy of CEO position, as an American phenomenon, has been adopted by many developed countries of the world. The position of CEO in the U.S. was similarly interpreted in other western countries: Chairman (United Kingdom), Geschäftsführer (Germany), President (Japan), or PDG (Présidentes-Directrices Générales) in France. Since we have many foreign students from Asia, South America and Europe (most of them currently work in the Silicon Valley companies), it is very important to teach them, future CEOs, how to build domestic and international teams and successfully lead and manage them. Our foreign students are extremely interested in studying of those theoretical and practical aspects here in Silicon Valley. This allows them, our graduates, to successfully develop their vision of the CEO with respect to the

change management, re-engineering companies and transforming them into modern, progressive, and sustainable global entities.

The question is: where should the foundation of the philosophy, knowledge base, practical skills, and vision of a CEO be built? Within MBA program or in accordance with a widespread opinion, later on, down the road, after graduation in the course of the graduate's practical work? The answer to this question is: the basic principle of preparation of future corporate executives is MBA program offering fundamental CEO concepts, knowledge and skills. Later on, down the road, they should be supported and developed by the individuals' life-long-learning process.

However, many existing traditional MBA programs in the world still do not prepare CEOs who would be ready to quite successfully lead companies of the Silicon Valley scale and become locomotives in various industries, such as internet technologies, energy renewable technologies, "green" technologies, aerospace technologies, biotech, MOOC, telecommunications, agriculture etc.

Within my years in higher business education in the U.S. I have been involved in preparing about ten thousand business leaders and managers, mostly for metropolitan area of Silicon Valley – San Francisco, California, U.S.A., India, Western European countries, Latin America, as well as Russian Federation and Ukraine. At present they work at major companies, such as *Apple Computers*, *Cisco*, *Sun Microsystems*, large foreign corporations, governmental organizations and numerous startups. Thus, my several-decade experience and studies confirm that the knowledge base and skills of the future CEO should be established at the university's business school and become the basis for this important part of our educational mission. This is especially important given the fact that the heads of the Silicon Valley's leading companies (*Google*, *Linkedin*, *Tesla*, and others) are now selected from among talented young people with innovative technological ideas and development. The task of universities is to develop in such future CEOs their in-depth, comprehensive understanding of today's and tomorrow's business.

Beginning with the MBA introductory course, our students – future CEOs – feel in the classrooms that they are not just students. From the very first minute of the start of the program, we help them to join the role of the CEO and members of the board of directors. For this purpose, small study groups (an average of 10-12 students) should be created, instead of 20-40-100 or more (in lecture halls), as is practiced in traditional universities. Such an approach makes classes an incubator for future CEOs' birth and growth, helps them to get prepared for this real-life role

and be motivated to obtain new knowledge and skills necessary for a top company leader.

Forming an appropriate foundation for the future career of a CEO requires new conceptual approaches to the MBA program and its elements, along with the cultivation of climate that supports the development of critical thinking skills, systemic vision of the CEO's "big picture" and the path to the organization's success. The content of the programs for the preparation of CEOs is based on the ideas of Peter Drucker, the world-famous "father of modern management", a great business visionary and thinker, a recognized American authority in the science of management of the 21 century. As he noted, "... the CEO is the connection between the inner side, i.e. "Organization" and the "Outside" – society, economy, technology, markets, customers ... " We teach our future CEO to have this connection between the "inner side" (organizational structure, leadership, management, people, finance, etc.) and "external party" (society, economy, technology, markets, customers, media etc.).

Following the principles of Peter Drucker, we develop in our future CEO's understanding, as part of our MBA programs, answers to the following questions:

- What results are more meaningful for the organization?
- What is our business now and what are we going to?
- What are our priorities?
- How to make ordinary people perform unusual tasks?
- How do we assign human capital (the best people) to key positions?

In my programs I pay a great deal of attention to helping our MBA students build their CEO mentality every day for a company, organization, or their own business. In each discussion, individual or team project, we focus students on creative thinking and analysis of the following important things:

- What should be our business or organization?
- How to correctly diagnose company problems?
- How to achieve innovation and differences?
- How to balance leadership and management, as well as values and standards?
- How to define company priorities?
- Who is assigned to a key leadership position and are they the right choices?

While preparing MBAs in Silicon Valley which is known as the world-famous business incubator, we provide our students the opportunity of experiential learning – not only to study the theory of top management, but also, working with their classmates and faculty, to study real problems and solutions from the real life of companies. This not only provides them with valuable resources for innovation, but also enriches the knowledge and skills as future CEOs. It is vitally important to invite for teaching top practitioners-experts who are working in Silicon Valley and bring the best practices and the freshest, most relevant ideas and practical examples to the MBA classes for future CEOs.

I strongly encourage and help our students to join social and professional online networks, such as LinkedIn and others, discussing senior executive leadership management, which will allow them to communicate on CEO level and learn from them the main aspects of this profession.

One of the main qualities that a CEO should possess is his/her presentation skills on a professional senior executive level. In this regard, we require our students' preparation of professionally-done animated business slideshows, video presentations and handouts on each session – exactly as it is in the advanced companies of the Silicon Valley.

The ability to work effectively in a team is one of the key elements of a CEO's talents and skills.

We teach our students how to lead teams, as well as to behave as “a corporate board member”, in particular, their professional tone of the discussions, questions, comments, and the right body language and presentation voice. For this purpose, each student is provided with a special video for study and continuous improvement of their executive presentation skills.

Being committed to these ideas, I have always believed that more and more of our graduates will become successful CEOs of American and foreign startups, companies, organizations, and corporations. Many of them, while inspired by such education and its ideas, have already become CEOs of new small startups or large corporations/organizations.