When one hears the name “Marilyn Carlson Nelson,” what comes to mind? Most often associated with the grand legacy of the Carlson Companies, her name frequently coexists with ‘travel’ and ‘family,’ and occasionally with ‘rollerblades’ and ‘poetry.’ Presently, as the Chair and CEO of Minneapolis-based Carlson Companies, one of the largest privately held corporations in the United States, she has been constantly named “the Most Powerful Women in the Travel Industry,” as well as one of Fortune’s “50 Most Powerful Women in Business.”

This daughter of Minnesota’s most famous entrepreneur has truly done her part in living up to her father, Curtis L. Carlson’s legacy. She pursued an education at the Sorbonne in Paris and the Institute des Hautes Etudes Economiques Politiques in Geneva, Switzerland, where she studied political science and international economics and later in 1961, Smith College, where she graduated with honors. She also spent several years working as a securities analyst with PaineWebber before she returned to her family’s flourishing business. Eventually, in 1998, she took on the role of CEO and became one of the most respected and powerful women in business.

**Going Global:** As CEO and Chair of one of the largest privately held companies in the U.S., what advice would you offer to aspiring business students, particularly young women, at the University’s Carlson School of Management?

*Marilyn Carlson Nelson:* An important first step to success is to find a mentor. I am a passionate believer in mentoring as a key predictor of success and have made formal mentoring programs available to the women of Carlson for over a decade. Second: know your strengths and weaknesses—and work on both of
them. Focus on your strengths, yes, but work to build on your weaknesses. When I assumed my leadership role at Carlson, only 15% of management positions were held by women. Many women were “in line” for the next level, but when the opportunity came for a promotion, I noticed women were rarely being offered as candidates because they were said not to be strong in one business discipline or another.” So I said, “Well, then let’s train them and make them strong, so they’re prepared when the moment comes.”

Today, nearly 40% of management positions at Carlson are held by women.

**GG: Speaking from your own international education and global business experience, why do you think it important that today’s business students have international experience?**

**MCN:** The world has become a global marketplace, and there is no returning to the old model of “business-within-borders”. Yet-unimagined world events will create yet-unforeseen issues for businesses, even those who operate within single countries. For example, who could have ever imagined that people plotting in caves half a world away, in Afghanistan, could bring the U.S. tourism and transportation industry to a standstill, affecting both global concerns like Carlson and mom-and-pop hotels and restaurants alike? It is all-important that business leaders of the future have experience and understanding that will help them foresee trends and actions that will have either positive or negative impact on their operations.

**GG: How does your goal to create a “new model” of a modern corporation—one known as much for its caring heart as for its financial success—fit into today’s competitive global marketplace?**

**MCN:** Though jobs seem scarce right now, it will be workers who are scarce in the future, and those companies who succeed will be the ones who have strong relationships with their employees. At Carlson, that relationship is strengthened by on-site daycare centers, flexible work hours, adoption services, paternal leave and a family assistance hotline. And employees who feel that their management cares about them as a person, in return care about the organization for which they work. And isn’t that the key to a successful enterprise?

**GG: Definitely. How have you seen the playing field change for women in business? Has the change varied if you look both internationally and domestically?**

**MCN:** None other than the World Bank has said gender equality and the full participation of women in business must be a core development initiative for developing nations, because it has found that women are more likely to contribute to those parts of an economy which support better nutrition, education and healthcare. As I co-chaired the recent World Economic Forum, I saw unevenness in the participation of women in senior business roles—the U.S. is behind Scandinavia, but ahead of other countries. Just this past week I participated in a panel in France looking at the subject, and found that that country has relatively few women in business leadership roles, but they’re ahead far ahead of the U.S. in women’s participation in the medical and legal professions.

**GG: What are some of the hurdles you have had to overcome as a woman in a leadership role, primarily as Chair and CEO of Carlson Companies?**

**MCN:** Much has changed in just my own lifetime since I entered the workforce in the 60s. When I began my career in business as a stock analyst, I was asked by my employer to sign my correspondence as “M.C. Nelson”—to disguise the fact that I was a woman. (My boss didn’t believe anyone would buy securities on the advice of a woman.) Later, when I was asked to join my first corporate board, I discovered the toilets for women were one floor below the boardroom floor—because no one had ever dreamt a woman would be on the board someday.

At Carlson, I assumed the leadership role from a legendary in what was a mostly male environment. So a challenge was earning and developing trust—as any leader, especially one in a family business, must do. Another challenge was bringing the company into the high tech age—while not being too technical myself. It’s important for any leader to understand what’s possible, without having to become technically proficient.

