

# GOING GLOBAL

A NEWSLETTER PRODUCED BY INTERNATIONAL PROGRAMS AT THE CARLSON SCHOOL OF MANAGEMENT

**CARLSON**  
SCHOOL OF MANAGEMENT  
UNIVERSITY OF MINNESOTA

## *The importance of international education*

The Carlson School will require an international experience for all undergraduate students

**T**he Carlson School of Management will require all undergraduate students, starting with those who enter the school in fall 2008, to participate in an international experience as part of their four-year degree.

The school is the first undergraduate college at the University of Minnesota to establish an international requirement, although many students already take part in such opportunities. In 2006-2007, 219 undergraduate Carlson School students studied abroad, up 321 percent from 52 study abroad students in the 1997-1998 school year.

"In the business world, the global economy is growing, and there is an influx of careers that cross borders," says Carlson School Dean Alison Davis-Blake. "It is essential to develop global citizens and broaden their skills and knowledge about the world."

Understanding international business issues is key to students who want careers in business, says Michael Houston, Ecolab-Pierson M. Grieve Chair in International Marketing and associate dean of International Programs.

"Being able to work cross culturally is important to organizations that are increasingly operating on a global basis," says Houston.

"An extensive process is occurring to determine the various options that students might pursue to fulfill the

requirement," says Anne D'Angelo King, assistant dean of International Programs.

The Carlson School currently offers several study abroad options for undergraduate students, including seven short-term global enrichment courses and 15 semester exchanges, as well as several other opportunities in collaboration with the University of Minnesota's Learning Abroad Center. New short-term global enrichment courses for undergraduates in the spring of 2008 include opportunities to study entrepreneurship in Shanghai and Beijing, China, and logistics and supply-chain management in Madrid and Zaragoza, Spain. The school plans to raise scholarships to help students meet the requirement and graduate in four years.

In addition to the international requirement, the Carlson School added

a public/nonprofit management major this fall, and will add a contemporary management course for freshmen and an immersion core set of classes in students' sophomore year, beginning next fall.

New students like Tommy DeMarco couldn't be more pleased with the curriculum enhancements. "When I started to think about business as a career choice, I knew I wanted to use my business education to help society," says DeMarco, a Carlson School freshman. "I also knew I wanted to study international business. Knowing that the Carlson School values international experience and is offering a nonprofit major made this school the clear choice for me."



*The international requirement complements the Carlson School's undergraduate program expansion. Hanson Hall is due to open in 2008.*

# Spotlight on Central Asia

## Carlson School collaborates on professional development program for faculty from Kyrgyzstan and Uzbekistan

Asel Kalykova came to the University of Minnesota this summer from the American University of Central Asia (AUCA) in Bishkek, Kyrgyzstan, to improve her teaching methodology.

For six weeks from June to August, Kalykova and four other faculty members from universities in Kyrgyzstan and Uzbekistan visited the University and the Carlson School as part of the Summer Training Institute, an innovative program to strengthen education in the region.



Senior Lecturer  
Sid Benraouane

While here, Kalykova learned more about evaluation techniques, case writing, and the use of information technologies in education. She also gathered information from real businesses to incorporate in her courses. She found a great mentor in Sid Benraouane, senior lecturer at the Carlson School, who eagerly accepted the opportunity to work with her.

Early in 2007, the University accepted an invitation from the American Councils for International Education, a non-profit organization that advances education and research through international programs. This group asked the University to organize an initiative for furthering the development of faculty in Central Asia, says Barbara Kappler, assistant director of International Student and Scholar Services (ISSS) at the University.

ISSS approached the Carlson School's International Programs office with the opportunity. Together with the University's Center for Teaching and Learning and the involvement of Carlson School faculty, they developed the Summer Training Institute, the first offering in the initiative.



Asel Kalykova (fourth from the right), with Barbara Kappler from ISSS (third from the right) and the other Central Asian scholars

"Participating in such a rich collaborative effort with stakeholders from Washington, D.C., the University of Minnesota, and institutions in Kyrgyzstan and Uzbekistan is an ideal fit with our mission," says Anne D'Angelo King, assistant dean of International Programs.

Among other activities, the institute paired the Central Asian faculty with Carlson School faculty mentors. As a result, Kalykova observed the MBA courses that Benraouane taught. Each week, the two met to talk about what happened in the classroom.

"My philosophy is to involve students as much as possible," says Benraouane, who introduces a new activity, such as videos, presentations, or discussions, every 15 minutes or so to keep the students focused.

