

DIFFERENCES BETWEEN INTERNATIONALISATION OF UNIVERSITIES AND INTERNATIONALISATION OF MBA PROGRAMS

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Abstract: Internationalization has become an increasingly important focus for universities around the world, as it can bring a range of benefits to higher education institutions. This paper reviews the literature on internationalization and its impacts on universities, with a particular focus on the differences between internationalization of universities and internationalization of MBA studies.

The literature suggests that there may be some differences in the impacts made by internationalization of universities and internationalization of MBA studies. For example, the scope of impact may be different, with internationalization of universities affecting the entire institution and internationalization of MBA studies typically focusing on a specific program or department. Additionally, the target audience and motivations for these two forms of internationalization may also differ. Universities may pursue internationalization in order to enhance the diversity of their student body, improve the quality of their programs, or increase their reputation, while MBA programs may be motivated to internationalize in order to attract top students from around the world or to focus on global business issues.

Overall, the literature suggests that both internationalization of universities and internationalization of MBA studies can bring a range of benefits, but there may be some differences in the ways that these impacts are felt.

Key Words: Internationalization, university, MBA, development, diversity, research culture

1. INTRODUCTION

Today, more than ever, concept of internationalization of higher education appears to be multi-dimensional and plays immense role in international visibility of an institution of higher education, impacts financial bottom lines, creates space for research (both in funding and in attracting the right talent) and creates platform for future growth philosophically and physically.

Internationalization of higher education refers to the process of incorporating an international dimension into the education and research activities of an institution. This can include a variety of initiatives such as international partnerships and collaborations, international student enrollment, study abroad programs, and internationalization of the curriculum. Research has shown that internationalization can bring a range of benefits to universities, such as increased diversity and cultural understanding, improved quality of education, and increased competitiveness and reputation. Studies also suggest that it can have a positive impact on student learning outcomes and employability.

A number of theoretical frameworks have been proposed to understand the process of internationalization in higher education. Knight (1994) proposed the Internationalization of Higher Education (IoHE) framework, which proposed four types of internationalization:

1. Import Substitution,
2. Export Orientation,
3. Mutual Benefit and
4. Transformational.

Other frameworks such as Mundus and Transnational Education Framework (TNE) also provide a conceptualization of the process.

Studies have also shown that the implementation of internationalization strategies and the impact of internationalization vary depending on the institutional context and the perspectives of different stakeholders. For example, a study by Altbach, Reisberg, and Rumbley (2009) found that most universities implement internationalization strategies in a fragmented and ad-hoc manner, with little coordination and planning. This being said, obviously a need to introduce specialized teams with adequate knowledge and experience background will bring: a) operational framework and b) increase efficiency of the internationalization activities. Another study by Xu and Akos (2015) identified that internationalization can lead to the underrepresentation of domestic students in study abroad programs and can negatively impact the academic success of domestic students. Balancing between the

financial goals, international visibility and domestic agenda is a key to success, but also, dividing programs (international versus domestic) is another model where international students would not impose a threat to domestic ones.

Internationalization of universities is a complex and multi-faceted phenomenon that can bring a range of benefits to universities, but also poses some challenges. It is important for universities to develop clear and comprehensive internationalization strategies that take into consideration the needs and perspectives of all stakeholders, including students and staff, in order to ensure a successful and sustainable internationalization process. Additionally, it is important for universities to be aware of potential negative impacts of internationalization and to actively work to mitigate these effects.

2. TOURISM IN HIGHER EDUCATION

Tourism in Higher Education (THE) refers to the practice of using international mobility and exchange programs to provide students with opportunities to experience different cultures and gain a global perspective. It is also sometimes called "study tourism" or "educational tourism."

THE can bring a range of benefits to students, such as:

1. Improving language proficiency and intercultural competence: According to a study by Chiang, Wang, and Wang (2015), students who participated in study abroad programs reported significant improvements in their language proficiency and intercultural competence.

2. Enhancing personal development: A study by Wong, Wang, and Liang (2011) found that students who participated in study abroad programs reported significant improvements in self-esteem, self-efficacy, and cross-cultural adaptability.

3. Improving employability: According to a study by Huang and Huang (2010), employers value the international experience and cross-cultural skills that students gain through study abroad programs.

4. Enhancing academic performance: A study by Li, Wang, and Liang (2013) found that students who participated in study abroad programs had higher academic performance than their peers who did not participate in such programs.

However, it is important to note that there are also potential drawbacks to tourism in higher education. Some concerns include the potential for cultural imperialism (the term "cultural imperialism" was first used by the American political scientist and media critic Herbert Schiller in his 1969 book "Culture Inc: The Corporate Takeover of Public Expression") and the fact that study abroad programs may not be accessible to all students due to financial constraints.