**GG: On the flipside, what are some of the advantages of being a woman in a leadership role?**

**MCN:** The body of research on women’s special skills in the workplace is robust. For example, in one study, women executives—as rated by those around them—scored higher than their male counterparts on a wide variety of measures: from producing high quality work to goal-setting and employee development. Women often get high ratings on exactly those skills needed to succeed in the global information age, where teamwork and partnering are so important.

**GG: What are some of the challenges you have faced as the daughter of a powerful entrepreneur, and how have you strived to maintain the entrepreneurial spirit within the organization?**

**MCN:** My father always said much of his success was due to his “restless Viking genes”—which drove him to always seek the best solution to any situation or
Employees who feel that their management cares about them as a person, in return care about the organization for which they work. That’s the key to a successful enterprise.

opportunity. So, it was a challenge to satisfy him—and because he transferred those genes to me, it is now it is a challenge to satisfy myself. This spirit is the very stuff of entrepreneurism, and the lifeblood of business. I learned many lessons from my father, chief among them that “persistence wins the day”—this thought is a cornerstone of how we approach life and business. Long-term relationships are the key—a relationship you make and build on today may lie dormant for years, and then blossom into an incredible business opportunity.

GG: Besides being the CEO of a company with over 190,000 employees in more than 140 countries, you also serve as the chair of the National Women’s Business Council, and volunteer your time with organizations such as the United Way, the Minnesota Orchestra and the World Childhood Foundation. How do you manage to maintain a healthy work-life balance?

MCN: I’m often asked to talk to women about work/life balance. I’m not sure why—I don’t really have much of it myself. There is no moment in time when I am not the CEO of Carlson Companies. That’s the choice I made, and most days, I am energized by it. Any high position has a high price you must be prepared to pay if you’re seeking it. Consider that there are many people who play sports—but there are only a few who have the personal dedication and rigor to become Olympic-class athletes. Careers at the top of any profession require sacrifice, but I have always tried to find ways to make a difference, so that the sacrifice would be worth it.

GG: And finally, what is your definition of success, and to what do you most attribute your success as a global business leader?

MCN: It’s important that everyone defines success for themselves. For me, I’ve always known that my marriage and my family were central to my well-being. No amount of success (in the world’s eyes) could have made me happy if it had disrupted our close family. Therefore, my choice to step out of the workforce for a period—while continuing to grow and learn through increasingly responsible local, national and international volunteer opportunities—was a decision I took fully aware that I might be trading some eventual “run on the ladder”.

Also, success is a long-term accolade. In my opinion, a CEO cannot be judged to be truly until he or she is out of the office for a decade or more. Only then can their stewardship of the company be assessed by how well they prepared their people and organization for the future.

International Programs Welcomes New Director

We are pleased to announce the appointment of Randal J. Zimmermann as the new Director of International Programs at the Carlson School of Management. Zimmermann, who served as associate director for the Center of Nations in Transition as well as research fellow at the Hubert H. Humphrey Institute of Public Affairs, was instrumental in developing the now thriving Carlson School’s Warsaw Executive MBA program (WEMBA), and currently directs a U.S. State Department-NIS College and University Partnership project between the University of Minnesota and the Odessa State Economics University in Ukraine.

Given his commitment to international education, Zimmermann says, “I’m excited to have the chance to build on considerable range of international programs and activities currently offered through our office by strengthening the partnerships between the Carlson School, the business community in Minnesota and the upper Midwest, and foreign institutions of business and management education. “

“Looking at today’s competitive global economy,” he further emphasizes, “the need to develop international skills and cultural understanding has never been more important for faculty and students at the Carlson School. Businesses have had to adapt to the demands of global networking to be successful; educational institutions face similar challenges. The mission of the International Programs Office is to facilitate that change within the Carlson School and to ensure we do all we can to prepare students to meet the global challenges of the 21st century.”

Zimmermann is also currently completing a PhD in Comparative and International Development Education at the University of Minnesota, and holds a Master’s degree in International Administration from the School for International Training in Vermont as well as a Bachelor of Science degree from the University of Minnesota.
Who Owns the Glass Ceiling?

The booming global workforce has seen a rapid increase in the number of women business leaders over the past few decades. Coupled with this upsurge has been the rise of theories concerning the legendary glass ceiling, work-life-balance, leadership and management styles and gender roles in business. Inspired by the theme of this issue: “Women as Global Business Leaders,”

“It really depends on the woman,” she claims. “How she projects herself and is perceived will speak to her success as a leader on the business front.”

