

## Cooperation and Competition

### 合作与竞争

#### At Nova School of Business and Economics

#### 里斯本新大学商学院

- The Lisbon MBA 里斯本MBA
  - Leading international MBA Program in Portugal 葡萄牙的国际领先MBA
  - Program jointly offered with main local competitor 和主要竞争者合办
  - Joint cooperation with the MIT Sloan Business School 与斯隆商学院合作
- The CEMS Master in International Management Program CEMS国际管理硕士
  - Unique Pan-degree in International Management 国际管理学位
  - Program jointly offered by 30 partners (only one per country) 30个合作伙伴
  - Competition: students/tuition fees/geographic location/placement 学生/学费/位置/实习竞争

## The Lisbon MBA

1-year, international full time MBA Program 1年全日制国际MBA

- International Consulting Field Labs during Summer
  - Brazil – INSPER in Sao Paulo INSPER商学院
  - China – Fudan University, Shanghai 复旦大学
  - Mexico – Egade, Monterrey EGADE商学院
  - USA – Sloan School, MIT, Cambridge 斯隆商学院
- Fully taught in English 全程英语授课
- International Cohort (50%) of approximately 45 students 国际学生占50%

## The Lisbon MBA

- Cooperation 合作
  - Program jointly offered by Nova SBE and Catholic Business School 里斯本新大学和天主教大学合办
  - One semester at each School 两校各一学期
  - Faculty from both Schools in both semesters 师资
  - Co-branding of the Program 品牌共有
  - Co-management of the Program 共同管理
  - Both Schools sharing International Relations 共享国际关系

## The Lisbon MBA

- Competition 竞争
  - Students' recruiting management 招生管理
  - Alumni network management 校友网络
  - Fund raising and opportunity costs 筹资和机会成本
  - Sharing Corporate relations for placement 分享企业关系和实习机会
  - Cannibalizing MSc where competition is fierce 抢夺理学硕士生源

## The Lisbon MBA

- **Roots for Success 成功的根源**
  - Excellent personal relationship between Deans 院长间个人关系
  - Effective leadership at each of the Schools 两个学院领导力
  - Curriculum innovation 课程创新
  - Perceived teaching/learning quality 教/学质量
  - International placement 国际实习
  - Rankings (faster and much better than expected) 排名

## The CEMS MIM Program

Unique joint Degree in International Management

**独特的国际管理联合学位**

- Pre-experience advanced 1-year Program 无须经验、一年制
- Created in 1988 by Spain, France, Italy & Germany 1988年西法意德创立
- Originally European concept, but Global since 2007 07年起全球合作
- Offered in a comprehensive network in all continents 全球网络
  - Includes 30 academic institutions (only 1 per country) 30学术伙伴
  - About 80 multinational corporations and NGOs 80个跨国公司和NGO
  - Diverse network of alumni graduated in the past 28 years in all continents 28年历史的校友网络遍及全球

## The CEMS MIM Program

### Offers

- Underlying Business ethical focus 商业伦理为重点
- Underlying cross-cultural concern 跨文化
- Advanced courses and seminars, (hands-on learning) 高级课程和研讨
- One semester abroad (Fall or Spring) at a partner school 在国外学习一学期
- Compulsory International internship 强制国际实习
- Compulsory International Business project (consulting lab) 强制国际商业项目
- Tri-lingual requirement at graduation 三语要求
- Placement towards an International Career 为国际职业准备的实习

## The CEMS MIM Program

- Cooperation 合作
  - Common required elements in the curricular structure 课程设计要求相同
  - Value cultural diversity among academic partners 重视学术伙伴的文化多样
  - Regular quality assessment, feedback and support 定期质量评估、反馈和支持
  - Common procedures and standards to recruit students 共同招生程序和标准
  - Common mechanisms for international placement 共同国际实际机制
  - Students' exchange among all academic partners 所有学术伙伴间学生交换

## The CEMS MIM Program

- Competition 竞争
  - Fight for potential top candidates among Schools 与各校顶尖生源竞争
  - Diverse tuition fees policies among Schools 各校间学费政策多样
  - Incentives alignment (CEMS agenda vs. Schools') 激励政策安排
  - Financing of the whole network structure 整个网络的资金
  - Privileged use of the Corporate Network and relative weight of different academic partners 企业网络和学术伙伴
  - Value perceived of different regional markets 各地区市场价值
  - CEMS Alumni network vs. Schools' networks CEMS和各校校友会

## The CEMS MIM Program

- Roots for Success 成功的根源
  - Strong (joint) leadership at the CEMS foundation CEMS领导力
  - Tradition (created in 1988) with excellent results 成功的传统
  - Proposition uniqueness and difficulty to replicate 独特、难以复制
  - Careful expansion strategy 扩张谨慎
    - choice of academic and corporate partners 学者企业和学术伙伴选择
    - Selection of strategic markets 战略市场选择
  - High visibility in the ranking and accreditation system 知名度、认证