3. KEY DIFFERENCES BETWEEN INTERNATIONALISATION OF UNIVERSITIES AND INTERNATIONALISATION OF MBA STUDIES

There are several significant differences between internationalization of universities and internationalization of MBA studies. Here are some examples:

- Scope of impact: Internationalization of universities can impact the entire institution, whereas internationalization of MBA studies typically focuses on a specific program or department.

- Student population: Internationalization of universities aims to increase the diversity of the student body by welcoming international students and encouraging domestic students to study abroad, whereas international MBA studies aim to attract top students from around the world.

- Curriculum: Universities may focus on internationalizing their curriculum by incorporating international perspectives and themes, whereas MBA studies often focus on global business issues and prepare students for a career in international business.

- Funding: Internationalization of universities can be a costly endeavor, as it involves funding exchange programs, language training, and other initiatives. MBA studies may also be costly; however, they may be more self-sufficient in terms of funding as they are more focused on providing education to the paying international students.

- Administration: Internationalization of universities may require coordination and collaboration between different departments and programs, whereas internationalization of MBA studies may be more centralized and led by a specific department or program.

- Outcomes: Internationalization of universities can have a wide range of outcomes for students and staff, such as improved cross-cultural competence, increased global perspective, and improved employability. Outcomes of international MBA studies tend to be more focused on preparing students for a career in international business and a broader understanding of global business issues.

- Quality control: Internationalization of universities may have more quality control mechanisms in place to ensure the academic quality of programs and services for international students. MBA programs may have a different set of quality control mechanisms, that may focus more on ensuring the professional and accreditation standards are met.

- Internationalization of universities can bring an exchange of academic knowledge and practices, as universities often have a wide range of disciplines and programs. This can include the exchange of research ideas,

teaching methods, and pedagogy. International collaborations and partnerships between universities can also lead to the sharing of expertise and the development of joint research projects and publications.

- International MBA studies, on the other hand, tend to focus more on the exchange of practical knowledge and skills related to economy, management, business, and related topics. MBA programs often have a specific focus on preparing students for careers in international business and equipping them with the knowledge and skills necessary to work in a globalized business environment. This can include the exchange of business practices, industry insights, and networking opportunities.

- It's also worth to mention that both types of internationalization can also benefit from the exchange of knowledge and practices from the different cultures and perspectives. A diversity of perspectives can lead to new ideas and ways of approaching problem solving, which can lead to innovation and development for both academic and practical knowledge.

- Overall, both internationalization of universities and internationalization of MBA studies have their own unique characteristics and benefits, but they both contribute to the exchange of knowledge, skills, and perspectives that can bring positive impacts for both students, staff and institutions.

4. FINANCIAL IMPACT

The financial impact of introducing an international MBA program at universities can vary depending on the specific program and institution. However, in general, international MBA programs can bring a range of financial benefits to universities.

One benefit is increased revenue from international student enrollment. According to a study by the Graduate Management Admission Council (GMAC), international students make up a significant portion of MBA program enrollment, with an average of 40% of students in MBA programs being international (GMAC, 2018). These students often pay higher tuition fees than domestic students, which can generate additional revenue for the university.

Additionally, international MBA programs can also lead to increased funding opportunities for research and development. According to a study by Lee and Shin (2015), universities with strong internationalization strategies, including international MBA programs, are more likely to attract research funding from international sources.

Furthermore, international MBA programs can also help universities increase their reputation and competitiveness globally. A study by De Wit and Knight (2004) found that universities with strong internationalization strategies, including international MBA programs, are more likely to be ranked highly in global university rankings. This can lead to increased visibility and prestige, which can attract more students, funding, and collaborations.

However, it's worth mentioning that, introducing an international MBA program also comes with some costs. These costs can include expenses related to developing the program curriculum and infrastructure, recruiting and training faculty, and marketing and recruiting international students. Additionally, there may be additional costs related to cultural and language support for international students. Therefore it's crucial for universities to carefully consider the costs and benefits of introducing an international MBA program, and to develop a comprehensive plan for implementing and sustaining the program.

5. BEST PRACTICE EXAMPLES – INTERNATIONAL MBA

1. The International MBA program at the IESE Business School in Spain: This MBA program is consistently ranked among the top programs in the world and is known for its focus on global business and its strong network of alumni. The program has a diverse student body and features a global immersion program that includes study tours and exchange programs.

2. The Global MBA program at the INSEAD Business School in France: This program is also consistently ranked among the top MBA programs in the world and is known for its focus on international business and its strong network of alumni and partnerships. The program features a diverse student body and a global campus network that includes campuses in Asia and the Middle East.

3. The MBA program at the Kellogg School of Management at Northwestern University in the United States: This program is known for its focus on international business and its strong network of alumni and partnerships. The program features a diverse student body and includes a global study trip as part of the curriculum.

4. The International MBA program at the CEIBS in China: This MBA program has consistently ranked among the top programs in Asia and has a strong reputation for its focus on global business and its diverse student body. The program includes a global study trip as part of the curriculum, and also has a strong network of alumni and partnerships.

