



## Carlson Grad Joins MBA Enterprise Corps

BY DUSTIN CORNWELL, INTERNATIONAL PROGRAMS GRADUATE ASSISTANT



**T**he MBA Enterprise Corps (MBAEC), a private non-profit organization founded by several leading business schools, has been placing recent MBA graduates in emerging market economies for over a decade. MBA graduates have the opportunity to learn a new language, gain international business experience, and apply the knowledge they have accumulated through their MBA education and work experience in challenging business environments. The program is unique in that it enables host companies to work with MBA graduates at a reasonable cost, and because the Corps member stays with the company long enough to not only identify problems, but also help the company resolve them. For more information about the MBAEC, please visit <http://www.mbaec-cdc.org>.

Eric Lunstrum (MBA '02) was selected to join the MBAEC last spring and flew to Bishkek, Kyrgyzstan in July to begin his Russian language studies.

He now works for Pragma Corporation in Tashkent, Uzbekistan and consults on a wide variety of projects. Eric was kind enough to take the time to share some of his thoughts with me about the program as he nears the halfway point in his 15-month MBAEC experience.

**Dustin Cornwell:** *How difficult has it been for you to conduct business in Russian? Did you receive enough language training ahead of time or have you mainly learned as you go along? How is your language ability after several months there?*

**Eric Lunstrum:** My Russian language training took place in Bishkek, Kyrgyzstan for 10 weeks. I lived with a host family, attended classes in the morning, and studied and attended cultural and social events in the afternoon. The training was well designed and very challenging. After the ten weeks I was comfortable expressing basic concepts, communicating with taxicab drivers, and waiters/waitresses.

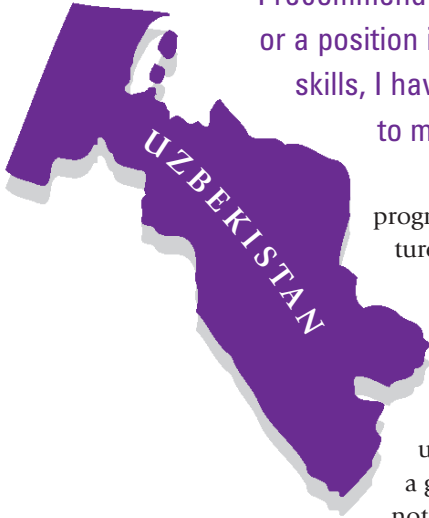
After the training concluded, the other 14 volunteers and I went to our assigned cities in Uzbekistan, Kazakhstan, Kyrgyzstan, and Tajikistan. We all work in various capacities in the Pragma Corporation. I am a business advisor (general consultant). The Pragma Corporation assigns us translators and asks that we use English in our meetings to avoid misunderstandings. I speak English about 90% of the time and Russian 10% of the time in the office. I no longer am taking Russian language training, but I often meet with locals to practice my Russian. I can currently speak at an intermediate level.

**D.C.:** *Aside from language, what has been the greatest challenge for you working as a consultant in a developing economy?*

**E.L.:** The biggest challenge in working in Central Asia is adapting to the slow pace of business and not seeing the fruits of my labor. Most of the skills we acquire in B-school are not applicable here because the business environment is not a free market system. The government controls every aspect of business. Furthermore, the Uzbek economy is in shambles due to corruption and stifling regulations. Businessmen focus more on making connections in the government than on running an efficient business. This is understandable because most businesses fail due to excessive bribe demands. Having a "friend" in the government can protect businesses from being extorted out of business.

**D.C.:** *Your resume lists several different projects you have worked on for Pragma. Could you tell me more about them, particularly developing the CRM (customer relationship management) system and working on a project for women entrepreneurs?*

**E.L.:** My primary role is to build a portfolio of 10 clients. Prior to building this portfolio, two other volunteers along with my supervisor (a former MBAEC volunteer) and I developed a strategy to target industries that drive the Uzbek economy. All new clients are chosen from these industries. The CRM system was developed in-house to track the



"I recommend [MBAEC] to any student that is interested in international development or a position in a multi-national organization. Along with language and consulting skills, I have accessed a network of international professionals that is invaluable to my career."

progress made with each client. A key feature is a reporting function that produces the information USAid requires of Pragma. My role is to assess its usability and develop training material.

