

# Going Global at MIT-Sloan



**Proposal by International Committee:**

**Kristin Forbes (chair), Yasheng Huang, Simon Johnson,  
Don Lessard, Richard Locke & Roberto Rigobon**

**With thanks for input from:**

**Michael Cusumano, Steve Eppinger, S.P. Kothari, Dick  
Schmalensee, Eleanor Westney, Alan White &  
representatives of the student senate**

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# Motivation

- Businesses are “going global” and management education needs to increase its focus on global issues to reflect this trend
- Sloan does relatively well in rankings of its “global” program — despite putting less emphasis on this program than most of our competitors



# Business Week Rankings (2004)

School	“Global Scope”	Overall MBA Program
Wharton	1	3
HBS	2	5
Colombia	3	8
Kellogg	4	1
Chicago	5	2
<i>Sloan</i>	<i>6</i>	<i>9</i>
Thunderbird	7	“2 <sup>nd</sup> tier” (# 31- 50)
Michigan	8	6
Fuqua (Duke)	9	11
Tepper (Mellon)	10	15



# WSJ Rankings (2005)

School	Intl. Rank 2005	National Ranking for MBA program
IMD	1	NA
EASDE	2	NA
Tepper (Mellon)	3	3
IPADE	4	NA
LBS	5	NA
Ivey (W. Ontario)	6	NA
Thunderbird	7	-
<i>Sloan</i>	<i>8</i>	<i>12</i>
Insead	9	NA
Colombia	13	8
Chicago	16	13
HBS	17	14
Stanford	18	15



# WSJ Rankings\* (2005): “Excel in International Business”

<b>School</b>	<b>Ranking in International Business</b>	<b>National Ranking for Overall MBA Program</b>
Thunderbird	1	-
Insead	2	NA
Harvard	3	14
Colombia	4	8
Wharton	5	6

\*Defined as the number of times that recruiters mentioned the school when asked which MBA programs excel in the academic discipline of international business



# Benchmarking: Sloan Lags

- Our major competitors include at least 1 international course as part of their core requirements
  - Chicago: no core requirements, but international courses qualify to meet its “breadth” requirement
- Each of our major competitors has a greater number of course offerings on international/global topics
  - Wharton: 23 courses
  - Stanford: 16 courses
  - HBS: 11 courses
  - Columbia & Chicago: 9 courses
  - MIT: 8 courses when liberally defined, mostly ½ semester



# Motivation (2)

- Sloan's natural advantages have helped support its international perception & rankings
  - Strong global name recognition
  - Growing network of partner programs in other countries
  - Diverse international student body
  - Strong teaching & research in international
- Therefore, moderate changes to Sloan's global program could substantially improve its recognition & quality
- A global emphasis can complement Sloan's efforts to build expertise in other areas
  - For example: "Innovation and Global Leadership"



# Outline: Three Groups of Proposals

- The “Bare Minimum”
  - A starting point to form a coherent international program
  - Probably not enough to maintain current ranking or keep up
- “Moderate” Proposals
  - Build a strong international program (possibly top-5)
  - Allows Sloan to describe itself as a program in “innovation & global leadership”
- “Ambitious” Proposals
  - Make international an important focus of Sloan
  - Require substantial additional resources
  - Mixed support (with large variance)





# The “Bare Minimum”

## 1. Create an International Group at Sloan

- Overlay on current groups
- Facilitate hiring, coordinate teaching, develop research community

## 2. Increase international offerings

- Strong demand, but extremely limited offerings
  - Over ½ of current intl. offerings are oversubscribed
  - Avg. enrollment in all intl. sections of 63 students vs. school avg. of 45 students
- Strong student demand for additional international electives
  - Popular intl. electives with large enrollments no longer offered
- Add specialized ½ semester courses to build expertise
  - Many classes could be taught by non-intl. faculty

## 3. Hire additional faculty in international



# The “Bare Minimum”

## 4. Encourage non-international faculty to add more international cases & courses

- Most Sloan classes focus on U.S. companies & business issues
- Informal poll results for 50 courses:
  - 50% include 2 or fewer international cases/discussions
  - 20% had 0 international cases/discussions
- Sloan has substantially fewer “international” classes taught by non-international faculty
  - Wharton offers 14 & Stanford offers 9, MIT offers 2-3

## 5. Create an international center at Sloan

## 6. Better branding of international program at Sloan

- Good start: new website of global activities



# “Moderate” Proposals

## 2 main components:

- 1) A minimal international requirement for all students
- 2) An option for students to receive an “international certificate” by pursuing a more structured sequence to gain in-depth theoretical & practical training in global issues



# Minimal International Requirement

- **To ensure all Sloan graduates have some exposure to key international concepts**
- **Could be completed by:**
  - *More rigid:* Include 1 semester of international coursework in the spring core (similar to most of our competitors)
    - ½ semester international economics & ½ semester international strategy
    - Core sends strong signal of importance
    - Has worked well in Sloan Fellows program
    - Most students take these classes anyway, would require adding 3 additional sections to current, equilibrium
  - *More flexible:* Require students complete 1 semester of international coursework out of a list of qualifying classes
    - Avoids having students “forced” to take classes



# Optional International Certificate (1)

- **Sequence would emphasize a combination of coursework, projects & international exposure**
- *1<sup>st</sup> year coursework (each ½ semester)*
  - 15.012: Macro & International Economics
  - 15.220: Global Strategy or 15.223: Global Markets
- *1<sup>st</sup> or 2<sup>nd</sup> year coursework*
  - New course: Globalization
  - 2 international SIPs
  - 3 courses from list of international electives, such as:
    - China & India
    - Management & Policy in the International Economy
    - Macroeconomics & Institutions of Emerging Economies
    - International Corporate Finance
    - Global Marketing
    - International Accounting



# Optional International Certificate (2)

- *2<sup>nd</sup> year: 1 global projects course required*
  - 15.389: G-lab
  - 15.395: Entrepreneurship Without Borders
  - New variants: M-Lab (focusing on multinational companies) and/or S-Lab (focusing on sustainability issues)
- *Required international experience - Could be satisfied through menu of flexible options*
  - A summer or January internship outside of the student's home country
  - A G-lab course involving work with a company outside the student's home country
  - Certified international trip
  - MISTI internship
  - Structured program at international partner school



# “Ambitious” Proposal

- Required international experience for all students
  - Could be satisfied through range of flexible options
- Special joint sessions that bring together students from international certificate program with faculty from Sloan’s international programs
  - For debates, simulated exercises, or trips to partner schools during SIP or IAP
- Integrated, cross-discipline classes that focus on specific regions or countries
- Certified international trips



# Final Thoughts

- Businesses will continue to “go global” and business schools need to incorporate this trend into their curricula
- Sloan is lagging its competitors in adjusting to this “globalization” of business education
- BUT, Sloan has enough advantages in this field that only moderate improvements can make Sloan a top school in innovation and global leadership

