

# *Developing Business Leaders with a Global Mindset*



## **AHLERS CENTER FOR INTERNATIONAL BUSINESS ANNUAL REPORT 2008-2009**





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## Developing Business Leaders with a Global Mindset

2008-2009

### Note from the Director

The Ahlers Center for International Business at the School of Business Administration provides opportunities for faculty, students and the business community to develop and broaden their international business expertise and cross-cultural understanding. Our programs are designed to be globally relevant and academically rigorous while emphasizing social responsibility. We are very pleased to share, as this report describes, that during the past academic year many students and faculty were involved in study abroad and development programs, we expanded creative collaboration activities with our prestigious international partners, and offered several socially responsible international community outreach opportunities.

As the Director of the Ahlers Center, I was honored to: (1) represent our program at the Global Forum for Management Education at the United Nations as one of the founding signatories of PRME (Principles for Responsible Management Education). Secretary-General Ban Ki-moon

addressed the assembly of representatives from business schools worldwide and we were able to share ideas to incorporate sustainability and social responsibility in our programs; 2) completed my two year term as the President of the Business Association of Latin American Studies (BALAS) and will continue to serve as a member of the Executive Board for an additional two years; 3) be re-elected for another 3 year term as a Board Member of the San Diego World Trade Center and enjoy the interaction with our local international business

leaders; and 4) continue the co-editorship of the Latin American Business Review and give research presentations in Mexico and Italy.

This past academic year I ended my cycle as Director of MBA Programs. I look forward to focusing, in conjunction with the Ahlers Center team of staff, faculty and students, our collective expertise and passion to further develop a truly global School of Business Administration.



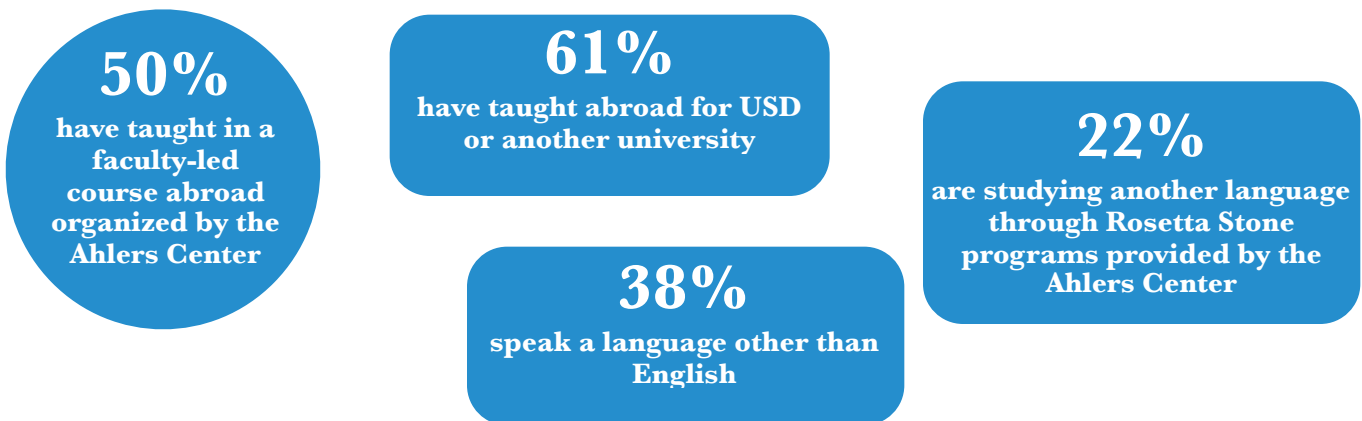
# International Faculty Development

## International Faculty Expertise

### Developing the School of Business Administration Faculty

The Ahlers Center conducted a survey of the international experiences of all of the full-time faculty in the School of Business Administration (SBA). Seventy-five percent have worked or studied in a country other than the United States for one month or more. Several of the faculty have lived in several different countries. The following countries were represented:

Europe and the Middle East	Asia and the Pacific	Latin America and the Caribbean	Africa
The Netherlands, Germany, France, Spain, Sweden, Portugal, Iceland, Croatia, England, Italy, Russia, Estonia, Belgium, Macedonia, Austria, Armenia, Hungary, Israel	New Zealand, Australia, India, Saipan, Taiwan, Philippines, Japan, Hong Kong, China, Vietnam Bangladesh, Thailand, Pakistan	Venezuela, Colombia, Peru, Mexico, Jamaica, Argentina, Dominican Republic, Costa Rica, St. Lucia, Uruguay	Nigeria