We are also encouraged to take on unique projects that we feel will make a good "success story." These projects do not necessarily have to be in a key industry. I have two such projects. The Uzbekistan Women's Business Association assists business owners. They typically own small businesses that employ one to five employees. My goal is to develop training seminars in Marketing, Business Plan Development, Accounting, etc. for them. I also work with the Laser Leveling Company. Five Uzbek excavators recently lost their jobs after their employer, a British company, went bankrupt. There is significant demand for their skills in high precision land leveling. A colleague of mine from the International Finance Corporation (IFC) wishes to hire them for a project but cannot until they are a legal corporation. I estimate they will increase their salaries from \$5 per day to \$50 per day once the business is up and running, but the process is overwhelming for them. We are currently registering the company, assisting in financing, and looking for a local businessman that will run the company.

**D.C.:** *What has been your experience adjusting to the culture? Have you encountered any problems or hostilities since Uzbekistan is a predominantly Muslim country?*



Eric Lunstrum enjoys a laugh with a coworker at Pragma Corporation in Tashkent, Uzbekistan.

**E.L.:** I really enjoy living in a Muslim country. Most everyone I meet is excited to talk to me because I am an American. I have not met a Muslim extremist yet, and I have heard anti-American sentiment only twice—both times from kids. Uzbeks are friendly toward the US and Europe for a couple of reasons. First, they share a border with Afghanistan and do not want their country to fall into the hands of terrorists and warlords. Secondly, the Americans and Europeans are helping to transform the economy and government. They are hopeful that changes will come. People are also very focused on community and family here. I am often invited into their homes and parties. I feel safe and welcome living here.

**D.C.:** *I understand that Uzbekistan has been a relatively closed, insular market since independence from the Soviet Union, and there has been little foreign investment. Is this situation changing? How would you characterize the business climate in the country?*

**E.L.:** Yes, Uzbekistan is the most closed country in Central Asia. In my opinion, it is the only CA country that is not improving. Though claiming a democratic state, the current government quickly imprisons or assassinates anyone that challenges them. This abuse of power is seen throughout the entire system. Corruption is unofficially sanctioned by paying most civil employees unlivable wages. For instance, a police officer only makes \$10 per month; thus he must ask for bribes in order to feed his family. Another problem is strict government control of businesses. Companies are ordered to deposit a fixed dollar amount into a bank account each month and are allowed to only withdraw enough cash to pay their staff. Also, the government still controls key industries by making purchases or sales to government agencies mandatory at below market prices.

The only hope I see is a recent request by the Uzbek government for a WTO accession specialist. In order to join the World Trade Organization, which is strategically important for Uzbekistan, they must address many of these

*"I enjoy my stay here because the people are kind, and I am making a positive contribution to the world. I easily live on my volunteer salary, and services such as company drivers and housekeeping are provided."*

issues as well as human rights issues. As Russia and Kazakhstan move closer to WTO accession, Uzbekistan will feel increased pressure to make these changes.

**D.C.:** *For other MBAs considering taking part in the MBA Enterprise Corps, what preparation would you recommend? Based on your experiences, what challenges or difficulties should people entering this program be prepared to confront?*

**E.L.:** First of all, let me comment on who should consider the MBA Enterprise Corps. I recommend the program to any student that is interested in international development or a position in a multi-national organization. Along with language and consulting skills I have accessed a network of international professionals that is invaluable to my career. Also, the program offers the volunteers an opportunity to see if the ex-pat lifestyle suits them.

Initially, living in Central Asia was overwhelming. However, the MBAEC hires a local

company to assist us in just about everything. We also were given official Ambassador documents that shield us from most bribe demands. Thus, we always had access to someone to help us. After the language training was over we had adequate skills to address most problems we faced.

I enjoy my stay here because the people are kind, and I am making a positive contribution to the world. I easily live on my volunteer salary, and services such as company drivers and housekeeping are provided. I generally have some money left over for a vacation every few months. My last trip was to India and Sri Lanka.

**D.C.:** *Once you complete your MBA Enterprise Corps experience at the end of this year, what are your future career plans?*

**E.L.:** I plan to work in Information Technology for a multinational or an international development corporation after my service is up.

