



The world is increasingly becoming globalized. Of course, regions have always traded from ancient times. The colonial period increased the flow of goods, as colonial powers extracted basic products from their distant colonies. But the level of global trade has grown far beyond those days, and trade has grown by a factor of 50 even since the 1950's. One measure of the impact of trade at the country level is the ratio of trade volume to GDP. We can see that for many economies this number is above 50% and for some closer to 100%. Trade volumes for India are still not very high, and far below potential. But this is due to change dramatically in the next decade. India is also a very special case, in terms of its volume of trade in services, and especially IT enabled services (ITES). Here India is a world leader both in absolute and relative terms. Over time, trade in manufactured products, energy related products and agricultural products will dwarf the ITES component in relative terms, but it will remain a big flow with a positive trade balance. Naturally the demand for "global managers" will continue to increase for both manufacturing and ITES sectors.

India is also due to become a supplier of management skills around the world. This has first been driven by the globalization of large Indian firms, starting with those in the ITES sector, now spreading to manufactured products as well, as we have seen with steel, pharma and automotive sectors. Underlying this was the Indian techie diaspora starting in the 1960's that made many countries aware of the skills to be found in India. Now it is also hiring in India by MNCs who not only have operations in India but also look to India to supply management capacity for regional markets, and even their home countries.

The existing pattern for Indian managers to learn about how to operate in global markets is through two tracks. One is just learning on the job. Many of us have been through the "sink or swim" process of being cast suddenly into a completely new environment, and most of have survived. A second path has been through an education system in India which is heavily influenced by leading foreign educational institutions. The IITs and even more the IIMs fall in this category. But these are ad hoc solutions. A much more effective way to achieve a global mindset, is to actually go through the experience of a truly global educational program which is at its core based on developing that mindset. The AMPGS is such a program.

This program has a couple of very important characteristics. First, it directly addresses the issues underlying globalization from an academic perspective. Then it conveys the less tangible and experiential learnings related to globalization, through on site learning in multiple and diverse sites. One should recognize how complementary these sites are, even when an individual may not have a direct specific interest in any one of the locations. The reality is that just as cycling workouts can raise and improve both cycling and running ability, an education session in one country can exercise one's "globalization muscles" in both general and specific ways. So the multi-site design of the program, is a key factor in its value. Then of course there are some topics, which coming after the on-site programs, can be dealt with as on-line sessions. The judicious combination of the two can work to be both effective and efficient.

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