During the past academic year the Ahlers Center for International Business assisted in further developing the international expertise of the School of Business Administration faculty directly through the following activities:

- Funding to assist with international research (databases, workshops, etc.)
- Language training
- Organization and funding for international visitors
- International faculty development programs
- Organizing teaching and research opportunities abroad

## FACULTY DEVELOPMENT PROGRAM

**MEXICO CITY, MARCH 2009**

### SELECTED SPEAKERS:

- “Social Development & Politics in México” Dr. Vidal Garza, CEO FEMSA Foundation
- “Effective growth & business strategies in México: The PepsiCo Case” Mr. Dionisio GARCÍA Sr. VP Business Process Transformation PepsiCo - México & Latin America
- “Effective growth & business strategies in México: The Wal-Mart Case” Mr. Raúl ARGUELLES, VP of Corporate Affairs and Human Development Wal-Mart México
- “Conversations on doing business in emerging Latin American markets” Mr. Alfredo CAPOTE, Former CEO IBM México and Mr. Alfredo FERNÁNDEZ, Head of Investor Relations and Corporate Communication



Several School of Business Administration faculty, along with Ahlers Center representatives, traveled to Mexico City for three days of speaking events along with social and cultural activities. The program was designed to increase awareness and understanding of some of business issues facing companies and individuals operating in Latin America.

Our hosts, The Graduate School of Business Administration and Leadership (EGADE), Tec de Monterrey Campus Santa Fe organized an outstanding program that included their leading faculty and business leaders. The participants also had the opportunity to tour Tec de Monterrey Campus Santa Fe's new business school that will be opening in Fall 2009.





# Events, Workshops & Conferences

## San Diego Microfinance Summit

The first-ever San Diego Microfinance Summit was held on Thursday, May 7, 2009 at the Joan B. Kroc Institute for Peace & Justice. Lynn McMullen, Executive Director of the Peace Alliance and a longtime microfinance consultant and fundraiser, gave the plenary address. Panel discussions followed the keynote and addressed various challenges of local and international microfinance initiatives. Lunch was included and was provided by five local microfinance recipients, such as Banyan Catering and the Ribshack. After lunch, the outdoor courtyard of the Kroc Institute for Peace & Justice was transformed into an artisan marketplace of approximately 30 local vendors who had been assisted by microfinancing.

The goal of the summit was to promote the efficacy of San Diego's microfinance organizations in order to promote collaboration across the area's microfinance community. An estimated crowd of about 300 entrepreneurs, small business owners, lenders, donors, volunteers, and local and international specialists attended this one-day conference organized by The San Diego Microfinance Alliance. This newly formed alliance is a consortium of local microfinance practitioners, donors, students, and educators committed to raising the profile of microfinance in the San Diego region. The Ahlers Center for International Business will continue to be a part of this alliance in an effort to raise the profile of international microfinance at the local level.

### SD Microfinance Summit Partners:

- ACCIÓN San Diego
- CDC Small Business Finance
- Foundation for Women
- Grameen Foundation
- International Rescue Committee
- Opportunity International
- Point Loma Nazarene University
- Project Concern International
- School of International Relations and Pacific Studies at the University of California San Diego
- Ahlers Center for International Business at the University of San Diego



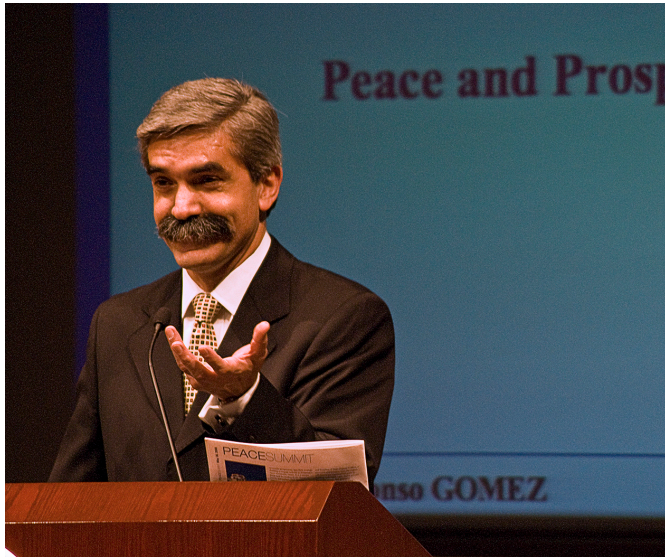
**International Microfinance Panel: Project Concern Intl, Opportunity Intl, Foundation for Women, Grameen Foundation.**