Another important aspect to consider is culture. According to Professor Zaheer, “On the one hand, in male-dominated Nigeria, women are not very visible in mainstream companies, with the exception of strong entrepreneurs running small businesses. On the other hand, in India, another patriarchal society, women tend to be accepted as powerful leaders, especially in politics.”

Professor Zaheer's perceptions of the glass ceiling, too, seem to vary on a cross-cultural basis. Surprised by her own observation that the concept of the glass ceiling is less prominent in India than even in the United States, she attributes this to the belief that “once an Indian woman is married, her gender seems to fade in importance, and she is usually taken seriously as a professional.”

This could relate to the role that youth plays in determining a woman's ability to establish her credibility. As Professor Zaheer maintains, “While youth itself can be a bit of a disadvantage, especially in teaching in MBA and Executive programs, youth coupled with gender is often worse.” She adds that a young inexperienced woman would definitely have to work harder to establish herself in an MBA or executive classroom than a young inexperienced man would.

Despite her strong work experience, and fluent communication skills, she still finds that as a woman from a different culture, she has to sometimes prove herself within the first ten minutes of any interaction, be it academic or corporate. “A person who does not speak English well, or has a strong accent,” she believes, “will find it a lot more difficult, and will probably have to work on really improving his or her communication skills.” Ultimately, she argues that the task lies in moving beyond first impressions and projecting oneself with clarity and confidence, to be seen as a convincing asset to any establishment.

Alumni Perspective

Dr. Katarzyna Czuperska, a 2002 graduate of the Warsaw Executive MBA (WEMBA) program, presently works as a General Manager of Abbott Diagnostic Division in Poland. An M.D. in Medicine,
she transferred to the business world ten years ago, and has been working in multinational companies since. Soon, she will be promoted to Sales Director of Europe, Middle East & Africa in the Abbott Molecular Division, and will move to Wiesbaden in Germany.

Like Professor Zaheer, Dr. Czuperska too, has not perceived many challenges working in business, owing to her gender. According to her, the playing field for women in Poland has changed dramatically since she entered the corporate world ten years ago. This, she credits to the shift in underlying attitudes related to women in business. For instance, the notion of “the wife bringing money home” is not as extraordinary as it used to be. Also, she states, “today, a woman can have a bigger income, or be the only one employed in the family,” and this indicates a significant improvement over the past decade. When queried about what possibly caused this shift in thinking, she admits that Poland is not as patriarchal as it used to be.

However, while the playing field has improved over the years, it is still not necessarily level for men and women. While Dr. Czuperska neither believes that “women have to be better than men” in order to prove themselves, nor that Polish businesses are unfriendly towards female managers, she does acknowledge that she is presently the only female leading her country’s division right now; and that among all the managers in the Polish office, she is the only woman. To account for this imbalance, she recalls the constituency of her WEMBA graduating class, where she was one of nine women in a class of 50 students, suggesting some form of structural bias in the very applicant pool of MBA candidates.

“There really is no observable disparity between men and women in leadership positions,” she insists. “If any differences do exist between a good and bad manager, they are hardly ever gender-related.”

There may be certain differences in approaches, however, especially in the way men and women choose to present themselves. Dr. Czuperska remembers an instance at the outset of the WEMBA program, when individuals in the class had to introduce themselves and all nine women spoke in-depth about what they had done professionally, and what their most important career-related achievements were. The majority of the men, on the other hand, offered achievements on a more personal note, such as the recent birth of a child.

From this, Dr. Czuperska presumes, “It seemed like the women felt the need to establish themselves as professionals, while the men did not.”

Of her own challenges faced as a woman in business, she claims that the main difficulty relates to maintaining a healthy work-life balance. As a General Manager, she works 55 - 60 hours a week and does not get as much time to spend with her family as she would like.

Although she claims not to face too many obstacles as a global business leader, she ascribes much of her development to the WEMBA program, which helped broaden her cultural and social horizons, through interactions with professionals of different backgrounds from her own. Also, her self-confidence and comfort level working with other managers greatly increased through her study in the WEMBA program.

Words of advice

So what tips do these two women have for students in pursuit of global leadership positions?

Apart from advising students to enroll in her courses, Professor Zaheer recommends that they take advantage of the wealth of globally focused programs offered by the Carlson School. According to her, “the Carlson School is currently the envy of schools like Wharton and INSEAD, simply on account of its outstanding research-oriented international management faculty.” She argues that students at Carlson need to be made aware of this tremendous advantage they have, and subsequently make the most of it.

