

Going Global

A Newsletter of International Programs

It's a big world. Let us show you.

CARLSON
SCHOOL OF MANAGEMENT
UNIVERSITY OF MINNESOTA

Fall 2009

Go and see

China's leading laptop maker pays attention to culture for a global reach.



Mark McNeilly, Carlson Executive MBA '93; Executive Director, Brand Management, Lenovo

On their tour of Lenovo Group Limited's executive headquarters in Beijing, which is surrounded by campuses for Microsoft and Google, students of Steve Spruth's Management 3010 course in Global Entrepreneurship presented a business plan about features students wanted to see in future Lenovo laptops. The experience felt more like a real-world prototyping session for designers than a class presentation. "Lenovo treated the students as customers, with this amazing listening process," Spruth says. "It was a 'wow' experience for them and one of their favorite parts of the two-week program."

This was the second year Spruth's class traveled to China, but the first time it toured Lenovo—a visit facilitated by Mark McNeilly, Carlson School Executive MBA '93, who is the executive director for brand management at Lenovo. While a student at Carlson, McNeilly participated in an international residency program in Hungary. The experience solidified his interest in international business and the importance of understanding other cultures; McNeilly has since published two books on how the ancient Chinese general Sun Tzu's philosophies have been applied to modern warfare and business.

Lenovo is a marriage of East and West. Initially formed in 1984 as Legend Computers and funded by the Chinese Academy of Sciences, the company at first served as a reseller for companies like IBM. It quickly moved from reselling other brands to manufacturing its own computers, becoming China's market leader by 1997 by enabling Chinese users to type Chinese characters

"We were able to see the way companies like Lenovo keep entrepreneurship alive in their organizations."

STEVE SPRUTH, Senior Lecturer, Carlson School

more easily on computers. In 2005, Lenovo acquired IBM's personal computing division. The company is now the fourth largest laptop maker in the world.

"The original Lenovo culture was very entrepreneurial and young, understood selling to the consumer, and the brand is extremely well-known in China," says McNeilly, who joined Lenovo from IBM as part of the acquisition. "The IBM culture was more conservative and really understood selling computers to businesses."

The merger required that each culture "dig into" the other in order to form a new, unified direction around the Lenovo brand and the ThinkPad brand from IBM. From the beginning, the two cultures had to overcome basic misunderstandings. For example, during one meeting, U.S. product designers said they wanted "common elements" on each product. "The Chinese team looked up 'common' and thought we meant we wanted to make everything not special," McNeilly says. The teams also discovered different approaches to meetings. "The West approach is, you send out a PowerPoint deck, and then take everyone through the presentation." The China team,

having studied the presentation beforehand, was ready to move to questions immediately. Says McNeilly: "We've moved toward their more prepared approach."

The U.S. team has also adopted the Chinese approach to hospitality. "They were initially shocked when they came over that nobody greeted them at the airport, and that there were no events planned," McNeilly says. "In China, you are taken out to dinner and shown the sights when you arrive. We've adapted to their style of hospitality, as that's an important part of the relationship."

Lenovo and the Carlson School continue to share a vibrant partnership. Through its ThinkPad University program, the company offers laptops, peripherals, and technical support to Carlson School students at competitive prices. Lenovo also donated a special gift to the school this year: a replica of the 2008 Olympic Torch, designed by Lenovo for last year's games in Beijing. The torch is on display in the International Programs office at the Carlson School.

In January 2010, as part of the Carlson School's China Seminar in Guangzhou, Lenovo and the Carlson School will partner on a new live case project that focuses on sourcing laptop and desktop components for the China market. Other Carlson School classes recently toured a Lenovo marketing hub in India. "Students said they were impressed with the capabilities they saw and the breadth of Lenovo's coverage throughout the world, as well as its hospitality," McNeilly says. "It's important for us to deliver that kind of partnership."



10 years strong

The Vienna Executive MBA program has extended its reach while maintaining its commitment to quality education

Bodo Schlegelmilch arrived at the WU (Vienna University of Economics and Business) in 1997 intending to teach in the Executive MBA program. "Our rector frowned and said, 'Well that's an interesting proposition, because you'll have to start one,'" says Schlegelmilch, dean of the WU Executive Academy and Professor of International Marketing and Management at the WU.

