



復旦大學 管理学院
SCHOOL OF MANAGEMENT
FUDAN UNIVERSITY

How Has Internationalization Made FDSM Successful

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Contents

- 1. Fudan University – a glimpse**
- 2. FDSM – key facts**
- 3. Overview of Internationalization**
- 4. Motive of Internationalization**
- 5. Achievements of Internationalization**
- 6. Experience of Internationalization**
- 7. Insufficiency of Internationalization**
- 8. Plan of Improvement**

Fudan University – a glimpse

- ❑ Founded in 1905
- ❑ Consisted of 33 faculty-level schools and departments (directly under the university)
- ❑ A total enrollment of over 36,266 students, including nearly 3,672 international students
- ❑ 2,713 full-time faculty members and 352 full-time researchers, including 47 academicians of the Chinese Academy of Sciences and the Chinese Academy of Engineering
- ❑ Ranked No. 44 globally in the latest QS World University Rankings

FDSM – key facts

- ❑ A pioneer of business education in China with a development history of 76 years
 - Fudan launched its business discipline as early as in 1917
 - Business education was suspended from 1952 to 1977
- ❑ 146 full time faculty members and 320 administrative staff
- ❑ A full range of degree programs, including bachelor's, master's (MSc, MiM, MF, MBA, EMBA and MPAcc), and PhD
- ❑ A current student body of over 6,000 and over 48,000 alumni worldwide
- ❑ A current campus of 24,000 M² and a new campus of 103,588 M² under construction

FDSM – key facts

❑ High rankings of MBA, EMBA and Research

- 4 programs ranked among Top 50 in FT EMBA Ranking
 - ✓ Washington Univ. – Fudan Univ. EMBA ranked No. 6 in 2018, No. 7 in 2019
 - ✓ BI-Fudan MBA ranked No. 29 in 2018, No. 27 in 2019
 - ✓ HKU-Fudan IMBA ranked No. 35 in 2018, No. 41 in 2019
 - ✓ Fudan EMBA ranked No. 40 in 2018, ineligible for 2019 due to insufficient alumni participation
- Fudan MBA program ranked No. 34 in FT MBA Ranking in 2019
- Ranked No. 1 in Chinese Mainland and No. 83 globally in the UTD Top 100 Business School Research Rankings (2014~2018)

❑ Satisfactory job placement rate and starting salary of recent graduates

- GMiM – 100% placement rate, average salary RMB 389,000
- MF – 100% placement rate, average salary RMB 246,000
- MBA (FT) – 97% placement rate, average salary RMB 279,000

❑ Competitive tuition of MBA and EMBA programs

- Fudan MBA (PT) – RMB 419,800 ≈ USD 59,500
- Fudan MBA (FT) – RMB 319,800 ≈ USD 45,300
- Fudan EMBA – RMB 699,800 ≈ USD 99,300

Overview of Internationalization

❑ Eight joint degree programs at master's and doctoral levels

- MBA: BI-Fudan, HKU-Fudan, Asia MBA (Fudan, NUS & KU)
- EMBA: Washington U-Fudan, Fudan-NTU
- MiM: DDIM (Fudan, Bocconi & Luiss), GMiM (Fudan & LBS)
- DBA: CityU of HK-Fudan

❑ International exchange programs with over 109 partners in 32 countries

- Annual outbound students number – bachelor's 105, MBA & M.Sc. 91, PhD 23
- Annual inbound student number – bachelor's 80, MBA & M.Sc. 81

❑ International study trip programs

- Sending EMBA, MBA and bachelor's students to partners in US, UK, France, Italy, Israel, Mexico, Singapore, Korea for short courses & visits
- Annual participating student numbers – EMBA 405, MBA 445, bachelor's 30

❑ International academic exchanges

- Over 600 person/times of faculty attending international academic conferences and events during the past 5 years
- 371 papers published in international journals by faculty members in the past 5 years, with an average SCI proportion of 48.7% and SSCI proportion of 65%
- 49 co-authored articles published in top international journals by faculty members and adjunct professors in the past 5 years.