**Microfinance client displays his products at the artisan marketplace**

The San Diego  
Microfinance Alliance

[www.sdmicrofinance.org](http://www.sdmicrofinance.org)



**Above: Jaime Alonso Gomez National Dean of the Graduate School of Business (EGADE), Tecnológico de Monterrey (México), “From Ideas to Implementation”**



**Ted London of the William Davidson Institute/Ross School of Business of the University of Michigan presented on the role and impact of market-based strategies on poverty alleviation**

**Hosted by:**



**Sponsored by:**



## Events, Workshops and Conferences

### Summit on Peace and Prosperity through Trade and Commerce

Without a doubt, trade and commerce can be a powerful engine for creating wealth while promoting peace and prosperity worldwide. This was the theme of the May 30th “Summit on Peace and Prosperity through Trade and Commerce” organized jointly by the University of San Diego’s Ahlers Center for International Business and the World Trade Center San Diego (WTCSD).

Business, government, and other organizations from the Southern California-Baja region convened to learn how markets can foster world peace and wellbeing and shared best practices for creative socially responsible and economically profitable business ventures, sustainable supply chains, and corporate citizenship. The goal of the Summit was to bring executives, entrepreneurs, and cutting-edge thinkers together to visualize a myriad of new opportunities for “doing well by doing good” in a world increasingly more fragile. This event was designed for business owners/professionals, public officials, community leaders, and academics interested in finding new ways for achieving economic success, while conserving the environment, nurturing social change, promoting peace, and improving the lives of the world’s 4 billion poor.

The Summit explored ways in which companies can incorporate the triple-bottom line of economic, social, and environmental benefits (profits, people, planet) into their strategic thinking to engage actively in designing a more sustainable future.

**Dan Griswold (left) Director of the Center for Trade Policy Studies at the Cato Institute and Jonathan Jacoby (right) Associate Director for International Economic Policy, Center for American Progress in a debate entitled, “How Trade Fosters Peace”**







## Workshop Participants

- Gigo Alampay, Last Mile Initiative - Philippines
- Scarlett Alvarez, Managing Director for Latin America Investor & External Relations *AES Corporation*
- Roberto Gutiérrez, Chairman *Social Enterprise Knowledge Network* and *Universidad de los Andes*
- Simone Lawaetz, Energy Specialist *USAID*
- Al Hammond, Vice President for Innovation and Special Projects, *World Resources Institute*
- Patricia Márquez, Associate Professor of Management *University of San Diego*
- Francisco Mejía, Principal in Opportunities for the Majority Office *Inter-American Development Bank*
- Shawn Mendes, Director of Education *Swedish National Agency for Education*
- Jaime Millán, Consultant
- Natalia Millán, Researcher *FEDESARROLLO*
- Mark Milstein, Lecturer *Cornell University*
- Francisco Morandi, Vice President of Strategy Implementation *AES Corporation*
- Ivar Petersson, COO Distribution AES Brazil *AES Corporation*
- Ezequiel Reficco, Senior Researcher *Harvard Business School*
- Carlos Rufin, Assistant Professor of Management *Suffolk University*
- Connie Smyser, President *Smyser Associates*
- Daniel Stadelmann, Chief of Staff AES Latin America *AES Corporation*
- Patricia Veevers-Carter, Program Manager *Global Partnership on Output-Based Aid World Bank*
- Andrew Vesey, Executive Vice President and President of AES Latin America *AES Corporation*

## Events, Workshops and Conferences

### Utilities at the Base of the Pyramid (BOP) - Research Workshop

The Ahlers Center for International Business hosts research workshops for USD faculty to collaborate with other scholars and business leaders working on similar topics to share research and ideas with each other and members of the university community. The Utilities at the Base of the Pyramid Workshop brought together several thought leaders for a full day of collaboration and presentations.

