

Erasmus Policy Statement 2020

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ESMT Berlin's international strategy

ESMT Berlin aspires to be the most international business school in Germany - and the most international German business school worldwide. Internationalization and corporate connections are at the heart of the strategic agenda of the school. The school offers postgraduate (MBA, EMBA and Master's) programs and executive education to participants from more than 60 countries, and targets international markets in all its programs. It has a core faculty of 15 different nationalities. Furthermore, ESMT works closely with other international business schools and scientific institutions in various areas. The school has clear strategies to drive its international agenda. In particular, it is the school's mission to develop outreach programs to enhance global learning opportunities for students. Additionally, the school seeks to continue implementing innovative learning and teaching methods, particularly in the area of digitalization.

ESMT has a strong focus on diversity of its students and faculty, international outreach, and research quality. While the student body is already very international, it is essential for the students to gain experience abroad, to build diverse cultural and business competences and to improve foreign language skills in preparation for their careers. Therefore, partnerships with international academic and business partners are central to our strategy.

Students at ESMT receive several opportunities that ensure that by the time they graduate, they will have a responsible international outlook. ESMT acknowledges that internationality does not stop at the campus gates and considers the number of international opportunities offered to students on each program to be a reasonable metric.

Current opportunities for degree program students include:

- The executive MBA cohort participates in a core international management module that constitutes 25 percent of the credit requirements for the degree.
- Full-time MBA have five options to choose from: (1) a global network week with a partner school in the Global Network for Advanced Management; (2) an international field seminar; (3) a two-month consulting project with offshore companies; (4) the Responsible Leaders Fellowship Program with a social impact organization in an emerging economy; and, (5) the opportunity to extend their program by six months to participate in the China program at the Guanghua School of Management, Peking University.
- Master in Management (MIM) students are encouraged to pursue one or more options from: (1) Global Network Weeks; (2) the Responsible Leaders Fellowship; (3) the team-based Social Impact Project; (4) a seven-week assignment offshore working with social enterprises or NGOs.

ESMT is a member of the Global Network for Advanced Management (GNAM) executive education group - where the ESMT president holds a vice-chair position - and the International University Consortium for Executive Education (UNICON). Both platforms will help in attracting further international partners.

The institution's international strategy in executive education is very broad and does not focus solely on a specific region but rather on thematic synergies. Partnership agreements exist with Skolkovo Moscow School of Management, IAE Business School (Argentina), Saint Paul Escola de Negocios

(Brazil), SDA, Cheung Kong Graduate School of Business (China), Guanghua School of Management (China), Bocconi (Italy), and with the University of Virginia's Darden School of Business (USA).

In 2018, an EMBA/EMPA Double Degree Program between ESMT and the School of Public Administration and Development Economics (SPADE) of the Doha Institute for Graduate Studies was initiated. For MIM candidates interested in adding a new dimension to their global business education, ESMT Berlin offers the opportunity to participate in a Double Degree Program with the Yale School of Management. It is part of our internationalization strategy to expand collaborations for dual and double degrees in Europe and beyond.

Academic and professional cooperation is currently mainly targeted at students at the Master's level (MIM and MBA). However, there are plans to evaluate additional opportunities for mobility and exchange projects targeted at doctoral students as well as staff members. Even though students have the opportunity to go abroad within the existing exchange programs, only few have taken the opportunity. With existing opportunities at hand - for example, the exchange program with the Yale School of Management for MIM students - the demand among the students is high, but most students were not able to take the chance, which is mainly due to a lack of financial means to cover travel and accommodation costs. The Erasmus mobility program would enable ESMT students to choose a stay abroad independent from financial restrictions.

ESMT Berlin's strategy for the organisation and implementation of international cooperation projects within the framework of the Erasmus+ Programme

With its founding by twenty-five leading global companies and institutions headquartered in Germany, corporate connections are inherent to ESMT. Programs and degrees are developed in close cooperation with corporations. In the area of degree programs, these include: (1) the founding and more recent revision of the Master in Management degree; (2) an in-company MBA program, which also serves as a pilot project for the development of blended technology-enabled learning methods that are expected to expand through the degree and executive education portfolio; (3) interactions and experiential opportunities available to degree program students with both established and new venture companies through the entrepreneurship club, as guest speakers, for internships, and for team-based project work; and (4) in student recruitment and in the placement statistics achieved for international students within the German economy as well as abroad.