Prospective students said they wanted an international curriculum taught in English in conjunction with a strong American school. So the WU tapped the Carlson School, which was already partnering with WU on Eastern European exchange programs. But just because they built it, it didn't mean students would come. "It was an uphill struggle at first," Schlegelmilch says. "We had to start with

MBA ALUMNI LEADERSHIP FORUM

CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

WU EXECUTIVE ACADEMY SCHUMPETER PROGRAMS



Bodo Schlegelmilch, Dean, WU Executive Academy

a small group.” Schlegelmilch and Michael Houston, associate dean of international programs at the Carlson School, decided early on to focus on quality over volume. “That decision has paid off—one of the key components of success for the program is the quality of the participants. Students expect a certain level of quality and expertise in the discussions, which only happens when participants bring significant managerial experience.”

Today, as it celebrates its 10-year anniversary, the Vienna Executive MBA program, which grants MBA degrees from both the WU and the Carlson School, is one of the most well-regarded EMBA programs in Europe, drawing participants from as far away as Dubai. Each year, its student population becomes more diverse: Today more than 50 percent of students come from outside Austria. The WU is one of only four universities in Austria, Germany, and Switzerland—and only 110 worldwide—that holds the prestigious EQUIS (European Quality Improvement System) accreditation.

The *Financial Times* currently ranks the Vienna Executive MBA program 9th for international course experience, and 19th among European Executive MBA programs overall. The program has also received “favorite” ratings by former students and *Frankfurter Allgemeine Zeitung*.

Several elements of the program are unique in the crowded field of EMBA programs, Schlegelmilch says. In the Virtual Team Project, students in the Vienna program form cross-cultural groups with students in the Carlson School’s Executive MBA programs in Poland, China, and the United States. Teams work virtually to develop a business plan for the launch of a product or service in a new market. They meet face-to-face for the first time in Minneapolis and subsequently present their business plans before walking in the graduation ceremony. “This kind of cross-cultural working together in teams is unique,” Schlegelmilch says.

The program’s international field study component is also special. Over the 14-month term, the students spend 10 days each in Russia, China, India, New York City, and Minneapolis, visiting companies and meeting executives in each location. “I don’t think anybody else worldwide has put together something like that.”

“The Carlson School faculty members who have taught in our Vienna program always return singing the praises of the quality of the students in the program. But for me it has been the quality of the overall relationship with our partner school WU that stands out, along with the great students who have gone through the program.”

MICHAEL HOUSTON, *Associate Dean of International Programs, Carlson School*

Carlson School instructor Charles Caliendo, who has taught accounting courses in the program for several years, says he is always impressed by the Vienna Executive MBA students. “They are the best students I teach,” he says. His students, in turn, tell him they benefit from the perspective of Carlson School professors, which they see as more experiential than a traditional European approach. “The case studies, group discussions, and projects are very new to them, and they love that way of learning,” Caliendo says.

The course content in the program is updated periodically to respond to student input and current events. For example, there’s currently a lot of emphasis on ethical obligations and managing risk in financial services.

Vienna Executive MBA students, who live and work more globally than ever, say they most appreciate the program’s focus on cross-cultural teamwork. Schlegelmilch is intentional about this: “I always start out my Asia module by saying, ‘The objective of this module is to change the way you see the world.’ They respond, ‘That’s a very big and preposterous statement.’” But once students do work with their far-flung counterparts, they say they do become more adept at handling differences. “It is perhaps one of the most important learnings that take place,” he says.



Michael Houston, Associate Dean, Carlson School International Programs



Dean Alison Davis-Blake (center) with the Houstons and Campbells at the WU anniversary celebration



Grace Hung talks about her experience in Taipei, Taiwan as an exchange student at National Taiwan University



First Look: Taiwan Semester Exchange



"Whenever a friend invited me on an excursion, I went. I wanted to explore everything."



Grace Hung never thought she would try, let alone like, a dish called stinky tofu. "A lot of people are afraid to try it because it stinks so much, but it was actually pretty good," she says, adding that she doesn't want to know why it smells. "I ate oyster omelets, fried squid, and sesame paste noodles—a number of common things street vendors sell."