Motive of Internationalization

❑ Drives of Internationalization of the Founding Dean of FDSM in the 1990s

1. Resources and quota that were needed at the beginning of MBA education in China
 - 1) We were short of faculty in both quality and quantity for the surging management education
 - 2) International joint degree program allowed us to bypass the rigid student admission quota at that time
2. Learning directly from partners of the advanced curricula, teaching methodology and teaching materials (co-teaching system)
3. Improving cashflow and expanding financial income for school's development

❑ Motives of Current Internationalization

1. Integrating global resources to improve international competence
 - 1) Inviting global leading scholars as visiting professors
 - 2) Establishing joint programs with global leading peers (Olin, LBS)
2. Making global expansion by recruiting more international students
 - 1) Expanding from exchanging international students to admitting international degree students
 - 2) Establishing offshore degree programs, currently in Hong Kong, future plans in US or Australia
3. Targeting at regional or global benchmarks to make breakthroughs
 - 1) Asia MBA, collaborating between Fudan, NUS and KU, all top 10 in Asia respectively
 - 2) Improving teaching and research by learning from top peers
 - 3) Building up global branding and achieving high global rankings through collaboration

Achievements of Internationalization

❑ Making breakthroughs in international accreditations and rankings

Internationalization allows FDSM to obtain EQUIS and AACSB, which paved the way for its participation in international rankings & b-school associations and increased student & faculty exchanges.

❑ Enhancing branding and competitiveness in global market for faculty and students recruitment

1. High rankings and branding has built up our competitiveness in global market.
2. We've attracted more talented scholars applying for our faculty positions.
3. We've seen a continuous increase of applicants of MBA, MiM, MF and MSc programs.
4. We are approached by more global peers for collaborations at various levels.

❑ Internationalizing the mindsets of faculty and students and school culture

1. As a Shanghai-based business school affiliated to a Chinese university, we have developed our school culture featuring open minded faculty and students with global perspectives.
2. Students are cultivated with global competence and adaptability by sending them to semester exchanges and study trips.

Experience of Internationalization

- ❑ Internationalization must be mission driven, consistent with the overall objective and strategy of the school's development.
- ❑ Internationalization must be mutually beneficial, and it is important for partners to achieve a win-win situation in order to make the collaboration sustainable.
- ❑ As internationalization often comes with long-term efforts and commitment, it is essential to have stable governance on both sides. Key principles including:
 1. Equality
 2. Transparency
 3. Trust between the partners
- ❑ Qualified professional teams are necessary to manage daily operations and ensure the healthy development of the collaboration.
- ❑ Quality control system is needed to control and maintain the quality of international collaboration.

Insufficiency of Internationalization

- ❑ The number and percentage of international faculty is insufficient, particularly those foreign nationals from different cultural and ethnic backgrounds.
- ❑ Number of international students is relatively small.
- ❑ We need more influential scholars, particularly those serving as editors or associate editors of international top journals.
- ❑ Our global exposure is still insufficient: faculty's participation of international conference is not enough and we are short of global bases.
- ❑ The development of internationalized school culture is not satisfactory in terms of English language proficiency and global mindset.

Plan of Improvement

- ❑ Strengthening international mindset in the school culture development with global leading partners as benchmarks, gradually taking English as the working language
- ❑ Lifting the standard/criteria of ourselves and our partners
 - Gradually increasing faculty and students recruitment criteria (e.g. GMAT score) in line with advanced international standard
 - Looking for partners compatible with our high-standard internationalization
 - Upgrading school infrastructure such as hardware (new campus construction) and software (new informatization system)
 - Improving our career service and administrative service
- ❑ Building internationalized platform
 - Building up a virtual campus with a few global bases as our internationalized platforms to offer life-long full-range services to our students and alumni worldwide

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Thank You!