Another piece of advice she has, is for students to keep track of, and engage in the “exciting events happening in business in other parts of the world, especially in Asian countries.” She is troubled by the fact that the international facet of the Carlson School curriculum has been downgraded to a mere 2-credit course requirement in recent years. She implies that this downplays the importance of understanding business on a macro-level, and hence, the development of students as global citizens.

To further their development as global leaders, Dr. Czuperska suggests that students keep their eyes open for opportunities within multinational companies. More importantly, she believes they should make the most of interactions with individuals from different cultures, because the world, being highly complicated, is fascinating to appraise from different perspectives. Another tip she offers to American students is to avoid using the expression “the rest of the world.” According to her, besides being highly centralistic, the phrase tends to evoke tremendous disdain from non-Americans.

Finally, to truly foster one’s development as a global citizen, Dr. Czuperska urges students to learn any other language other than English, because “it is like learning to fly,” and “makes your life more colorful and enjoyable wherever you are.”

KATARZYNA CZUPERSKA

Spring 2004 5
Graduate Women In Business

In 1979, the not-for-profit organization “Graduate Business Women” was founded at the Wharton School of Business in the University of Pennsylvania, and dedicated to the education and promotion of women in business. Because of the increasing number of women in the corporate world in later years, the organization changed its name to Graduate Women In Business (GWIB) and is currently headquartered at Rice University Jones Graduate School of Management.

Thanks to the support of Marilyn Carlson Nelson, Chair and CEO of the Carlson Companies, the Carlson School’s Chapter of GWIB has developed, not only in terms of its membership but also in its ability to fulfill its mission. This chapter, one of the nation’s largest, is comprised of 65 students from MBA, MA-HRIR and MHA programs, and was recognized as the Carlson School’s best graduate student organizations in 2003. With a mission to “Reach Forward *Reach Back* Reach Out,” this chapter strives to be a professional and educational resource to women; to provide visibility and networking opportunities with other professionals committed to the development of women’s roles in business, to increase communication among graduate business schools, and to be a positive, proactive and inclusive community builder.

To achieve its mission, GWIB organizes various events promoting women’s roles in business. One such recent event, an outreach seminar in collaboration with a professional organization of preeminent women entrepreneurs and corporate leaders: the Committee of 200 (C200) had the theme “Strategies for Success: Inspiring Leadership in Today’s Business Environment.” Attendees of this event had the privilege of hearing keynote speakers Betsy Bernard, former President of AT&T, and Marilyn Carlson Nelson, CEO/Chairman of Carlson Companies, as well as a participating in panel discussions including “Charting Your Own Course: Women as Entrepreneurs” and “Achieving Personal and Professional Fulfillment”.

GLOBE and the Mentorship Program

Are you a new international exchange student? Do you ever find yourself feeling highly energized and eager to tackle the recent changes in your life, yet somewhat disoriented and overwhelmed? Do you wish you had a better guide to the sights and sounds of the Twin Cities, but don’t know where to get started? GLOBE is here to help.

As the Carlson School’s Student Association for International Business, GLOBE presents its Mentorship Program, aimed at assisting international exchange students at Carlson with their transition to the culture in the United States. Paired with a mentor, you as an international student will take part in social and professional events, share experiences from your cultures, make friends, and build a lasting network.

So if you’d like to visit the Minneapolis Institute of Arts, cheer at a Timberwolves game, cook up a storm for an International Potluck dinner, go bowling with your classmates, or simply meet new people, then join GLOBE today.

To join, just write to globe@csom.umn.edu and include some information about yourself. All Carlson School students are welcome.

GLOBE OFFICERS 2004-05

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<tr>
<th>Position</th>
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<tr>
<td>President</td>
<td>Hristina Markova, MBA 2005</td>
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<td>VP, Communications</td>
<td>Kyle Kelley, MBA 2005</td>
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<tr>
<td>VP, Mentor</td>
<td>Michael Caamic, MA-HRIR 2005</td>
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<td>Jack Guo, MBA 2005</td>
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<td>VP, Internships Abroad</td>
<td>Jim Ericsson, MBA 2005</td>
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<tr>
<td>VP, Undergraduate Affairs</td>
<td>Diana Berlinerblau, Int’l Business, Finance &amp; Global Studies, 2006</td>
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<td>VP, Business Board Representative</td>
<td>Gina Lupo, Finance, 2005</td>
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<td>VP, Corporate Affairs, Undergrad</td>
<td>Carolina Dohmen, Int’l Business &amp; Finance, 2005</td>
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<tr>
<td>VP, Mentorship</td>
<td>Laura Cook, Int’l Business &amp; Finance, 2005</td>
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Keeping Up with Our Undergraduates — Off and Running