Hung, a Carlson School senior majoring in finance, was in Taipei for more than five months last spring as part of a new semester exchange program with National Taiwan University. She went not only to get in touch with her roots—her parents immigrated from Taiwan—but to challenge herself personally and academically.

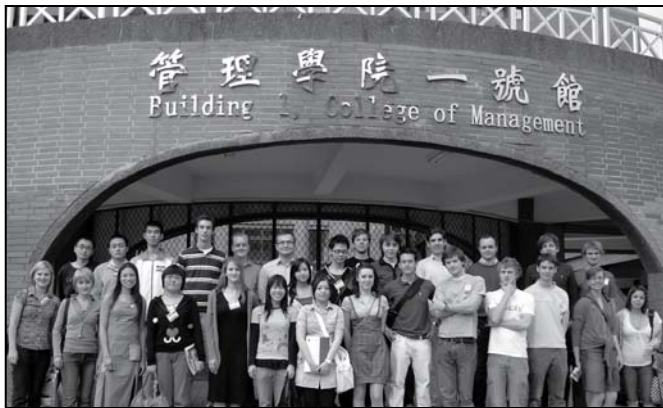
National Taiwan University is the second-ranked business school in Asia, and Hung was impressed by the number of international students in her international marketing management class—from Belgium, France, Australia, Japan, Singapore, and Denmark. "I'll be able to use those diverse perspectives when I'm thinking about marketing and international business," Hung says. "We had a lot of group work, and our teacher made sure our groups were very diverse." She also took an advanced finance class where she learned about the Taiwan Futures Exchange (TAIFEX), and an introduction to international business in which students presented business news from around the globe.

Hung was impressed that two "buddy" students from NTU met her at the airport and helped her settle in: getting her a mattress, and cell phone, and providing help deciphering the transportation systems.



NATIONAL TAIWAN UNIVERSITY (NTU)—TAIPEI, TAIWAN

NTU is the oldest and one of the most distinguished universities in Taiwan, attracting students from around the world. For more information about the Carlson School's exchange program with NTU, please visit <https://www.carlsonschool.umn.edu/page8055.aspx>



Hung took an optional intermediate Mandarin Chinese class, and joined several foreign student associations. She and local students gathered for informal language exchanges, where they practiced Mandarin together for one hour, then switched to English. In her free time, she shopped in the commercial districts of Taipei, attended a Chinese opera, and saw the famous pandas at the Taipei Zoo. She also hiked in the mountains of national parks, attended a traditional wedding, and visited Penghu Island, a rural community that felt like an old fishing village. “Whenever a friend invited me on an excursion, I went,” she says. “I wanted to explore everything.” The bonds she made with friends from places as far-flung as Mongolia, Hung says, will last a lifetime.

Before this trip, Hung says she could barely tolerate change. “I wasn’t too comfortable there at first,” she says. “But I think a way to grow is to be out of your comfort zone and challenge yourself. After a while I got the hang of going with the flow, and now I welcome new things.”

Carlson School China Executive MBA Program Ranked #1 Joint Executive MBA Program in China

In June 2009, the Carlson School’s China Executive MBA program was ranked the number one Joint Executive MBA Program in China by the China EMBA Forum. This was the fourth time the program achieved this top ranking. The result was based on the program’s market reputation, evaluation by graduates, and program features. Congratulations to the China Executive MBA faculty and staff at the Carlson School and at our partner institution, Lingnan (University) College of Sun Yat-sen University!



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Idea Lab

Vienna Executive MBA program helps two Austrian entrepreneurs launch their dream company.

Otmar Hackl and Andreas Legerer came to the Vienna Executive MBA program in 2005 to advance their consulting and finance careers. The two Austrians hit it off right away, discovering they shared a passion for sports as well as business. After immersing themselves in the program's entrepreneurial spirit, they thought, Why not start a company together? "The willingness to think about actually making our own company came from the program," Hackl says. "We met a lot of teachers and students who run their own companies and we realized, 'We can do that as well.'"