"My mentor within this program, Sid Benraouane, has become my particular inspiration as a real professional," says Kalykova. "His classes finally became a live demonstration of everything learned in the program. I have enjoyed and learned so much and have so many ideas due to his assistance, advice, and support."

Kalykova valued her time in Minnesota. "By the results of this trip, I have been able to apply many things, and I also have ideas for the future. So this is not only about immediate changes but strategic ideas as well. In particular, I have updated delivery of all my courses, making them more interactive and applying smart lectures and different evaluation techniques, as well as incorporating videos."

Kalykova also says that another important outcome will be the impact of her professional development on student success. "The final outcome will be in the classrooms of the AUCA, which could be measured by the enhanced motivation to learn, higher interest in subjects, and competitiveness of our graduates in the labor market."

The Summer Training Institute was just the start of programming for Central Asian faculty. The University will be developing more offerings in the future, which also will involve the Carlson School. "We really used a very strong model that brought together offices throughout the University in partnership," says Kappler. "The success of this model will only help us as we move forward."

# Entrepreneurship abroad

International residency supports Romanian entrepreneur as he builds his business



**SNAP SHOT**

## ROMANIA

- **LOCATION** / southeastern central Europe
- **AREA** / 91,725 sq. miles
- **POPULATION** / 22 million
- **CLIMATE** / temperate with four distinct seasons
- **CAPITAL CITY** / Bucharest
- **GOVERNMENT** / Parliamentary republic with two legislative bodies: the Senate and the Chamber of Representatives
- **MAIN CROPS** / wheat, corn, sugar beets, sunflower seed, potatoes, grapes
- **NATURAL RESOURCES** / timber, natural gas, coal, iron ore, salt
- **MAJOR INDUSTRIES** / mining, timber, construction materials, metallurgy, chemicals, machine building, food processing, petroleum production and refining

Romanian entrepreneur Voicu Oprean visited the Carlson School of Management this summer and walked away with a valuable understanding of business in the United States.



Voicu Oprean

“The market is becoming more and more international, and the world is getting global, so it is a must in the new economy to be exposed to the international market,” says Oprean.

The knowledge that he gained continues to help him as he builds his Romanian software

business, AROBS, which he founded in 1998 as an outsourcing firm for software engineers. The business currently focuses on software solutions to support the growing regional market.

“I was able to analyze the differences between U.S. and European business models and learn from the best of each,” says Oprean, a student in the Romania Executive MBA Program, an offering of the Vienna University of Economics and Business Administration. The Carlson School arranged a U.S. residency for these Romanian students in summer 2007.

“I also validated my own theory about where and when one system works the best. Even though Romania is in the European Union, I consider the U.S. business model more suitable to Romanian entrepreneur companies.”

Oprean benefited from his work with the school’s “excellent professors,” such as Dileep Rao, Carlson School senior lecturer. Rao focused classroom discussion on the topic of entrepreneurship and ways to make the most of new opportunities.

“There is interest in developing new business in the region,” says Rao, who also teaches Executive MBA classes in Warsaw and Vienna. “The residency participants were interested in the nuts and bolts of evaluating opportunities and in taking the opportunities to the next level and getting involved personally in entrepreneurship.”

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*Oprean views his Executive MBA education as a way to complement his technical background and improve his business skills.*

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To offer students a perspective on the role of venture capital in the United States, Rao invited ’91 U of M alum Scott Litman, managing director of SDWA Ventures, to speak to the residency class.

“We had a pretty wide-ranging discussion,” says Litman, whose venture catalyst company invests in businesses in the early stages of growth. “They wanted to know more about taking risks in entering the market with a start up and about how you know what to go after.”

When looking for resources, Oprean spotted an opportunity to experience the 2007 Summer Venture Camp. Rao helped arrange Oprean’s participation in the camp, which brought together Minnesota entrepreneurs.

Oprean views his Executive MBA education as a way to complement his technical background and to improve his business skills. The international residency helped confirm Oprean’s desire one day to reach a significant milestone.

“We have many ideas in the company that might create a state-of-the-art software solution for companies all around the globe,” says Oprean. “The ultimate goal is to get quoted at the Romanian stock exchange and later to be listed in London or NASDAQ.”

Oprean is likely to succeed, says Rao. “Central and Eastern Europe need business leaders who can build their own companies and form major corporations, and he’s the kind of guy to do that.”