The emerging “base of the pyramid” (BOP) paradigm proposes that companies--from multinationals to small-sized enterprises--can profitably meet the needs of the poor worldwide. This workshop examined organizational innovations for providing water, electricity and other utility services to the poor, as well as the challenges faced by companies in developing win-win relationships with low-income consumers in Latin America, Asia, and Africa. The aim was to expand the research agenda on the BOP and identify best practices for meeting key service needs.

This event, co-organized by USD Professor Patricia Márquez and co-sponsored by AES Corporation and the Ahlers Center, brought together a group of international researchers and practitioners focused on how best to provide utility services to the poor. The topics discussed included the following:

- Business models for service provision
- Corporate social responsibility and BOP market development
- Utilities and poverty alleviation
- Cross-sector alliance

Patricia Márquez and Carlos Rufin (Suffolk University) are co-editing a volume with the papers presented to be published by Edward Elgar in 2011.

**Sponsored by:**  
**The Ahlers Center for International Business (USD)**  
**&**  
**AES Corporation**



## Events, Workshops and Conferences

# Ahlers Center Hosts Speaker Events: International Business Leaders and Scholars

## Summer 2008

Frank Pons, Professor, Université Laval (Canada)  
Ludwig Kreitz, Professor, IECS (France)  
Alejandro Reyes, Director Global Learning and Development, Dell Inc. (USA)

## Fall 2008

Analisa Barrett, Vice President and Senior Research Associate, The Corporate Library (USA)  
Richard A. Collato, President and CEO YMCA of San Diego County (USA)  
Paolo Guerrieri, University of Rome "La Sapienza" (Italy)  
Fred McClintock, President, RDS Global  
Sarah Savern, Director of Corporate Sustainable Development, Nike Corporation (USA)  
Monica Spiro, Corporate Giving and Sustainability, Dole Food Co. (USA)  
Cassandra Stiles, First Vice President, Comerica Bank (USA)  
Hector Ureta, Head of CEMEX Patrimony Hoy (Mexico)

## Winter/Spring 2009

James Collins, Booz Allen Hamilton (USA)  
Carrie Ericson, Vice President A.T. Kearney Procurement Solutions (USA)  
David Funkhouser, Strategic Outreach Coordinator, TransFair (USA)  
Adriana Hilal, Professor, COPPEAD/UFRJ (Brazil)  
Renata Kuchembuch, Sourcing Manager A.T. Kearney Procurement and Analytic Solution (USA)  
Ricardo Leal, Professor, COPPEAD/UFRJ (Brazil)  
Alex Pryor, Co-Founder Guayaki (Argentina)  
Alberto C. Vollmer, CEO of C.A. Ron Santa Teresa (Venezuela)  
Phillip Zimmermann, Capgemini (USA)



Hector Ureta, Head of CEMEX Patrimony Hoy (Mexico)

Over the past academic year, the Ahlers Center has hosted several speakers to meet with students, faculty and the business community. These distinguished visitors enrich the courses and programs offered at the School of Business Administration at the University of San Diego.



Alejandro Reyes, Director Global Learning and Development, Dell Inc.



## Events, Workshops and Conferences

### Tecnológico de Monterrey (Campus Puebla, Mexico)



In July 2008, the Ahlers Center welcomed graduate students from Tec de Monterrey, Campus Puebla. The MBA students spent one week taking seminars on international business topics, attending mixers with USD students, participating in a company site visit to Seaworld to hear about their international marketing initiatives, and enjoying a harbor cruise around San Diego Bay. Dr. Juan Carlos Gachúz, Director of the graduate business school (EGADE) at the Puebla campus, accompanied the students. Dr. Gachúz hopes to make this an annual program for his graduate students and we will welcome another group of students in July 2009.



### ITM-Institut für BtB Marketing und Managementberatung in partnership with the University of Applied Sciences, Fachhochschule Landshut (Munich, Germany)



For the ninth consecutive year, the Ahlers Center hosted a group of Executive MBA students from Munich for three weeks in August 2008. During this time, the students studied such global business topics as Blue Ocean Marketing, Business at the BOP, Green Supply Chain Management, and Value Chain Reconfiguration. The students visited three San Diego companies for brief presentations on their operations and marketing, and attended mixers and speaker events with current USD graduate students. Dr. Richard Hofmaier, owner of the ITM institute, plans on accompanying a group of executive students to USD in August 2009.