**Further information about Pragma Corporation, the MBAEC, and Eric's experiences in Asia can be found on his website, <http://www.ericlunstrum.com>.**

## *International Programs Announces New Exchange Partners: Copenhagen and Hong Kong*

International Programs is excited to add two more locations to our network of semester exchange opportunities for Carlson School students. We are pleased to have recently signed exchange agreements with the Copenhagen Business School (CBS) and the Hong Kong University of Science and Technology (HKUST). The partnerships will commence during the 2003/2004 academic year with Carlson undergraduate and graduate students studying in Copenhagen and Hong Kong. In exchange, we look forward to welcoming HKUST and CBS's students at the Carlson School beginning Fall 2003.

The Copenhagen Business School is the second largest business school in Europe. CBS offers more than 150 classes in English each year in a wide range of subject areas. The Hong Kong University of Science and Technology is one of Asia's premier institutions of higher education. At HKUST Carlson students take courses in English at the School of Business and Management.

Visit our website for exchange program information, and contact International Programs for additional information or with any questions by email to [jwenzel@som.umn.edu](mailto:jwenzel@som.umn.edu)

## *First Ever International Residency for China Executive MBA Students in May 2003*

**T**his May, the first cohort of the China Executive MBA (CHEMBA) program will come to the University of Minnesota to participate in a two-week residency program, followed by commencement on May 18, 2003.



CHEMBA students at work in the classroom.



CHEMBA students with Professor Rich Arvey.

The 35 executives will participate in this first-ever intensive residency program, combining strategic management coursework with corporate site visits. Students will supplement their knowledge of international business in China with visits to H.B. Fuller, 3M, and the Federal Reserve Bank, enhancing a balance between Eastern and Western business practices.

The residency comes at the end of the 16-month China Executive MBA program. The program was formed through a partnership between the Carlson School of Management and Lingnan (University) College at Sun Yat-sen University.

The students, top executives who live and work in China, will be visiting Minnesota from May 11-18, 2003. While courses in the program are taught in Guangzhou, the executives hail from all corners of China. The execs boast an average of 12 years business experience, and represent such companies as Motorola, Bostik Findley, Apple Computers, Coca Cola, Cisco, China Unicom, and Proctor & Gamble.

East and West will also meet as the China executives network with CEMBA students, and executives in the Vienna Executive MBA program, who will simultaneously visit for their residency.

For more information on the CHEMBA program, contact Jessica Vogt at 612-626-8727.



# GLOBE Elects New Officers for 2003

GLOBE, the Carlson School Student Association for International Business, recently elected its officers for the new year. The 2002 executive board hosted the traditional "transition dinner" for the new officers at the Minneapolis Café on February 9. Outgoing officers in attendance at the dinner included MBA students Chad Tearle and Dustin Cornwell, as well as MA-HRIR student Devasheesh Bhave.



Back row: Chad Tearle, Devasheesh Bhave, and Francesco Redivo. Front row: Carla D'Agostino, Susan Malaret, Diana Berlinerblau, and International Programs Study Abroad Coordinator Christina Linhoff

GLOBE's new officers are already planning an exciting slate of events for the upcoming months. President Francesco Redivo (MBA '04) is a Fulbright Scholar who hails from Parma, Italy. Vice-President for Business Events Susan Malaret (MBA '04) has several years of experience as an expatriate businessperson in Switzerland. Vice President for Mentorship Carla D'Agostino (MA-HRIR '04) has already begun working with this semester's exchange students and hopes to draw upon her experience as an exchange student in Brazil in her new position. Vice President for Undergraduate Affairs Diana Berlinerblau (BSB '06) hopes to encourage her fellow undergraduates to pursue international careers and study abroad opportunities. Vice President for Communications Laura Cook (BSB '04) was unable to attend the transition dinner as she is studying abroad in Dijon, France, this semester. Laura has worked with GLOBE for the past two years and is looking forward to rejoining the executive board in the fall.

International Programs wishes the new GLOBE officers well and looks forward to exciting international programming during 2003!

## Have you considered spending a semester abroad?

Each year, dozens of Carlson graduate and undergraduate students spend a semester overseas on exchange at one of the Carlson School's top-notch international partner universities. A semester exchange is a great and affordable way to experience a new culture, while taking a full semester of classes that apply toward your Carlson School degree requirements. Space is still available for Spring Semester of 2004!