## Win-win model

### Vienna Seminar collaboration benefits 3M and Carlson School students

**T**ed Tarsa, sales and marketing operations manager for the international business development group at 3M, looks for opportunities to strengthen the company's already significant global operations.

The long-standing collaboration among 3M, the Carlson School of Management, and the Vienna University of Economics and Business Administration supports 3M international activities and offers Carlson School MBA students the chance to apply their expertise to a real-life business issue.

"This is a win-win for all involved," says Tarsa. "3M benefits from the efforts of talented students with fresh thinking and an ongoing connection with the Carlson School, and students benefit from exposure to the real-life issues of international business."

The Vienna Seminar model helps strengthen the ties between the Carlson School and 3M, and the ongoing collaboration offers its own advantages in areas such as recruitment and research. "It's important for us to continue to invest in our relationship with the Carlson School," says Tarsa. The Vienna Seminar is also a great way to extend the relationship to 3M international subsidiaries.

Before traveling to Vienna, Carlson School graduate students analyze a business issue that impacts one of 3M's international subsidiaries in Central and Eastern Europe. Then the students travel to Vienna for a week where they collaborate with Vienna University counterparts who also have spent time examining the case. The next week, both groups of students visit the 3M subsidiary to present their recommendations to management.



Vienna Seminar 2007 students at 3M Poland.

On the most recent seminar, students tackled a market segmentation and opportunity analysis project in the electronics market for 3M Poland. The company provided information for the students, who also participated in a teleconference to talk firsthand with representatives from 3M Poland.

When the students presented the results of their work during their trip in late May and early June 2007, 3M Poland executives appreciated the analysis and recommendations. "They were impressed with the findings of the class," says Tarsa. "They will be reviewing these to see what can be applied within their local planning framework."

In the meantime, Tarsa already has begun the search for the business issue that students in the next Vienna Seminar will investigate. "We look for the right opportunity for both 3M and the students," says Tarsa, whose business development group solicits possibilities from 3M subsidiaries throughout the world.

His own participation in the Vienna Seminar has been positive and rewarding, says Tarsa. "I had a very rich experience interacting with the class."



## Other connections

Ongoing relationships with corporate partners make possible a variety of global experiences for students, including these recent examples:

Global Executive MBA students from the Carlson School have participated in the opening and closing bell ceremonies at the NASDAQ MarketSite in New York City.

Twenty-five Carlson School graduate students worked on a live case study for **International Dairy Queen** in Shanghai, China in 2006-07.

In 2006-07, Global Executive MBA students from the Carlson School visited *Fortune* 500 companies such as **General Mills, Medtronic, 3M, Best Buy, Boston Scientific, Ecolab, Bear Stearns, and Caterpillar.**

2007 marks the fifth year of the Carlson School's Ethics Seminar, which has provided more than 120 students the opportunity to study business ethics and corporate governance in Brussels and London. Students have met with executives from **Toyota, Nike, Royal Dutch Shell, and GlaxoSmithKline.**



Benjamin Ilhardt

International  
internship teaches  
important lessons

## Defining moment

*“The most interesting part was interacting with individuals from a variety of different countries. Everyone has different attitudes and ways of looking at and completing work.”*

Benjamin Ilhardt expanded his studies at the Berlin School of Economics with an international internship for a powerful, life-changing result.

“My experience abroad has been one of the defining parts of my life so far,” says Ilhardt, an undergraduate student at the Carlson School. “I would definitely recommend studying abroad to others.”

Ilhardt was an intern at Werkstoffe Technologien-Transfer Consulting, a Berlin-based firm that specializes in new venture consulting. He arranged his internship through IES, a program that helps students to study, work, and live abroad. He started part time during the school term and then worked full time for three months during summer 2006.

The internship was a great fit for his interests. He collaborated with a team to help a Russian group find funding and development partners in Western Europe for a new technology patent. “I had a variety of responsibilities, ranging from industry and organization research, to the creation of marketing materials, to language translation work,” says Ilhardt, a finance major and German minor.

Those responsibilities put him in direct contact with the diversity in global business.

“The most interesting part was interacting with individuals from a variety of different countries,” he says. “Everyone has different attitudes and ways of looking at and completing work. My work experience gave me a good insight into the business culture of Europe.”

Ilhardt spent this past summer as an intern with the financial restructuring group of Houlihan Lokey Howard and Zukin in Chicago, Illinois, which also provided good preparation for his career. But Ilhardt points to his international journey as especially valuable. Set to graduate in 2008, Ilhardt will make good use of those lessons in the future.