## STUDY TOUR PROGRAMS

### Hochschule Ravensburg-Weingarten (Germany)

The Ahlers Center hosted a group of MBA students in May 2009 as a part of their two-week west coast study tour. Their group heard presentations on the economic environment of California from Dr. Ryan Ratcliff (below far left), and weathering the economic storm from Dr. Carsten Zimmermann (third from right). USD students and faculty also attended the event.



# Ahlers Center Programs Abroad

## INTERNATIONAL STUDY ABROAD

The Ahlers Center for International Business supports short-term, faculty led graduate programs abroad, semester exchanges with our partner institutions and Dual Degree Programs.

The 2008-2009 academic year set a record high of USD graduate business students participating our short-term programs abroad.

**100%** of the IMBA students participated in *at least* one short-term study abroad program during the 2008-2009 academic year. **78% and 21%** of the full-time and evening MBA students, respectively, also participated in at least one short-term program abroad.

The Ahlers Center also organized a program in Buenos Aires for students in the Master of Science in Global Leadership program.

In organizing programs abroad, one key to our success is the strength we gain from our many international partners. Thanks to our academic partners abroad, we have their local support for our short-term programs abroad, semester long student exchanges, consulting projects and dual degree programs. In many locations our international alumni are also very generous with their time as expert guest speakers, contacts for the consulting projects, and hosting us for company visits.

In Brazil, our MBA students team with MBA students from COPPEAD/UFRJ for the consulting (practicum) projects. Students from both universities also have the opportunity to jointly study Corporate Governance and Values resulting in a diversely rich learning environment.

Graduate business students from USD and EGADE - Tec de Monterrey (Guadalajara) also jointly participated in a course on Microfinance and Wealth Creation last summer. This course began with video conference sessions from USD incorporating students from Mexico and concluded with USD students and faculty traveling to Guadalajara. In Guadalajara the USD and Tec de Monterrey students visited local microfinance organizations.

Moreover, in Buenos Aires, Argentina, we brought together students from EGADE - Tec de Monterrey (Mexico City) and USD to study Strategic Planning and Management, which provided for a very unique international learning experience.

Without the strong support of our international partners these innovative international programs, and others, would not be possible.



Guadalajara, Mexico:  
Tecnológico de Monterrey



Rio de Janeiro, Brazil:  
Students from COPPEAD and USD  
after their Practicum presentation



Guadalajara, Mexico: Attending a group  
microfinance meeting of Compartamos clients



Ahlers Center Programs Abroad

**Photos from the Global Classroom**



Bangalore, India



Beijing, China



Barcelona, Spain



Belgaum, India



Rio de Janeiro, Brazil



Beijing, China





## AHLERS PROGRAMS ABROAD

2008-2009

### FALL

Each incoming International MBA (IMBA) cohort kicks off their program with a short-term course abroad in Baja, Mexico: Leading Multi-Cultural Teams and Organizations

### INTERSESSION

International Practicums (consulting projects) for MBA students were offered in Rio de Janeiro, Brazil, Bangalore, India, and Beijing, China.

A MBA course on Negotiations was offered in Hong Kong and a Corporate Governance and Values course was offered in Rio de Janeiro.

MSGL (Ms in Global Leadership) students participated in a Strategic Planning and Management course in Buenos Aires, Argentina.

Over 30% of the MBA students were abroad during this time.

### SUMMER

Short-term faculty led courses were held in Barcelona, Spain, Mondragon, Spain and Guadalajara, Mexico.

"The study abroad opportunities offered by USD are truly unique. The International Practicum not only gives you the opportunity to gain real exposure to the way businesses abroad operate, it also gives you a chance to put the skills you acquire in your first semester to the test. I



*Corinne Durazzo, IMBA '09*

enjoyed the experience so much that I chose to do it again my second year."



*Rosarito, Mexico*

"By taking advantage of USD's study abroad programs I have learned how to adapt to different environments and better understand people. The more I traveled, the more I felt connected to the world as a whole. Experiences in Hong Kong and India provided me with eye-opening realizations of Asian business culture and the importance of relationships and family. Living in Italy helped me understand the strength of networking. Barcelona provided me with a glimpse of an emerging Mediterranean region that has real potential for economic growth. Most importantly, I gained invaluable exposure to the world of international business, in which I hope to find a career."