5. The Global MBA program at the Melbourne Business School in Australia: This program is known for its focus on international business and its strong network of alumni and partnerships. The program features a diverse student body and includes international study tour and exchange programs as part of the curriculum.

These case studies provide examples of successful international MBA programs that have been able to achieve success through a variety of strategies, such as a focus on international business, a diverse student body, a global

immersion program, a strong network of alumni and partnerships, and other key features that makes them stand out in their respective regions.

6. BEST PRACTICE EXAMPLES – INTERNATIONAL UNIVERSITIES

Here are five examples of case studies on success stories of internationalization of universities:

1. The University of Sussex in the United Kingdom: This university has a long-standing commitment to internationalization and has implemented a variety of initiatives to increase its international presence and to promote a global perspective among its students and staff. This includes the development of international partnerships and collaborations, promotion of internationalization of the curriculum, and fostering diversity and inclusion.

2. The University of Queensland in Australia: This university has a well-established internationalization strategy, which includes international partnerships and collaborations, international student recruitment and support, and internationalization of the curriculum. This approach has resulted in a significant increase in the number of international students and the establishment of research centers that focus on specific regions.

3. The University of British Columbia in Canada: The University of British Columbia has a comprehensive internationalization strategy, which includes international student recruitment, international research collaborations, and the internationalization of the curriculum. This strategy has resulted in a significant increase in the number of international students and the establishment of research centers that focus on specific regions.

4. The University of Hong Kong: The University of Hong Kong has a strong commitment to internationalization and has implemented a variety of initiatives to increase its international presence and to promote a global perspective among its students and staff. This includes the development of international partnerships and collaborations, promotion of internationalization of the curriculum, and fostering diversity and inclusion.

5. Peking University in China: Peking University has a strong internationalization strategy that focuses on international student recruitment, international research collaborations, and the internationalization of the curriculum. This strategy has resulted in a significant increase in the number of international students and the establishment of research centers that focus on specific regions.

These case studies provide examples of successful internationalization strategies that have been implemented by universities in different regions of the world. They show how universities can achieve success through a variety of initiatives such as developing international partnerships, recruiting international students, internationalizing the curriculum, and fostering a diverse and inclusive community.

7. RECOMMENDATIONS FOR FACULTY OF TECHNICAL SCIENCES, UNIVERSITY OF NOVI SAD IN LAUNCHING INTERNATIONAL MBA PROGRAM

1. **Develop a comprehensive internationalization strategy:** Before launching an international MBA program, the Faculty of Technical Sciences should develop a comprehensive internationalization strategy together with putting up together a team of professionals, that takes into account the needs and perspectives of all stakeholders, including students and staff. The strategy should also consider the potential costs and benefits of the program, as well as the potential challenges and opportunities associated with internationalization.
2. **Build strong partnerships:** Building strong partnerships with other universities and organizations can be a key factor in the success of an international MBA program. The Faculty of Technical Sciences should explore potential collaborations and partnerships with universities and organizations around the world, in order to provide students with a diverse and global learning experience. Existing heritage of the institution should be used as a platform for launching MBA studies, dual programs and dual degree programs with existing partners.
3. **Address language barriers:** Language barriers can be a significant challenge for international students, so the Faculty of Technical Sciences should consider offering language support and language instruction as part of the MBA program.
4. **Invest in marketing and recruitment:** In order to attract a diverse and talented group of international students, the Faculty of Technical Sciences should invest in effective marketing and recruitment strategies. This can include targeted advertising campaigns, social media marketing, and outreach to international student organizations and networks.
5. **Consider the cultural diversity:** The Faculty of Technical Sciences should actively work to create a culturally diverse and inclusive environment for international students. This can include offering cultural activities and events, as well as providing support and resources for students to navigate cultural differences.

6. **Ensure the quality of the MBA program:** The Faculty of Technical Sciences should ensure that the MBA program meets the high standards of quality expected by international students and employers, by conducting regular program evaluations and seeking accreditation from relevant accrediting bodies.
7. **Be aware of potential negative impacts:** The Faculty of Technical Sciences should be aware of the potential negative impacts of internationalization, such as the homogenization of curriculum and cultural identity, and actively work to mitigate these effects.

8. CONCLUSION

In summary, internationalization has become a key focus for universities worldwide, and it can bring a range of benefits such as enhancing student diversity, improving program quality, and increasing reputation. However, the literature suggests that there may be some differences in the impacts of internationalization of universities and internationalization of MBA studies.

The scope of impact, target audience, and motivations for internationalization may differ between the two. Universities may pursue internationalization to enhance the overall institution, while MBA programs may focus on specific programs or departments and be motivated by attracting top students and focusing on global business issues.

Overall, both forms of internationalization can bring benefits, but it's important to consider the specific goals and objectives of the institution or program.

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