### Graduate Exchange Partners

Australia	University of Melbourne
Hong Kong	Hong Kong University of Science & Technology
Belgium	Université Catholique de Louvain-la-Neuve
Japan	Keio Business School
Brazil	Escola de Administração de Empresas de São Paulo Fundação Getulio Vargas
New Zealand	University of Otago
Costa Rica	INCAE
Norway	Norwegian School of Management (NSM/BI)
Denmark	Copenhagen Business School
Spain	ESADE
England	Manchester Business School
Sweden	Stockholm School of Economics
France HEC	Ecole des Hautes Etudes Commerciales
Switzerland	University of St. Gallen

### Undergraduate Exchange Partners

Austria	Wirtschaftsuniversität Wien (WU)
Italy	l'Università Commerciale Luigi Bocconi
Belgium	Université Catholique de Louvain-la-Neuve
Netherlands	Universiteit Maastricht
Denmark	Copenhagen Business School (CBS)
New Zealand	University of Otago
France	École Supérieure de Commerce, Bordeaux
Norway	Norwegian School of Management (NSM/BI)
France	l'Université Jean Moulin Lyon 3 (Lyon 3)
Singapore	Singapore Management University (SMU)
Hong Kong	Hong Kong University of Science & Technology
Switzerland	University of St. Gallen (HSG)

For more information and an application visit: [www.carlsonschool.umn.edu/internationalprograms](http://www.carlsonschool.umn.edu/internationalprograms) or call 612-624-4334.

# Pura

Carlson Students Experience Costa Rica

# Vida

Fleeing the frozen prairie for more temperate climes, 27 Carlson students flew to San Jose, Costa Rica in early January to take part in the second annual Costa Rica Seminar. A joint program between Carlson and INCAE, the premier MBA program in Latin America, the Costa Rica Seminar focused on business issues relating to the environment and sustainable development. The following are excerpts from the journal that Dustin Cornwell (MBA '03) kept during the seminar:

---

## Saturday, January 4

---

After an uneventful flight, we exited the plane onto the tarmac in San Jose, and the first thing we noticed was the heat. The wool sweaters that were needed this morning in Minnesota were not appropriate for the 85-degree warmth of the Costa Rican afternoon! We all quickly put our sweaters in our carry-on bags as we went



INCAE Seminar participants in Costa Rica in January 2003.

through passport control. Luis Umana, a professor at INCAE and the coordinator of the Costa Rica Seminar, was waiting for us with buses to take us to the INCAE campus.

The INCAE campus is beautiful! I knew ahead of time that the campus used to be a tennis resort, but I didn't realize how green and quiet it would be. There are several dozen "bungalows" where students live, set back from winding streets throughout the campus. Tropical plants and huge trees are everywhere. Several of us dropped our luggage off in our rooms and spent the last few hours of daylight by the pool—not something we get to do in January very often!

This evening we went to a typical "tico" (Costa Rican) restaurant. The food was great—lots of rice, beans, plantains, and a variety of meats—and very inexpensive. Afterwards we went to a nearby bar and tried the local brew, Imperial. It was great having some time to relax today and get to know each other—many of us from Minnesota have not had classes together before.

---

## Sunday, January 5

---

While Costa Rica is a beautiful tropical country, unfortunately the wildlife sometimes also comes indoors. My roommates and I have discovered that Costa Rica's spiders seem to like living indoors as much as we do!

Luis took us on a tour of Alajuela, the city in which INCAE is located, today. After a great lunch at another tico restaurant, several of us spent the afternoon at Zoo Ave, a zoo that has many species of birds and mammals native to Costa Rica that are endangered. Many of the INCAE students have returned to campus this weekend, and we've had the chance to meet many of them. Tomorrow we start classes bright and early at 8 a.m.!

---

## Monday, January 6

---

We had several class sessions today and have already had a pretty good overview of issues regarding sustainable business development.

INCAE organized a special welcome lunch for all of us, where we had a chance to get to know some of the local students better. Actually “local” is a relative term—only 20 percent of INCAE students are from Costa Rica. The rest come from a wide variety of other countries in Latin America, including Honduras, Nicaragua, Panama, Colombia, and Argentina. Some of the INCAE students who just arrived here last September are also still getting acclimated to life in Costa Rica.

After class several of us visited the travel agent on campus and booked hotel rooms for Friday night at a hotel near Arenal Volcano. We’re hoping to see some lava or a small eruption there! Tonight most of us stayed in and prepared for tomorrow’s classes—we received several readings this afternoon to take a look at before class.