*Mark Flowers, IMBA '10*





## APPLYING SKILLS CONSULTING ABROAD

Each year MBA students have the opportunity to travel abroad to gain international consulting experience. The purpose of the consulting project is to further develop students' leadership and team skills and to enhance their cultural awareness in an international setting. In addition, International organizations benefit from receiving consulting services.

In January 2009, 55 of our MBA students worked on 12 projects in three countries (Brazil, China and India). In Rio de Janeiro, students from COPPEAD/UFRJ and Universidad ORT Uruguay joined forces with USD students to create truly international teams.



## 2009 International Practicum Projects

### Diagnostico da America



Diagnostico is the largest Latin American company involved in diagnostic medicine. Their laboratory processes are recognized by prestigious national and international certification institutions, including the College of American Pathologists. They asked the student consultants to investigate new ways to improve the quality of relationship with the doctors who send their lab work to Diagnostico. **BRAZIL**

### Golden Cross



Golden Cross is one of the largest healthcare companies in Brazil, with more than 700,000 customers. They rely heavily on questionnaires that are completed by corporate client companies in order to assess and evaluate the quality of service provided. They requested the student consultants to devise ways to improve response rates to the questionnaires. **BRAZIL**

### Mecal

Mecal is a 40 year old family-owned metallurgy business located outside of the Rio de Janeiro area in Tres Rios. The consultants provided options to reposition the company and also estimated the net present value of future income to the company. **BRAZIL**

### Petroleo Brasileiro, S.A.



One of the largest petroleum companies in the world, Petroleo Brasileiro, S.A. is located in Rio de Janeiro. They asked the student consultants to evaluate the usage of their health benefits to assure their employees were receiving the maximum benefits possible. **BRAZIL**

### EcoWatch India



EcoWatch India is a non-governmental agency working primarily in the South-Indian state of Karnataka to improve the lives of rural villagers by providing them methods to preserve their sources of income and protect their local environment. The consultants created a plan by which the Principals in EcoWatch could augment their capabilities by inviting student teams from local and foreign colleges to manage an expanding menu of projects. INDIA

### Sogefi/MNR



MNR filters is a light manufacturing company that works with major Indian Automobile firms to design and build air-filtration systems. Sogefi SPA of Milan Italy recently acquired a 50% stake in the Indian firm and the USD consultants were tasked with exploring growth opportunities for the firm building on its impressive accomplishments. INDIA

### United Breweries



United Breweries is the largest manufacturer of beer and spirits in India and the second largest by volume in the world. This success is in spite of the fact that only 30% of Indians drink alcohol and the marketing of alcoholic beverages is constrained by a web of regulations in each of the 36 different Indian states. The brand team for Romonov vodka tasked USD consultants with devising a model by which consumers could interact with the Romonov brand on an on-going basis consistent with the platform "Chase Your Passion". INDIA

### DragonMed



DragonMed manufactures and distributes small lab instruments for use in scientific, clinical and chemical labs. They are the largest distributor of liquid handling devices in China. The student team analyzed export markets in the Middle East and Europe. CHINA

### 3G Data Services

On December 31, 2008 the Chinese government announced that they would begin issuing 3G licenses. Consulting to a Telecommunications Advisory Service, students analyzed best practices of leading global carriers at different stages of 2G/3G deployment and made recommendations for Chinese carriers in providing data service in the 3G era. CHINA

### Pipeline and Rail Infrastructure Analysis

The client company was a multinational considering making an investment in China (project was done under a non-disclosure agreement). The two student teams researched the existing rail and pipelines and the plans of the national and local governments to expand them. They also estimated costs for rail transportation and proposed an innovative alternative for more efficient handling of the product by rail and truck. CHINA

