

A HIGH DEGREE OF COLLABORATION

The Washington University-Fudan University Executive MBA Program sharpens Asian business leaders' analytical tools and conceptual skills.

of Management at Fudan University," says Patrick Moreton, assistant dean and managing director of the EMBA-Shanghai Program. "We're learning from each other.

"When we started in 2002, Fudan had extensive experience operating joint venture programs, and Olin had experience instructing executives," he explains. "We pulled these capabilities together to get EMBA-Shanghai up and running quickly; then effectively localize it over time. Our collaboration with Fudan compelled us to become more sophisticated in international management, since we're running an international institution."

According to Moreton, Olin faculty

China's development and prosperity."

The partnership was advanced through the leadership and support of Washington University Chancellor Mark Wrighton and Fudan University President Sheng-hong Wang, who solidified the relationship started in 2001 by Stuart Greenbaum, former dean and Bank of America Professor Emeritus of Managerial Leadership, and Zheng Zukang, former dean of Fudan's business school.

Olin Dean Mahendra Gupta and School of Management at Fudan University Dean Lu Xiongwen are working together to extend the relationship to other areas of cooperation. Both have commit-

"Effective competition in business depends on managers' competence," says Bryan Li, EMBA-Shanghai '06, and chief financial officer for Yingli Green Energy Holding Company Limited in BaoDing, Hebei Province. "The more well-trained executives a company possesses, the greater its competitive advantage."

Enhancing global understanding

Little says interactions between EMBA students and faculty in St. Louis and those in Shanghai are deepening. "Now, for all intents and purposes, we do an entire course together on negotiation and cross-cultural management. This



Left to right: Shanghai skyline; School of Management at Fudan University Dean Lu Xiongwen; Professor Jim Little, academic director; Patrick Moreton, assistant dean and managing director; EMBA-Shanghai class; gates at Fudan University

By Rick Skwiot

At 51, Simon Guo has years of management experience under his belt. But the CEO of EagleBurgmann Industries China has returned to school to become "a leader with global perspective and reach."

Guo is one of hundreds of executives in China who have enrolled in the Washington University-Fudan University Executive MBA Program, a partnership between the universities' business schools. The program's curriculum is based on Olin's Executive MBA Program — offered to U.S. senior managers for more than 20 years — with fine tuning to meet the specific needs of business leaders in Asia.

Known as EMBA-Shanghai within Olin, the program has distinguished itself since it was established in 2002. In its

2006 ranking of international EMBA programs, the *Financial Times* rated EMBA-Shanghai eighth in the world and first in mainland China.

"My EMBA education transformed my knowledge and experience into wisdom," says Guo, EMBA-Shanghai '07. "The concepts I gained in the program have increased my ability to deal with global business issues."

"The program gave me analytical tools to solve business problems using a structured and systematic approach," says Stella Ye, EMBA-Shanghai '07, and senior marketing manager for Anheuser-Busch Companies, Inc. in Shanghai. "As a result, I'm better able to understand and evaluate industry competition, and I have a much stronger finance and business sense."

The program's success can be attributed to "a synergy between Olin and the School

members teach universal concepts on global business, and Fudan professors give these concepts meaningful cultural context. "EMBA-Shanghai students learn how to become good general managers, rather than individuals who are expert only in their particular job function and country of origin."

Building China's prosperity

Moreton says the demand created by the rapidly growing Chinese economy dictates "the development of excellent management practices must happen fast — in 15 years instead of the 25 years it usually takes in the West.

"We encourage students to make the knowledge they acquire in the program available to their organizations and communities. That way, our partnership and collaborative research contribute to

ted to funding joint research between their faculty members and have sponsored conferences on topics of mutual interest.

"We're pleased by the strong showing of our joint venture but not surprised," says Lu. "Fudan was one of the first Chinese universities to offer an MBA degree, and we have been at the forefront of cooperative educational management programs."

"As we gain time and experience in the country, we acquire knowledge of Chinese business culture that enriches our teaching," says Jim Little, academic director and Donald Danforth Jr. Distinguished Professor of Business.

"Olin has brought its best science to China," he continues. "Our emphasis on conceptual rigor produces managers who can work anywhere in the world. And that's exactly what China needs to move to the economic center stage."

collaboration broadens students' understanding of the global economy and the challenges inherent in operating and managing in a multinational context."

In addition, EMBA-Shanghai students attend a two-week session in St. Louis that caps their 18-month degree program. In turn, EMBA-St. Louis students travel to Shanghai for 10 days of study with their peers in China.

Gupta echoes Little's view on the partnership's cross-cultural payoff: "We've benefited tremendously from our relationship with Fudan and have been extremely impressed by the caliber of executives who have participated in the program. Through this partnership, we've become more experienced international managers, and we're better able to equip our students with the skills necessary for success in a global business arena." ■

The Olin Brand of Learning: Research-Driven Thinking, Applied



Dustin Kress, left, and Anil Ali, both BSBA '08, compare notes during a presentation at Cass Business School in London.

Education at Olin is a process that inspires and transforms. By creating opportunities to apply research-driven thinking – in the classroom, on the job and through an extensive paper presented to fellow students, staff and company representatives – the International Internship Program enables students to gain abilities and insights that drive business results.

By Jill Pfeiffer

Smart and hard working, Olin undergraduates have a reputation for going the extra mile. But each spring semester, a special group of juniors and seniors goes thousands of extra miles – to Europe for the International Internship Program.