---

## Tuesday, January 7

---

Professor Marcus from the Carlson School led today’s environmental negotiation classes. After class, I met with my small group to get started on our first assignment. There are 3 Carlson students and 2 INCAE students in my group, and it’s a challenge to incorporate all of our points of view into one 2-page memo. But after talking over the material and outlining what we felt was important, we managed to put together a paper we’re pretty happy with.

Several of us went for a run around campus this evening—the nights are beautiful here and the hilly campus gives us a good workout! Later in the evening we went to the “Hard Bar,” which is not actually a bar, but a student lounge on campus with pool tables, a ping pong table, cable television, a dance floor, etc. The INCAE students had a welcome party for us, complete with Imperial and “guaro,” the local liquor of choice.

---

## Wednesday, January 8

---

Although many of us were up late at the Hard Bar last night, we were all ready bright and early for our trip to the Intel plant. Intel built a chip factory here about five years ago, and it now produces over 25 percent of Intel’s worldwide production of chips. The tour gave us some background that will be useful when we analyze a case about Intel in class next week.



I took some laundry to the “lavanderia” on campus this morning, and it was ready for me by the end of the day. I have to admit that I will miss having my laundry done for me when I return to Minnesota!

We all met in our groups once again this evening to work on another assignment for Professor Marcus. This time the writing process went a little more smoothly—even after just a couple of days, we’re getting to know each other better and understand how we work best in a group situation.

---

## Thursday, January 9

---

This morning we boarded buses for the long drive to Monteverde, a cloud forest preserve high in the mountains of northern Costa Rica. The road was paved leaving the San Jose area, but as we traveled further into the mountains, it turned into a dirt road that wound through steep hillsides. The views were breathtaking, and I have to admit some of the sharp curves we drove around were a bit nerve-racking. But we arrived safe and sound in Monteverde in the early afternoon. The location of the lodge at Monteverde is very interesting—it’s right where the rain forest meets the dry lowland areas. So when we arrived, the sky was clear, but a fine mist was falling from the sky—it was rain from clouds blowing off the top of the mountain. We saw several rainbows during the afternoon as well.

We had an orientation to Monteverde and learned a little bit about the history of the area; then Rene Castro, one of the INCAE professors, led two class sessions about environmental issues affecting Costa Rica. As a former environ-





mental minister for the Costa Rican government, Professor Castro is certainly an expert on the subject!

---

### Friday, January 10

---

Today we explored the rain forest. The day was a bit more strenuous than we'd expected, though. Due to heavy rains, the unpaved roads were too muddy for our buses to maneuver, and we had to walk a few kilometers up to the starting point for our cloud forest tour. By 9 a.m. we'd already had quite a workout, but then we spent 3 hours exploring the rain forest—which fortunately was less steep than the trip up had been! During the tour, we saw quite a bit of wildlife, including monkeys, the beautiful bright green quetzal bird, and a wide variety of brightly-colored hummingbirds. I was surprised that there were not more flowers in the cloud forest, but the landscape reminded me of depictions of dinosaur-era Earth—huge ferns, trees over 100 feet tall, vines with leaves several feet across winding their way up the tree trunks, and carpets of green vegetation on the ground. It was so quiet in the forest—the only sound was the howling wind, which whips off the top of the mountain through the tree tops, although down on the ground it isn't so windy. It rained quite a bit during our hike—very glad I brought the rain slicker and waterproof boots.

In the afternoon, we all split up and did a variety of things. Many students took a "Sky Trek" through the rain forest, swinging through the jungle on a zip wire so they could see the forest at tree-top level. Everyone who did it highly recommended it. Some of us spent some time exploring town and relaxing in a café, writing post cards. It's hard to believe how much we've done in less than a week!

Finally we boarded the bus and headed toward Arenal Volcano, our next destination. The trip down the mountain was an adventure, as we had to contend with fog and darkness in addition to the steep winding roads. Fortunately we had a very competent bus driver, and before we knew it we were eating dinner at our hotel restaurant, in the shadow of Arenal Volcano.

---

### Saturday, January 11

---

Mother Nature unfortunately did not cooperate with us, as Arenal remained shrouded in clouds throughout the day. In the late morning we did hear a thunderous boom, which was one of Arenal's periodic minor eruptions.

Most of us headed to Tabacon Hot Springs, where the pools are filled with water heated naturally by the thermal vents of Arenal. As we sat in the 90-degree water, thoughts of the Minnesota winter were far, far away. Many of us took the opportunity for a massage at the resort, while others rented bikes or ATV's and took tours exploring the terrain around the volcano. All in all, a nice relaxing day away from the classroom.