ESMT is a founding member of the Future of Management Education Alliance (FOME), a knowledge and platform alliance. This was an important step in the internationalization of teaching and learning strategy at ESMT. The alliance consists of like-minded business schools who share the firm idea that online learning should have the same transformational impact as the very best face-to-face courses. Further members are Imperial College Business School, EDHEC Business School, BI Norwegian Business School, Lee Kong Chian School of Business, Melbourne Business School and Ivey Business School. The output of the collaboration will be new insights, pedagogical models, technologies, and a range of innovative, high quality online courses and degree programs. The objective of the alliance is to act as a catalyst for extraordinary innovation and to be an enabler of digital transformation at each of the partner schools.

Actions of the Erasmus+ program would be the ideal complement for the existing cooperation projects. Having obtained the Erasmus Charter, ESMT further intends to apply for funding for mobility projects for incoming and outgoing degree students (Key Action 1). As the school already has established partnerships with institutions in program countries holding the ECHE (e.g. Imperial College London, United Kingdom; EDHEC Business School, France) and several cooperations with

universities in partner countries (e.g. Queen’s University, Canada; Singapore Management University, Singapore; Sungkyunkwan University, South Korea), it has a solid ground to develop these into mobility agreements with processes that match the guidelines of the European Commission.

The associate dean of degree programs will be responsible for adapting existing partnerships and looking for new academic cooperation opportunities, together with the student services office. They will also further develop international cooperation projects, for example in the areas of blended learning (such as FOME), as well as other knowledge alliances.

Expected impact of ESMT Berlin’s participation in the Erasmus+ Programme

Participating in the Erasmus+ program will significantly contribute to ESMT’s endeavors for modernization and further internationalization in all areas of the school. After having received the Erasmus Charter for an initial period of one year in 2020 – and before a new proposal is due in 2021 – ESMT would like to first concentrate on Key Action 1 “Learning mobility for individuals” with specific focus on student mobility (study and internship). This is the area where the school sees the most urgent need now.

Although the school already has a highly diverse student body, it still seeks to broaden its international profile with greater opportunities for exchanges and formal institutional links. While their studies prepare the students for an international career in business and management, it is crucial for them to gain experience in an international context outside of ESMT. This is vital in order to develop international competences and improve language skills to be prepared for international careers. So far, only very few students have taken the chance to get involved in existing exchange and mobility opportunities. This is mainly due to financial restrictions given the high costs for traveling and cost of living abroad. We would like to encourage all our degree students to get involved in study and internship mobility, with the possibility to choose an exchange institution according to their individual interest and profile and not out of financial restrictions. The Erasmus+ student mobility program as well as the student loan guarantee could allow more students to pursue parts of their studies abroad. Erasmus+ would give us the impetus to redesign curricula to make international mobility easier. In the same way, ESMT students can also benefit from incoming students who bring their own diverse backgrounds into the programs. This will strengthen the students’ motivation as well as their international profile and thus contribute to an increase of employability and equal access to higher education.

Furthering employability, increasing career chances and supporting ESMT students in career placements is an important task for ESMT. Therefore, the school expects to improve the support for work placement and to develop innovative teaching and learning experiences. This shall support the students in tackling skills mismatches and promoting excellence in skills development. Organized exchange with other higher education institutions will contribute to optimizing workflows and the communication with the partners.

A second focus for the initial stage after having received the ECHE shall be on Key Action 2 “Cooperation for innovation and good practices”. ESMT sees instant potential for development and implementation in existing cooperations such as FOME, which would allow the school and their partners to collaborate in a knowledge alliance. ESMT regards this as the ideal opportunity to strengthen partnerships between higher education institutions and enterprises to promote creativity, innovation, and entrepreneurship. By offering new digital formats, innovative learning experiences, and blended learning opportunities, the school can provide even more flexibility for students while ensuring the highest academic standard.

During the initial stage after being granted the ECHE, ESMT finds it most realistic to pursue and implement student mobility and develop knowledge alliances. However, for future endeavors in the Erasmus program, the school would also like to evaluate the potential of staff mobility (KA1), strategic and capacity building partnerships (KA2), and policy support measures (KA3), to further encourage students to take part in European democracy. Specifically, ESMT would like to pursue the possibility of both teaching and administrative staff mobility. The school regards lifelong learning as both privilege and duty that it would like to promote among staff and faculty. Learning mobility of staff and faculty will inspire innovations in teaching and administration. Learning from international partners will improve the curriculum, student services, and other administrative areas with special focus on their modes of learning and communication.

An overall impact for ESMT will be an enhanced position of the school as a suitable choice for international students and academics, as well as a conduit for values of social responsibility into the international Erasmus network. An elaborate European and international exchange network will contribute to the growing professional network with different businesses and organizations worldwide. This will help ESMT to strengthen itself as an inclusive, innovative, and connected higher education institution. Ideally, not only the overall quality of the study program and networking can be improved, but also internal structures and governance mechanisms can be modernized by learning from the partners in the Erasmus network.