But what kind of company to start? Several discussions followed this question in early 2006 but finally it was an easy answer. Combining over 30 years' experience in the business world with their passion, they decided to establish a sports management and marketing company. Even though the idea excited them, Legerer and Hackl needed at least a year to develop a business plan, a unique niche, and the necessary contacts in the sports world. The two especially credit Carlson Professor Christopher Nachtsheim's "Data Analysis and Decision Making" class for giving them the tools that form the core of Centerfield's value proposition—that customer perception of a sports marketing campaign can be measured. "We analyze the market value of a company's sponsoring activities or event and compare it to the money they spent on it," Hackl says. "Chris's class gave us exactly what we needed to get that concept together to measure those effects."

"The willingness to think about actually making our own company came from the program. We met a lot of teachers and students who run their own companies and we realized, 'We can do that as well.'"

In January 2007 "Centerfield—Sports meets Business GmbH" was registered. The name perfectly captures the company's core business. Today Centerfield is an international sports consulting company based in Vienna, Austria that works with sports teams, athletes, and team sponsors. Legerer, formally director of finance at FujiFilm, oversees the financial and analytics side, while Hackl concentrates



Andreas Legerer and Otmar Hackl

on athletes and agencies. Employing about nine freelance marketers, former athletes and talent scouts, Legerer and Hackl work with sports teams to match them with corporate products and sponsorships, or analyze their marketing budgets and match them with opportunities. They also act as agents for athletes—negotiating contracts with teams and handling tax statements, training plans, and other aspects of the business side for players. "If the contract is two years, then we'll be with a company for the whole thing," Hackl says. "We'll make sure the media coverage and the communication is there."

Centerfield won't represent an athlete or team and a sponsor in the same contract, since this would be a conflict of interest. "Transparency is very important to us," Hackl says. "A lot of times with managers, an athlete doesn't even know the manager's fee," he says. "With us, everyone knows who is getting how much money."

Over a video conference call from Vienna, the cofounders were clearly content with the path they have chosen, and reiterated that the Executive MBA program was an important building block in their endeavors.

Are they happy? "I'm quite happy," Legerer says. Hackl expands: "There hasn't been one day since doing this where I didn't want to go to work."

> Find out more about Centerfield at www.centerfield.at.

By the numbers

Number of
Carlson School
Students abroad
(fall 2009)

19
In Carlson School
Global Immersion
programs

143
In Carlson School
Global Enrichment
programs

33
In University of Minnesota
Learning Abroad Center
programs

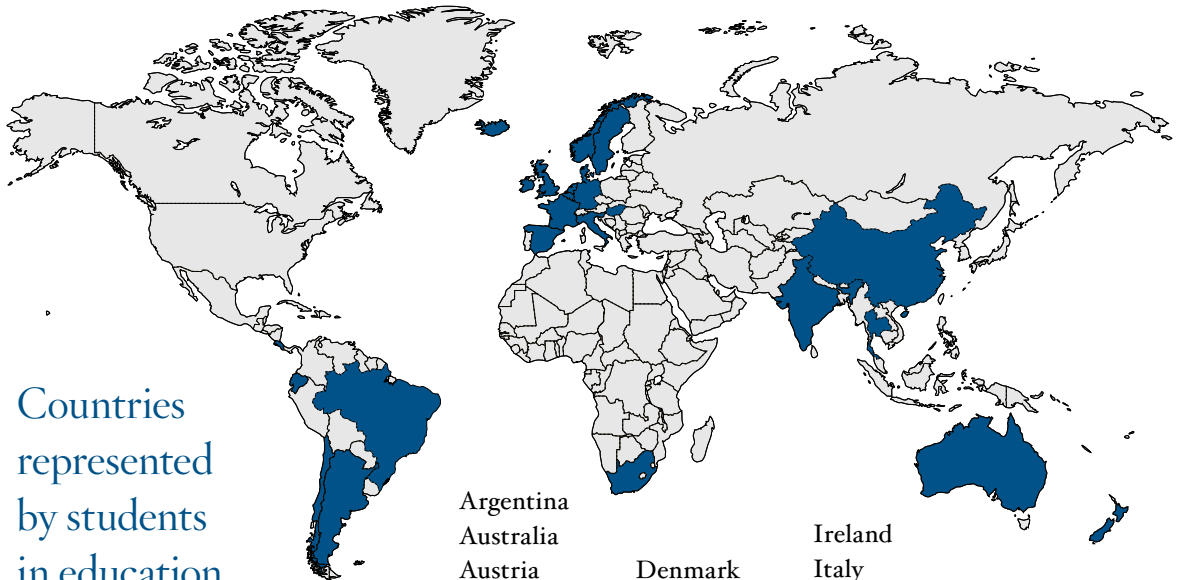
48

Number of
international
exchange
students at the
Carlson School
this semester

17

Number of
countries
represented

exchange students
(fall 2009)