She’s a sophomore honors student at the University of Minnesota. With her pursuit of two majors through the Carlson School: Finance and International Business, and a third, Global Studies, through the College of Liberal Arts, her plate already appears to be brimming. And yet, like a bright-eyed child in a room full of gadgets, Diana Berlinerblau cannot seem to get enough of the fascinating choices that her education presents. On top of her intense workload, she acts as Vice President of Undergraduate Affairs for GLOBE, is the Communications Coordinator for Carlson’s Undergraduate Honors Association, and volunteers for various causes, including the University YMCA, the Ronald McDonald House and food shelters. In the winters, she is a cross-country ski instructor for the Three-Rivers Park District, and occasionally, as a guest speaker at Andover Elementary School, she delights young learners with stories, pictures, music, dances and toys from Mexico.

If that is not enough, she is also a long-distance runner on the University Cross-Country and Track team, and averaging 50 miles/week, claims that her day is not complete without a good run.

How does she do it all?

“You have to find out what you’re passionate about,” she unveils. “Know yourself and your limits. It’s really exciting once you find your niche because that keeps you motivated, but at the same time, it is important to prioritize and not overdo it.”

Incredibly, a good night’s rest is another of Diana’s keys to success. “You have to know when to back off and say ‘no’, but at the same time, be dependable once you commit.”

So what is she passionate about?

One of the biggest motivators in Diana’s life is her easy access to the world. With a mother from Mexico, a father from France and grandparents living in Israel, Diana feels truly blessed. As a child, she had the opportunity to travel, not only to her parents’ homelands, but also to Australia and several countries in Europe; and as an adult, she spent a few weeks at a conference in China, with 30 other undergraduate students from schools across the nation. She has been intrigued by other cultures for as long as she can remember. “Once you get a taste of what lies beyond,” she affirms with enthusiasm, “you get the bug.” In fact, she even hopes to study abroad in Belgium next spring, just so she can work on her French.

Naturally, another passion lies in promoting awareness of other cultures. To students who may not have had an opportunity to travel before, she highly recommends talking to others who have, to get involved with GLOBE, to make time to explore and not be afraid to try something new. She also strongly recommends study abroad, even during the May session if necessary — anything that involves “getting out there and seeing the world, because it crosses over into so many aspects of life.”

What are her plans for the future?

Ideally, after she graduates, Diana would love to find a job that allows her to travel globally right away. For the upcoming summer, she ponders over whether to find a finance internship on Wall Street or to teach English to businesspersons in Mexico. Ultimately, her goal is to gain experience in many different capacities, to find her passion in the business world, and to keep on running. ☀
First Graduating China Executive MBA Class

On November 10, 2003, at the Nicollet Island Inn, thirty-five Chinese executive students in the first graduating China Executive MBA class, teamed up to establish the CHEMBA Alumni Club. The creation of this club not only symbolizes the long-term vision and commitment these students have towards their classmates and the Carlson School of Management, but also signifies a remarkable moment in the history of the three-year old CHEMBA program.

Launched in September 2001, through a collaborative effort by the Carlson School and its partner Lingnan (University) College in Guangzhou, China, the CHEMBA program is now one of three accredited U.S. degrees offered in China.

“What is remarkable about these students,” says Jessica Vogt, Program Associate for Global Executive MBA programs at the Carlson School, “is that they grew up during the Cultural Revolution in China, but now are executive captains of industry.”

Weidong Xia, Assistant Professor in the Information and Decision Sciences department, underscores the students’ hard work, despite “their heavy responsibilities during the week and tight class schedule over the weekends.”

The CHEMBA curriculum, which focuses on “offering managerial skills to midlevel career professionals while combining Western and Eastern business training,” is taught primarily in China. As a concluding piece to the two-year program, however, the students have to complete an International Residency in the United States, a two-week program that, according to Professor Aks Zaheer, represents “a very critical capstone element of the program, exposing them to U.S. businesses, to the Carlson School, to Minnesota and the University.”

The inaugural group’s International Residency took place last November, before they graduated, and consisted of coursework as well as corporate visits to locally headquartered companies such as 3M, General Mills, Medtronic, H.B Fuller, the Federal Reserve Bank of Minneapolis and the Carlson Companies. Besides the valuable insights gained at these businesses, the Chinese executive students particularly appreciated the opportunity to speak to Marilyn Carlson Nelson, were overjoyed by the prospects of watching a Timberwolves game, savored the harmony of the William Tell Overture at the Orchestra Hall, delighted in touching snow for the first time, and expressed their reservations about eating cheese in their sandwiches.

