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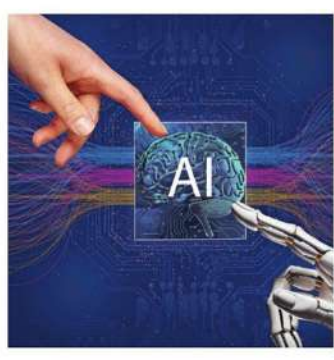
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Corporate executives need acumen in AI technologies

B-schools should ensure their graduates can leverage the skills to thrive in the evolving business landscape, writes **U Dinesh Kumar**

Artificial Intelligence (AI) has a significant and growing impact on the world economy. AI has become a powerful engine that is driving innovation across several industries. Industries use AI in four keyways: fuelling innovation, automating tasks, unlocking insights for solving business problems and decision-making, and augmenting workforce with AI-powered agents.

A study by McKinsey Global Institute suggests AI has the potential to contribute up to \$13 trillion to global economic activity by 2030 (Bughin et al, 2018). That is a significant boost, potentially adding more than 1.2% to global GDP growth annually. Research by Manyika and Spence (2023) highlights the potential of AI, particularly Generative AI (Gen AI), to significantly alter how work is done, potentially affecting over two-thirds of jobs. The rise of AI necessitates a global shift in management education to prepare future leaders.



Several top B-schools in India recognise the growing importance of AI and analytics by introducing specialised MBA programmes. This trend reflects the increasing demand for business leaders with business acumen and expertise in AI and Gen AI technologies. Discussions with placement officers across Indian B-schools revealed a clear trend: graduates with specialised skills in analytics and AI are in high demand. Compared to their general management counterparts, these students often secure placements more readily and, in many B-schools, command higher average starting salaries. The

surging demand for graduates with expertise in analytics and the anticipated workplace transformation, where AI is expected to augment over two-thirds of jobs, underscores the critical need for B-schools to integrate AI into their curriculum.

Quality instructors

However, the challenge that many B-schools are facing is finding quality instructors in AI. Our obsession with computer programming made us believe AI is another fancy coding tool, but unfortunately, it is not a new coding tool in the market. If used correctly, it can create massive wealth, as already proven by firms such as Amazon and Capital One. AI is the perfect technology for competing effectively in the global market. Indian B-schools must equip graduates for the future by integrating AI into their curriculum. Predictions suggest it will impact two-thirds of all jobs; AI's transformative potential is undeniable. By preparing students with the necessary inputs as part of the curriculum, B-schools can ensure their graduates are not just informed about AI but can leverage it to thrive in the evolving business landscape.

(The author is dean faculty, professor, Decision Sciences Area, IIM Bangalore)



Stifle critical thinking skills

Several B-schools have debated integrating Large Language Models (LLM) into the curriculum. One primary concern is whether students should be allowed to use LLMs such as ChatGPT and Gemini (Google's AI Assistant) to complete the evaluation components assigned to them. The current debate about AI in B-schools echoes concerns raised in the 1970s with the introduction of calculators. Back then, a few US states even banned calculators from standardised tests, fearing they would stifle critical thinking skills. Throughout history, banning technologies has rarely been successful. Instead, we should focus on adapting them to create more effective learning experiences. Integrating AI and LLMs into management education can better prepare students for tomorrow's AI-driven workplace. Manyika and Spence (2023) claimed that AI has significantly improved workers' productivity and the performance gap between new and seasoned workers is reduced with AI assistants. That is, the AI assistants accelerated the on-the-job training. Given such productivity gains, we expect management education to change globally, in which AI becomes an integral part of the curriculum. AI and Gen AI must be made a core course, and every management discipline should integrate elements of AI in its syllabus and create focused courses on AI and its applications in finance, marketing, supply chain management and so on.