“For me, the biggest value of both my study and work experience was simply interacting with people who act and think about things differently than I do,” he says. “I think you become a more flexible and adaptable person because of it.”



## *In support of global experiences*

Alumni establish scholarship for Warsaw Executive MBA students to visit the Carlson School

A vacation to Poland inspired Carlson School alum Kim French, '89 MBA, and her husband Mark Spartz, '79 U of M alum, to support business education in the region.

"We were so taken with Poland," says French, deputy director of communications at the Boston Museum of Fine Arts. "We wanted to see if we could find a way to support the school's work there."



*Pawel Szajner*

The couple established an annual scholarship that allows a student in the Warsaw Executive MBA Program, a joint offering of the Carlson School and the Warsaw School of Economics, to visit and study at the Carlson School as part of the Carlson School's Global Executive MBA International Residency.

In 2007, the Carlson School welcomed the first international residency scholarship recipient, Pawel Szajner, who works as a human resources and services manager

for Termoizolacja in Poland.

"We see the scholarship as a way to help out," says Spartz, owner of Infinity Pictures, a Boston, Mass.-based producer of documentaries and commercials. "We are just happy to do it, and hopefully it will be very beneficial to the students."

The Carlson School is currently expanding its international offerings, which makes donor support of scholarships for all kinds of international experiences vital, says Michael Houston, associate dean of International Programs. "Kim and Mark's creative support of our international activities is greatly appreciated."

### International Programs Staff

Michael Houston, *Associate Dean*

Mahmood Zaidi, *Founding Director*

Anne D'Angelo King, *Assistant Dean*

Wendy Witherspoon, *Program Director, Global Enrichment*

Joe Mosher, *Program Director, Global Immersion*

Matthew Goode, *Program Director, Global Executive MBA*

Abby Pinto, *Associate Program Director, Global Enrichment*

Deirdre Opp, *Global Enrichment Coordinator*

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## Participants in Global Enrichment Electives

## ACCOUNTING 3001

## Faculty: Charlie Caliendo

Hal Brown  
Carla Daggit  
Nehal Desai  
Allison Euson  
Stephanie Fix  
Jana Fjerkenstad  
Abigail Goshert  
Clark Haake  
Alexandra Hardinger  
Briana Hasset  
Sarah Hennes  
Nathan Jones  
Kevin Koza  
Colleen Lau  
Lauren McGowan  
Alex Mei  
Lan Nguyen  
James O'Hara  
Tori Rolfmeier  
Kelly Schmidt  
Collin Smith  
Samuel John Yoshio Tashima  
Paul Tran  
Mike Vieth  
Jason Wong  
Kevin Zinter

## CHINA SEMINAR

## Faculty: Seth Werner

Maureen Arbogast  
Matthew Belstra  
Patrick Bohmbach  
Jason Dalebroux  
Jody DePenning  
Matthew Ellingson  
Debra Fiterman  
Matthew Frauenshuh  
Nicholas Heisick  
Melissa Jordan  
Broc Krekelberg  
Abby Los  
Taeko McFadden  
Benjamin Pearson  
Kristin Rausch  
Julie Stober  
Jonathan Teichroew  
Jenna Tietje  
Phuong Ton  
Alex van Oosterom  
Heather Wahl  
Keeley Yen  
Andrew Yue

## COSTA RICA SEMINAR

## Faculty: Alfred Marcus

Scott Ackerman  
Nikolas Anastos  
Teruya Asai  
Ryan Bergeron  
Kelly Carlson  
Brian Edquist  
Amy Fox Anderson  
Beth Gallagher  
Joel Goldsmith  
Toni Guidarelli  
Stephanie Hoepner  
Daniel Kaskubar  
Holly Kellar  
Jonathan Kish  
Takeshi Kosuge  
Aaron Lauinger  
Alexander Marsh  
Joey Martin  
Meagan Martin  
Karmi Mattson  
Katherine Ann McIntosh  
Aaron Moniza  
Jill Pravatiner  
Mike Salters  
Benjamin Schein  
Margaret Schnieders  
Seth Tribon  
Amber Vadnais  
Bernhard Zimmermann

## INDIA SEMINAR

## Faculty: Mani Subramani

William Anderson  
Sara Banks  
Nicole Brooks  
Andrew Combites  
Nicholas Curtis  
Glen DeSouza  
Andrew Forsberg  
Adam Hankins  
Brenda Henkemeyer  
Timothy Jackson  
Ashu Jaiswal  
Luke Jenney  
Audrey Lickhart  
Ronindra Mukerjea  
Benjamin Nelson  
Andy Peterson  
Patrick Schottler  
Logan Schulze  
Paola Serrate  
Steven Shepherd  
Steven Tix  
Jason Van de Loo