In other words, the International Residency played a crucial role in bridging the geographic distance between Guangzhou and Minneapolis for the students, and according to Professor Li, “providing them with a sense of affiliation.” This is significant because, as Professor Xia aptly implies, “influential alumni will not only help recruit prospective CHEMBA students, but... they will (also) become important promoters and sponsors of the school in the future.” According to Jessica Vogt, the International Residency “raises the profile of the Carlson School within the local and global business community, especially because many companies are eager to get into China.”

This visibility and global networking is only expected to strengthen, with the second CHEMBA International Residency this May, coinciding with the Vienna Executive MBA (VEMBA) program’s Residency, as well as the fact that both programs will take part in the

Executive MBA International Residency Dates, Spring 2004

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<tr>
<th>Program</th>
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<th>Location</th>
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<tr>
<td>ESCP-EAP-European School of Management</td>
<td>March 28 - April 1</td>
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<tr>
<td>China Executive MBA (CHEMBA)</td>
<td>May 6 - 16</td>
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<td>Vienna Executive MBA (VEMBA)</td>
<td>May 6 - 11</td>
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<td>May 12 - 16</td>
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Reflections from the 2004 Costa Rica Seminar

As I reflect upon my experience, I have many fond memories of the Costa Rican culture, the native people, the INCAE students and faculty, and the breathtaking landscape. As far the academic aspect of the course, I thoroughly enjoyed learning about sustainable development in a country that is developing. Hearing the INCAE students’ and faculty’s outlook of sustainable development was invaluable. After taking this course, I believe sustainable development classes should be offered and required for all MBA students. Certainly, developed countries must maintain a major role in recognizing and promoting sustainable development.

I also appreciated the opportunity to become acquainted with the INCAE students and faculty. I felt welcomed from the day I arrived and everyone was hospitable throughout my entire stay. I hope that I was able to illustrate my sincere appreciation of their culture and their willingness to open their door to strangers. In light of the world’s overall view of the United States, I thrive on the opportunity to illustrate how United States’ citizens are peaceful, appreciative people.

Prior to going to Costa Rica, my goal was not to just take a class and get the credits. My goal was to take advantage of the whole experience; aiming to yield a lifetime of memories. Whether it was the amazing Canopy Tour in Monte Verde, discussing a case study on the Amazon Jungle, or having a beer with the INCAE students at the Hard Bar, the overall experience was memorable and provided many good times.

One final product of the Costa Rica seminar was the friends I gained from the Carlson School of Management. As a full-time professional and a part-time student, I rarely have the ability to really get to know some of the other CSOM students. Accordingly, my experience in Costa Rica allowed me the opportunity to meet some of the other students that I see on a regular basis but did not know.

Again, I want to express my gratitude to The Carlson School of Management, INCAE and the DeRoy Testamentary Foundation for the opportunity to participate in the Costa Rica Seminar. I was able to learn about sustainable development, experience another culture and country, meet people from Central and South America, and finally get to know some of my fellow CSOM students. I loved the experience and will recommend it to other students.

Matthew Dooley, MBA Candidate 2004, thanks the De Roy Testamentary foundation for their generous support of international study at the Carlson School.

China Center Celebrates 25th Anniversary

Congratulations to the China Center for 25 years of success in promoting international research, teaching and service!

The University of Minnesota’s China Center came into being in 1979, sixty-five years after the first three Chinese students enrolled. Today, a quarter of a century later, it assists almost 1,300 Chinese visiting students and scholars, coordinates 22 exchange programs, organizes Chinese alumni events, and serves as a window to China, on a state and national level.

From arranging an annual “Understanding China” workshop in the university community, to initiating exchange programs with universities in Beijing, Shanghai and Tianjin, to hosting lectures, plays, symposiums, exhibits, and concerts exploring the Chinese culture, to coordinating visits of Chinese delegates to Minnesota, the China Center has truly lived up to its aspiration of “building U.S.-China bridges.”

Matthew Dooley, MBA Candidate 2004, thanks the De Roy Testamentary foundation for their generous support of international study at the Carlson School.
Copenhagen: A New Summer Program

The Carlson School is pleased to offer a new summer study program at the Copenhagen Business School (CBS). Located in the heart of Scandinavia, and taught by U.S. and European faculty, this 3-week intensive or 6-week long program offers a dynamic multicultural environment for students to gain an understanding of business in a global environment. Since classes are taught in English, commonly spoken in Copenhagen, no second language is required. CBS offers separate academic programs for undergraduate and graduate students. The application deadline is February 28, 2005 for the following summer. See carlsonschool.umn.edu/international programs for more details.