“The experience changes their lives,” says Gary Hochberg, associate dean for undergraduate programs. “Students return to Olin as young professionals. Their transformation is dramatic.”

That transformation is part of the plan. At Olin, mastering functional skills, like accounting, economics and finance, is simply the beginning of an educational process designed to inspire and transform. How students learn is as important as what they learn. The critical, creative and rigorously quantitative mindset of Olin’s research faculty shapes the learning environment.

As a result, students gain an analytical, innovative, research-driven thinking style they apply to business challenges. The International Internship Program puts this process in action.

The program is offered in partnership with Cass Business School at City Uni-

versity in London; WHU in Koblenz, Germany; and Académie Commerciale Internationale (ACI-Negocia) in Paris. Students choose their location, but the overall structure is the same: Approximately one month of classroom study is followed by a 15-week, full-time internship with institutions like Deloitte, Citigroup, Lehman Brothers and Goldman Sachs.

Students also complete an extensive research paper and make an oral presentation at the end of the program. Their topic must pertain to finance, management or economics. Students frequently tackle subjects related to their internship, and company representatives attend presentations. In the Koblenz and Paris programs, students write their paper and deliver their presentation in German or French respectively.

A new partner in London

Available in both the spring and fall semesters, the London program is the most popular. Olin changed partners in fall 2006 from Imperial College to Cass. Located in the heart of London’s financial district, Cass is one of Europe’s leading

providers of management education.

“Cass has a strong brand in the United Kingdom that is based on the quality and breadth of its degree offerings,” says Dirk Nitzsche, Cass’ senior lecturer in finance and academic director of the London program. “You name it; we have it, in terms of management and finance expertise.”

“This program is the first step toward a deeper relationship with Cass and City University,” says Nick Hugh, Olin’s director of European programs. “In our global marketplace, it’s imperative for business schools to have an international exchange of knowledge and expertise.”

Hochberg agrees and adds that Olin is planning an International Internship Program in Hong Kong and may include an internship in its study-abroad program in Madrid, Spain.

Saline Jiang, BSBA '08, studied at Cass and was an intern in Deloitte’s U.S. Corporate Tax division in London, where she helped prepare tax returns for European private equity firms that have U.S. shareholders.

“I was there during the accounting profession’s busy season. To meet our deadlines, I’d stay at the office until 8-10 p.m. and work Saturdays and Sundays.”

Although her days were long, she says the atmosphere at Deloitte was extremely friendly. “I’ll always remember how welcoming and helpful my managers and coworkers were.”

Jiang shared a flat with Jane Wu, BSBA '07, who was an intern at Jimmy Choo. Known for its glamorous shoes – many actresses wore Jimmy Choo shoes to this year’s Oscars – the firm designs upscale women’s accessories.

Wu’s duties included responding to customer inquiries; compiling marketing, sales and competitor-activity reports; reviewing promotional copy for the autumn/winter collection; updating the Web site; assisting with the Online Boutique; and dealing with high-profile



Nick Hugh, right, talks with business leader Peter Chambré during the Cass reception.

customers and the press.

“An enormous amount of responsibility was placed on me,” she says. “It was rewarding to have my work shown to important people within the company.”

“Jane is a great team player and excelled in all tasks,” says her internship supervisor Rachel Payne, online sales co-ordinator for Jimmy Choo.

Research enhances problem solving

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Gary Hochberg, Associate Dean for Undergraduate Programs

problems,” Hochberg says.

“The research component of the International Internship Program compels students to address business issues beyond their day-to-day job responsibilities. In addition, it encourages students to evaluate solutions from a more strategic, cross-functional perspective.”

Consider Tim Bluth’s 66-page paper, “Commercial Mortgage-Backed Securities.” He wrote it “on top of a 60-plus-hour workweek. There were several periods when I’d never see daylight. I’d come to work when it was dark in the morning and leave when it was dark at night. But it pushed me to use what I’ve learned from a range of business disciplines to draw intelligent conclusions.”

Bluth, BSBA '07 and a Washington University Varsity Football player, participated in the London program at Imperial College and was an intern at ABN Amro Bank. Impressed with his performance, Bluth’s supervisors asked him to stay



Speaker Jeffrey Rubin, BSBA '08, highlights his internship experience.

with the bank for a summer internship. He now is an analyst with J. P. Morgan in New York.

“The program definitely was difficult, but that was the beauty of it,” says Erin Harkless, BSBA '05. Harkless also completed program coursework at Imperial College and was an intern for Barclays in London. She researched stock sectors, scheduled media interviews with Barclays representatives and wrote articles on United Kingdom and European equities.

In July 2005, Harkless accepted a financial analyst position for the investment management division of Goldman Sachs in New York.

During his internship with Daimler-Chrysler in Stuttgart, Germany, Sergey Chernenko, BSBA '03, was part of a corporate development department research team that identified promising products and accelerated their completion. He worked on a project to evaluate the use of “controlled language” in German and English technical documentation and translation.

Chernenko, who is from Kiev, Ukraine, began the program at Koblenz University with a three-week German course to polish the language skills necessary for his internship. He graduated summa cum laude from Olin and is pursuing a PhD in finance from Harvard University. Chernenko credits the International Internship Program with his passion for research.

“You can’t imagine a more intensive program for undergraduates,” Hochberg says. “Students come away from it knowing they can do something hard, which builds maturity and confidence.” ■



Olin students preview the site of O2, Europe’s largest entertainment venue.