On the way back, we managed to find a restaurant for dinner that was showing the NFL football playoffs—nothing like eating tico food and cheering for the Steelers!!!

---

### Sunday, January 12

---

A pretty quiet day at INCAE. A couple of other Carlson students and I took a taxi to a hill-top restaurant for lunch. We sat right by the window, overlooking the entire Central Valley of Costa Rica. The view was amazing.

After a relaxing weekend, we got back to work this evening—we all had quite a bit of reading to do, and we also met in our small groups to edit and finalize our papers. Completing a 4-credit course in a 2-week period is pretty intense!

---

### Monday, January 13

---

A busy, busy day. We spent 7 hours in class today, and we have some reading to do tonight as well. My roommates and I took a study break around 10 p.m. and chatted for a while. One of them made the observation that he felt almost like we were on the Real World—throw 8 guys together in a bungalow, and see what happens! We all knew exactly what he meant. It's funny



how quickly we've all gotten used to the living situation, even though it's so much different than what we're used to back in Minnesota.

---

## Tuesday, January 14

---

Went running with the guys after class today—it's incredible how much more motivated we are to work out when it's not 10 degrees below zero. This evening I met with Jose from Honduras, my partner for our intercultural negotiations class. We worked on the exercise we were supposed to complete for class, but then we talked for about 2 hours about the class, Costa Rica, the differences between the MBA programs at Carlson and at INCAE, and our very different cultural backgrounds. Jose is one of the quieter students in class, so I didn't know him very well before today, but one-on-one he's a very interesting guy. I enjoyed learning more about his experiences growing up in Central America, and he had lots of questions for me about life in the US.

---

## Wednesday, January 15

---

It's the home stretch! We're all a little worn down from studying and spending long days in class, but we can see the light at the end of the



tunnel. Tonight a bunch of us took a study break in our bungalow and we talked about how much we've done in just a week and a half here.

There's a little nostalgia for the "creature comforts" of home—like television—but we all agreed that there are definitely things to compensate for it here. None of us can remember being able to see so many stars at night back home—and we don't even have to bundle up to go outside and look at them.

---

## Thursday, January 16

---

We took our final exam this afternoon, and then it was time to celebrate! As a "thank you" to our INCAE hosts, the Carlson students all chipped in to buy drinks and snacks for our big going-away party at the "Hard Bar" on campus. Just about everyone from both schools turned out tonight to celebrate, and we danced the night away as well as engaged in friendly INCAE vs. Carlson competitions in foosball, ping pong, and pool. There are definitely going to be some tired students in class tomorrow...

---

## Friday, January 17

---

We had our last few classes this morning, then had the rest of the day free—many of us took naps after our late night last night. In the evening, many students went to the Palmares street festival in San Jose, which one of my classmates described as "the State Fair, with dance clubs instead of farm exhibits." Everyone got a true taste of "tico" culture and had the chance to sample a wide variety of foods (unfortunately, most were not on a stick as they are in Minnesota!).

---

## Saturday, January 18

---

Our last day in Costa Rica was a relaxing one. Some students rented a van and drove to the beach for the day, while the rest of us slept in and spent the sunny afternoon lounging by the pool. We have really enjoyed our experience in Costa Rica—despite the fairly heavy workload, we've had a chance to see the country, get to know the INCAE students, and experience the unique Costa Rican culture. We're starting to get a better understanding of the tico concept of "pura vida"—more or less "the good life," a phrase that the locals say on a daily basis. The seminar was certainly a great way to spend two weeks of winter break!!!



*NOTE: Applications for next year's Costa Rica Seminar are being accepted now through June 15, 2003. More information on the program, including application materials and scholarship details, can be found at [www.carlsonschool.umn.edu/graduatestudyabroad](http://www.carlsonschool.umn.edu/graduatestudyabroad).*

## Carlson School Students Study Abroad: Spring 2003

The following Carlson School students are spending the spring semester abroad at one of our partner universities:

### Australia

Andrew Greenseid

### Austria

Adam Albrecht

Luis Cristo

Suchita Desai

Phillip Gause

### Costa Rica

Jolene Woyno-Smalkowski

### France

Jennifer Brehl

Briget Brown

Luigi Caceres-Stenico

Catherline Lee

James Sonterre

Noemie Thomas

### Japan

Ashley Hogan

### New Zealand

Tracey Leaf

Melanie Siler

### Norway

Mark Gough

Andy Higgins

Kristin Maki

### Singapore

Erin O'Brien

David Redlinger

### Spain

Tory Cason

### Switzerland

Rose Samuel

Michael Verdoorn

### United Kingdom

Karen Baird

Kris Elverum

## Students Selected for First Ethics Seminar

The Carlson School will send more than two dozen students to London and Brussels in late May for a seminar entitled "The Ethical Environment of International Business." Expected to be

an annual Global Enrichment Elective offering, students will have the opportunity to discuss ethical issues with business leaders during site visits to a number of international corporations. Participants will also have the opportunity to visit the headquarters of the European Union in Brussels. The seminar is open to graduate students in the Carlson School and will be led by Professor Norm Bowie, who holds the Elmer L. Andersen Chair in Corporate Responsibility at the Carlson School.

The following students have been selected to participate in the seminar:

Denise Avink, Full-Time MA-HRIR  
Jennifer Beske, Full-Time MBA  
Christopher Collins, Full-Time MBA  
Patton Fast, Evening MBA  
Jana Hendrickson, Evening MBA  
Amy Johnston, Full-Time MBA  
Thomas Kilzer, Full-Time MBA  
Susan Malaret, Full-Time MBA  
Daniel Marple, Full-Time MBA  
Sara Maruska, Full-Time MBA  
Simon Mudge, Full-Time MA-HRIR  
Kyle Nelson, Evening MBA  
Theresa Pertz, Full-Time MBA  
Timothy Peterson, Evening MBA  
Jennifer Plath, Full-Time MBA  
Mark Rademaker, Full-Time MBA  
Kellye Rose, Evening MBA  
Ryan Sandell, Evening MBA  
Emily Schleiger, Full-Time MA-HRIR  
Allison Shada, Full-Time MBA  
Maria Sheremeta, Evening MBA  
Aiwen Tan, Full-Time MBA  
Teilen Vogeler-Knopp, Full-Time MBA  
Nicole Weber, Evening MBA  
Kathleen Zimmerman, Evening MBA

## CSOM Welcomes Spring 2003 Exchange Students

The Carlson School is proud to be hosting a dozen exchange students this semester. The following is a complete list of our exchange students—please join us in helping them feel at home on campus!

### Austria—Wirtschaftsuniversität Wien

Ildiko Teke

### France—ESC Bordeaux

Pierre Carreyn

### France—Universite Jean Moulin Lyon 3

Agnes Baillon

Fabien Bourdon

Ronan Carrein

Audrey Dujardin

Alexandra Naim

### Singapore—Singapore Management University

Pei Yeo

### Spain—ESADE

Joan Mas

### Sweden—Stockholm School of Economics

Anna Eckerse Svensson

Erik Geijer

## Students Selected for Vienna Seminar 2003

The Vienna Seminar Global Enrichment Elective enables Carlson students to work with students from the Wirtschaftsuniversität Wien on a marketing consulting project for 3M. Students will spend over a week in Vienna in late May, then travel to Warsaw, Poland, in early June to present their recommendations to the leadership of 3M-Poland. Professor Bob Ruekert will lead the course this year, and he will be joined by International Programs Study Abroad Coordinator Christina Linhoff. The following students have been selected to participate in this year's seminar:

Jodi Becker, Evening MBA

Todd Buelow, Evening MBA

Rene Buettgen, BSB

Julia Bunge, BSB

Kerry Carlson, Full Time MA-HRIR

Andrew Cebulla, Evening MBA

Jack Driessen, Evening MBA

Paul Hockert, Evening MBA

Ross Marble, Evening MBA

Angela Morrill, Evening MBA

Rob Musto, Evening MBA

Holly Shoden, Evening MBA

Daniel Soenen, Evening MBA

Suzanne Ursu, Full-Time MBA

Holland Victor, BSB

Jenny Wassman, Full-Time MBA

## Carlson School Professors Bring Expertise Abroad

The following professors are teaching in a Global Executive MBA program during spring semester:

### **Warsaw Executive MBA (WEMBA)**

John Anderson, *Operations and Management Science*  
 Rich Arvey, *Human Resources and Industrial Relations*  
 Rajesh Chandy, *Marketing*  
 Michael Houston, *Marketing*  
 Ed Joyce, *Accounting*  
 John Mauriel, *Strategic Management and Organization*  
 Tim Nantell, *Finance*  
 Pervin Shroff, *Accounting*