Congratulations to the following students on having been selected to participate in the 2004 Copenhagen Summer Business Program!

- Daniel Berning, Undergraduate
- Chen Gao, Undergraduate
- Michael Iverson, Undergraduate
- Derek Magnuson, Undergraduate
- Mana Moini-Zolghadr, Undergraduate
- Andrew Moe, Undergraduate
- Erik Randall, Part-Time MBA
- Mark Waller Jr., Undergraduate
- Heidi Wendroth Jr., Undergraduate

Students Selected for the Lyon Seminar

Offered in collaboration with the Institute for Administration and Management at University Jean Moulin Lyon 3, this 2-week seminar combines French, European and US perspectives in developing an understanding of the international business environment. Entitled “Doing Business in the European Union,” the Lyon Seminar involves a trip to the World Trade Organization in Geneva, Switzerland as well as visits to French corporations. In continuing the fifteen-year partnership our school and the University Jean Moulin Lyon 3, the following Carlson School students will be attending the Lyon seminar this summer:

- Scott Ackerman, Part-Time MBA
- Stacey Anderson, Part-Time MBA
- Bjarni Benjaminsson, Part-Time MBA

Students Selected for the Vienna Seminar

The Vienna Seminar, entitled “Doing Business in Central and Eastern Europe,” unites students from the Carlson School and partner university Wirtschaftsuniversität Wien (WU) to work on a live case study with 3M in Vienna and Moscow. The students explore challenges faced by corporations in the rapidly transforming business environment of Central and Eastern Europe. This Global Enrichment Elective, which takes place in early June, involves 20 Carlson School students and 10 from WU. The students participating in this year’s Vienna Seminar representing the Carlson School are:

- Joe Ashley, Full-Time MBA
- Kevin Blalock, Full-Time MBA
- Jane Bresnahan, Full-Time MBA
- Holly Brunell, Part-Time MBA
- Robert Dircks, Part-Time MBA
- James Erickson, Full-Time MBA
- Emily Hanson, Part-Time MBA
- Abha Jain, Part-Time MBA
- Joshua Kaiser, Part-Time MBA
- Kyle Marinkovich, Full-Time MBA
- Justin Merritt, Part-Time MBA
- Heather Munro, Part-Time MBA
- William Neiss, Part-Time MBA
- Catherine Peloquin, Part-Time MBA
- Brett Reichow, Part-Time MBA
- Jacquelyn Rieck, Part-Time MBA
- Michael Saburov, Part-Time MBA
- Manuel Sandoval, Full-Time MBA
- Holly Shoden, Part-Time MBA
- Chiuang-Hui (Shirley) Tseng, Full-Time MBA
- Travis Vannatta, Part-Time MBA

Students Selected for the Ethics Seminar

This May, these twenty-five Carlson School students will attend the seminar to explore and understand the effects of globalization on ethics, culture and business from U.S. and European perspectives. “The Ethical Environment of International Business” takes place the last two weeks of May in London and Brussels and offers these students the opportunity to engage with leaders of multinational firms, governmental agencies, and non-governmental organizations to examine current issues in business ethics.

- Maura Bartel, Full-Time MBA
- Michael Berry, Full-Time MBA
- Mark Bertulli, Full-Time MBA
- Duncan Chandler, Part-Time MBA
- Maria Cordova, Part-Time MBA
- Susan Costanzo, Full-Time MBA
- Jeremy Esensten, Part-Time MBA
- Jodi Gowen, Part-Time MBA
- Rocky Hanson, Part-Time MBA
- David Hughes, Part-Time MBA
- Jim Jarman, Full-Time MBA
Where are they now?

The following faculty members teach abroad during spring and summer ’04 in the Global Executive MBA program:

**CHINA EXECUTIVE MBA (CHEMBA)**
- John C. Anderson, Operations and Management Sciences
- Mark Bergen, Marketing and Logistics Management
- Chun Chang, Finance
- Chandra Kanodia, Accounting

**WARSAW EXECUTIVE MBA (WEMBA)**
- John C. Anderson, Operations and Management Sciences
- John Bryson, HHH Institute of Public Affairs
- Rajesh Chandy, Marketing and Logistics Management
- John Mauriel, Strategic Management and Organization
- Corey Redfield, Finance
- Ed Joyce, Accounting
- John Mauriel, Strategic Management and Organization
- Timothy Nantell, Finance
- Bill Rudelius, Marketing and Logistics Management