## Fall 2007 students at partner universities abroad

## MBA CANDIDATES

*University of St. Gallen, St. Gallen, Switzerland*  
Sheldon Lannette

## MA-HRIR CANDIDATES

*Hong Kong University of Science and Technology, Hong Kong, China*  
Joey Martin

## UNDERGRADUATES

*Vienna University of Economics and Business, Vienna, Austria*  
Nicholas Treat

*Hong Kong University of Science and Technology, Hong Kong, China*  
Adam Justin  
Henry Lau

*Copenhagen Business School, Copenhagen, Denmark*  
Nicholas Bauer  
Lindsey Weber

*Manchester Business School, Manchester, United Kingdom*

Mitchell Mandler  
Kayla Rodriguez  
Christina Stael Von Holstein

*Bordeaux Business School, Bordeaux, France*  
John Pokorny

*University of Cologne, Cologne, Germany*  
Peter Hansen

*L'Università Commerciale Luigi Bocconi, Milan, Italy*  
Natalie Chan

Andrew Dwyer  
William Schumacher

*Universiteit Maastricht, Maastricht, Netherlands*  
Alyson Wise

*Singapore Management University, Singapore*  
Sami Khwaja  
Steve Knier  
Christina Luah  
Michael Navarro  
Alexandra Starr

## Fall 2007 exchange students at the Carlson School

## Austria

Karoline Banfield-Mumb-Mühlhaim  
Furian Jürgen

## China

Benny Gu  
Sherring Yick Yam Ng  
Michael Zhou

## Denmark

Eske Lind Andersen  
Lea Wolk Gøtske  
Peter Ingemann Hansen  
Mikkel Søndergaard Holck  
Christel Ladegaard-Pedersen  
Jonas Lund-Jacobsen  
Stine Jersie Olsen  
Frederik Winther Struve

## France

Jordi Aznar Peyra  
Victoire Lenfant  
Aurelie Marest

## Italy

Laura Barbaglia  
Fabio Bona  
Rita Bonvicini  
Lorenzo Boscolo  
Silvia Giovanelli  
Roberto Graziano  
Giorgia Panepinto  
Antonio Papadia

## Japan

Takuya Maruyama

## Norway

Jørgen Ingier  
Xunhua Su

## Singapore

Amanvir Singh Atwal  
Dennesa Ka-Ling Boon  
Ying Zhi Chan  
Yan Stephanie Lim

## Spain

Albert Ferrer Carillo

## Sweden

Olof Fredericson

## Switzerland

Johannes Otmar Öhri  
Christian Stucki

## United Kingdom

Tom Birtwhistle  
Shing Tung  
Yu Zheng

# Global branding

Research shows differences in the ways that cultures perceive the extension of brands from one type of product to another



Cultural influences impact perceptions of products that are associated with a brand, according to the research findings of Michael Houston, Ecolab-Pierson M. Grieve Chair in International Marketing and associate dean of International Programs at the Carlson School.

“We’ve been trying to understand

whether people in different cultures process and organize brand information differently,” says Houston. His research is helping marketers understand the reactions among consumers from regions throughout the world to brand extensions, or product lines that are marketed under the same general brand as a previous item or items.

A recent project points to variations in the perceptual processing of other products that are associated with the brand. The research, conducted with former doctoral student Sharon Ng, now on the faculty of Nanyang Technological University in Singapore, contrasted the reactions of American and Asian students to brand extension ads.

The work showed that Asian consumers perceived brands differently from North American and European consumers. In general, Asian consumers in the study were more likely to associate the products in ads with the way that they classify the company’s products. On the other hand, Americans and Europeans were more likely to associate the advertised products with their beliefs about the company.

For example, when Asian consumers think about Sony, they may think of Sony as a maker of televisions. When Americans and Europeans think of Sony, they may think of Sony as an innovator in consumer electronics.

The fact that Asian consumers organize and categorize brand information differently from European and U.S. consumers has big implications for international brand extensions.

“This means companies will have to do a lot more work to make a convincing brand extension in Asia,” says Houston. “But it also means that once work is done, the extension is more durable and can include products that consumers in the West would think are outside the company’s core competencies.”

**CARLSON**  
SCHOOL OF MANAGEMENT  
UNIVERSITY OF MINNESOTA

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