### **Vienna Executive MBA (VEMBA)**

Charlie Caliendo, *Finance*  
 Norm Chervany, *Information Management Technology*  
 John Fossum, *Human Resources and Industrial Relations*  
 John Mauriel, *Strategic Management and Organization*  
 Chris Nachtsheim, *Operations and Management Science*

### **China Executive MBA (CHEMBA)**

Mark Bergen, *Marketing*  
 Norman Bowie, *Ethics*  
 Chun Chang, *Finance*  
 Ed Joyce, *Accounting*  
 Yijiang Wang, *Human Resources and Industrial Relations*  
 Aks Zaheer, *Strategic Management and Organization*  
 Mahmood Zaidi, *Human Resources and Industrial Relations*

## Carlson School Welcomes Visiting Faculty

International Programs is pleased to announce that Dr. Yoshimasa Shirai of Keio University in Japan will be a visiting faculty member at the Carlson School. He is expected to arrive in late March and stay for one year. We invite you to join us in extending a warm welcome to Dr. Shirai. Faculty and other members of the Carlson community are invited to contact him at (612) 626-8323.

After earning a B.A. and an M.A. in Economics from Keio University, Dr. Shirai completed his doctoral studies at Northwestern University. His primary field of specialization is macroeconom-

ics, with secondary research interests in the economics of information and international trade. Dr. Shirai has taught a wide variety of economics courses at Keio University, and he has also led seminars in game theory. His published research includes papers on business cycles and barriers to market entry under oligopoly conditions. While in Minnesota, Dr. Shirai plans to conduct research to develop models that help explain productivity growth levels as well as models that explain the reactions of the factor market to sudden technological change.

## Professor Mahmood Zaidi: A Distinguished Fellow

Congratulations goes out to Professor Mahmood Zaidi, who has been elected a Distinguished Fellow of the North American Economics and Finance Association (NAEFA).

NAEFA was founded in 1972 and is an educational association dedicated to intellectual inquiry in all areas of theoretical and applied research related to economics and finance.

The statement of induction noted:

*"Mahmood A. Zaidi has been a pioneer in the advancement and dissemination of knowledge in the areas of international labor market analysis and human resources management. In a highly productive career, he has been a teacher, an innovator in research, and has been dedicated to the incorporation of international considerations into the study of labor market analysis, especially those aspects of labor market analysis connected with macroeconomics."*





# Career Development and International Experience—Panel and Workshop

Join us for a panel discussion and mini-workshop on how to leverage international experience in your job search. Explore the connection between international experience (i.e., study abroad, work/internship abroad) and career development. Hear from panelists who discuss the knowledge, skills and abilities they gained in their international experience. Find out how these skills have played a role in their professional development. The panel will be followed by a brief workshop on tips and techniques for incorporating international experience in resumes and interviews.

*A collaborative program sponsored by Carlson School International Programs, Carlson School Undergraduate Business Career Center, the Global Campus—Study Abroad, and the International Service and Travel Center.*

## WHEN

Wednesday, March 26  
4:00 - 5:30 pm

## WHERE

Carlson classroom  
location TBD

## WHO

Although the session is open to anyone in the Carlson Community who'd like to learn more about international experience and professional development, this session is directed primarily at undergraduate students who have returned from an international experience or are considering going abroad.

---

*This newsletter is produced semi-annually. If you have announcements or article suggestions, contact Mary Maus Kosir at [mkosir@csom.umn.edu](mailto:mkosir@csom.umn.edu)*

## International Programs

Carlson School of Management  
Room 4-104  
321 19th Avenue South  
Minneapolis, MN 55455

Michael Houston  
Associate Dean,  
International Programs

Mahmood Zaidi  
Director of International  
Program Development

Mary Maus Kosir  
Program Director

Christina Linhoff  
Coordinator of  
International Study

Jessica Vogt  
Program Associate  
Global EMBA Programs

Linda Ganyaw  
Administrative Aide

Dustin Cornwell  
IP Graduate Assistant

PHONE: 612/625-9361

FAX: 612/624-8248

EMAIL: [ip@csom.umn.edu](mailto:ip@csom.umn.edu)

WEB SITE: [www.carlsonschool.umn.edu/internationalprograms](http://www.carlsonschool.umn.edu/internationalprograms)