**VIENNA EXECUTIVE MBA (VEMBA)**
- Charles Caliendo, Accounting
- Norm Chervany, Information Decision Sciences
- John Fossum, Human Resources and Industrial Relations
- John Mauriel, Strategic Management and Organization
- Chris Nachtshem, Operations and Management Sciences
- Rodger Schroeder, Operations and Management Sciences

**ETHICS SEMINAR**
- Norm Bowie, Strategic Management and Organization

**VIENNA SEMINAR**
- Lori Abrams, Strategic Management and Organization

**LYON SEMINAR**
- Karen Donohue, Operations and Management Science

**VIENNA SUMMER**
- Mary Zellmer-Bruhn, Strategic Management and Organization

Consider 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 some of the following programs during the Spring Semester of the 2004-05 school year!

**AUSTRALIA**
- University of Melbourne

**BELGIUM**
- Université Catholique de Louvain-la-Noue

**BRAZIL**
- Escola de Administração de Empresas de São Paolo Fundação Getulio Vargas

**COSTA RICA**
- INCAE

**DENMARK**
- Copenhagen Business School (CBS)

**FRANCE**
- HEC Ecole des Hautes Etudes Commerciales

**HONG KONG**
- Hong Kong University of Science and Technology

**JAPAN**
- Keio Business School

**NEW ZEALAND**
- University of Otago

**NORWAY**
- Norwegian School of Management (NSM/BI)

**SWEDEN**
- Stockholm School of Economics

**SWITZERLAND**
- University of St. Gallen

**AUSTRIA**
- Wirtschaftsuniversität Wien (WU)

**BELGIUM**
- Université Catholique de Louvain-la-Noue

**DENMARK**
- Copenhagen Business School (CBS)

**ENGLAND**
- Manchester School of Management (UMIST)

**FRANCE**
- Bordeaux School of Management
- l’Université Jean Moulin Lyon 3 (Lyon 3)

**HONG KONG**
- Hong Kong University of Science and Technology

**ITALY**
- l’Università Commerciale Luigi Bocconi

**NETHERLANDS**
- Universiteit Maastricht

**NEW ZEALAND**
- University of Otago

**NORWAY**
- Norwegian School of Management (NSM/BI)

**SINGAPORE**
- Singapore Management University (SMU)

**SWITZERLAND**
- University of St. Gallen

For more information and an application visit: www.carlsonschool.umn.edu/internationalprograms or contact Janelle Wenzel at 612-625-0562 or jwenzel@csom.umn.edu.
Reflections from the Associate Dean

The “glass ceiling” that exists for women in business can be shattered by the right woman, as should be evident from the impressive women whose thoughts on this issue are provided elsewhere in the newsletter. And it certainly has by many women. Their success, however, brings to mind another troubling reaction to the success of women that I have observed on the part of some people, especially men. Allow me to put it into a specific context.

Over the past couple of decades or so, we have witnessed a significant infusion of women into the male-dominated occupation of sales. Early on, one thing started to become very clear. The women entering sales were on the whole outselling men! The troubling reaction was that this success somehow had something to do with gender differences, i.e., merely being a woman provided an advantage over men. Of course, there were some not-so-kind suggestions that because the gender of the organizational buyers was typically male, women brought special “advantages” to the sales encounter. As it turns out, this wasn’t the case at all. Consider the situation. You have a woman willing and interested in pursuing a male-dominated occupation. This individual is going to have certain levels of motivation and skills that make her interested in pursuing this occupation. Her subsequent success has nothing to do with gender; it results from those special skills and motivation that made her unafraid to enter a male-dominated occupation, the same skills and motivation likely held by many successful male salespeople. My point is simple: as more and more women break through the glass ceiling, they potentially face another layer of discrimination and sexism that diminishes the appreciation for the talents that brought them success. Over the years I have been treated by female physicians and dentists, worked with female managers and attorneys, and interacted with many successful female colleagues in the academic world, many of whom were early entrants into these historically male-dominated professions. It became clear to me that it was their special talents as individuals that brought them success. I hope that these comments help reinforce the important messages from Ms. Nelson, Professor Zaheer, and Dr. Czuperska.

Some of the difficulties faced by women in the U.S. business world may, depending on the culture, be diminished or magnified in other economies. Any woman (or man for that matter) moving to a position outside of her home country should familiarize herself as much as possible about any potential difficulties faced by women in the destination country. If participation in study-abroad programs is any indication, however, women do not seem fazed by cultural differences they may face. Proportionately, women participate at a greater rate than men and collectively may be better equipped for the global workplace, as a result.