Countries
represented
by students
in education
abroad programs
and Global Executive
MBA programs

- Argentina
- Australia
- Austria
- Belgium
- Brazil
- Chile
- China
- Costa Rica
- Denmark
- Ecuador
- France
- Germany
- Hong Kong
- Iceland
- India
- Ireland
- Italy
- Netherlands
- New Zealand
- Norway
- Singapore
- South Africa
- Spain
- Sweden
- Switzerland
- Thailand
- United Kingdom

Number of Carlson School faculty
teaching in Global Executive MBA
programs, 2009-2010 academic year

15 **China**
Executive MBA program

7 **Vienna**
Executive MBA program

13 **Warsaw**
Executive MBA program

GPS for Education

Visiting scholar Gilles Guyot offers a look at the future for business schools seeking to meet demand for global perspectives.

As business globalizes, so do business schools. The question of how to do it right is one that has preoccupied Gilles Guyot for decades—ever since he first sat in on Carlson School classes as a visiting law professor in 1981. “That visit gave me many ideas of what



to bring back to France,” says Guyot, a former dean of IAE de Lyon, the business school at Université Jean Moulin Lyon 3 in Lyon, France—a long-standing partner of the Carlson School.

“I understood how critical it would be for my students to be exposed to another language, culture, and another way of working.”

Guyot spent several months at the Carlson School in the spring of 2009 as a visiting scholar, engaged in research, writing, and meeting with students with plans to study abroad at IAE de Lyon.

After immersing himself for decades in studying and building global programs, Guyot posits some fundamental principles that successful programs exhibit in a forthcoming book, *Globalization of Higher Education and Universities: Strategies and Management*. They include:

- Awareness of and openness to other cultures.

- Preparation of students for real-world exposure to other cultures.
- A commitment to encompassing all levels of education—undergraduate, masters, and doctorate—as well as joint research and faculty exchanges.

Guyot believes that many American programs abroad remain too remote from the local culture. “Some large programs have grouped students from the same country together, so even though they are in Paris, students remain in their Japanese or Russian or German camps, like provincial cities,” Guyot says. “You must put the students in the local environment if they are to really learn it and understand it.”

Guyot says at least a month of such exposure is critical to help a student actually learn to cope with the local environment—not just resist it until it’s time to go home. Universities must also seek out institutional partners that can provide real-world internships to students abroad. “Working in a company eight hours a day is the best experience you can have to understand the other culture,” he says. “That is, how do people behave in that society? ‘What type of bureaucracy must I learn?’ ‘How far away from them should I stand?’ That’s real life.”

He also believes that committing to incorporate international experiences through partnerships at all levels of education, and through research and

teaching, is how universities will grow and expand their international connectedness. The more exchanges that occur at every level, the more international the faculty and students become. The students who remain on site also benefit from this internationalization, in what Guyot terms “passive mobility.”

Guyot cites the example of a 7-year partnership between the University of Otago in New Zealand and the IAE de Lyon, through which students can earn a PhD from each institution. They work under two different research directors and spend half of their time in each place. They prepare a dissertation in one language and a résumé in another. Academics from both schools make up a joint dissertation review committee. Because of such strong ties, some PhD students from this joint program have already graduated in Otago and IAE de Lyon. IAE also offers three undergraduate and 19 postgraduate degrees outside of France in Algeria, Armenia, Burkina Faso, Chile, China, the Czech Republic, Hungary, Lebanon, Madagascar, Morocco, Poland, and Tunisia.

Guyot says as globalization continues, more universities will create offshore campuses as departments or subsidiaries of their home institutions. “Looking for students where they live—I think that’s the future,” he says.

International Programs

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