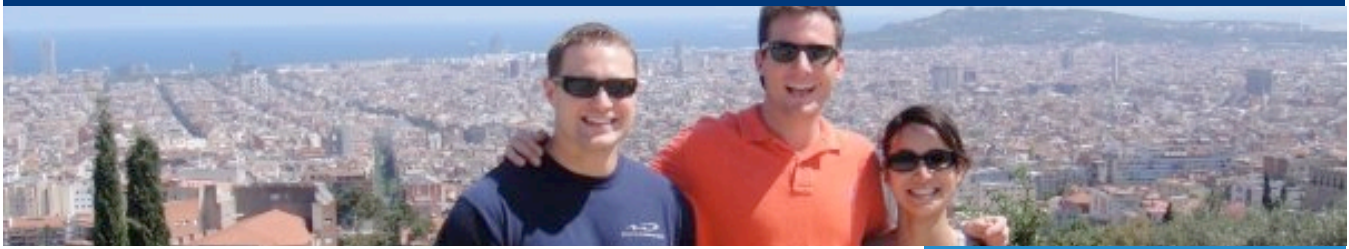
### Cortex Intelligence



Cortex was founded in 2004 as the incubator of one of the main universities in Rio de Janeiro (PUC-RIO). The company has been growing relatively fast over the last few years and Cortex invited USD consultants to design a channel marketing strategy in order to help grow expand the company's market share. CHINA

### Gaffree e Guinle University Hospital (HUGG)

HUGG-Unirio is located in the northern section of Rio de Janeiro and was founded in 1929 as the largest and most modern hospital in the entire city. Student consultants were asked to assist in developing a distance education model that would allow HUGG to transmit knowledge over long distances to train health family groups and healthcare workers in poor communities. BRAZIL



## SPOTLIGHT ON SEMESTER EXCHANGE:

“The one thing that is truly special about USD's MBA program, and which sets it apart from other business schools, is the amazing variety of study abroad programs it offers. I looked at most of the top 20 business schools, and



*Scott Grant, IMBA '09*

none offered the incredible international opportunities that USD does. During my program I spent time studying on three different continents (Europe, South America and Africa) participating in both semester and short-term programs abroad, and I know that I would not have had such opportunities had I chosen another MBA program. As the business world becomes increasingly global, I really cannot stress how important such international exposure is for an MBA student.”

“Making business connections with people from other countries, conversing in

unfamiliar languages, learning the ins and outs of visa laws, and many other exciting experiences are lessons that I would never have learned without the study abroad programs supported by the Ahlers Center for International

Business. Studying abroad has been a much more valuable learning experience than any non-study abroad course could ever hope to be.”



*Aaron Greenwell, IMBA '09*

## SEMESTER EXCHANGE PARTNERS

[Guanghua School of Management at Peking University, Beijing, China](#)

[NUBS Nanjing, China](#)

[Universidade de Los Andes, Bogotá, Columbia](#)

[COPPEAD, Rio de Janeiro, Brazil](#)

[Bordeaux Business School, Bordeaux, France](#)

[IECS, Strasbourg, France](#)

[Reims Management School, Reims, France](#)

[WHU, Koblenz, Germany](#)

[ALBA, Athens \(Vouliagmeni\), Greece](#)

[BOCCONI, Milan, Italy](#)

[LUISS, Rome, Italy](#)

[EGADE, Mexico City, Monterrey, Guadalajara, Mexico \(multiple campuses\)](#)

[Al Akhawayn University, Ifrane, Morocco](#)

[NOVA, Lisbon, Portugal](#)

[KUBS, Seoul, South Korea](#)

[IE, Madrid, Spain](#)

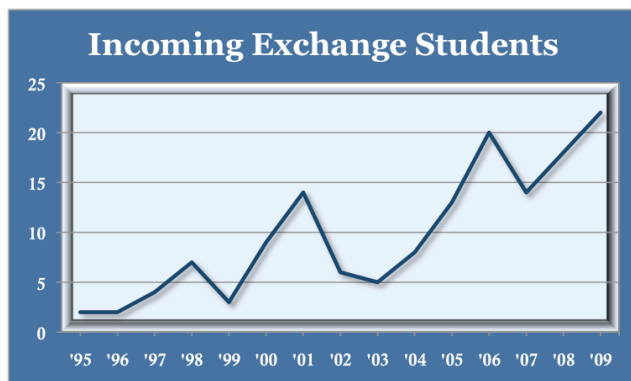
[EADA, Barcelona, Spain](#)



## INCOMING SEMESTER EXCHANGE

Since the inception of the semester exchange program, the Ahlers Center has signed agreements with several prestigious universities across the globe. We currently manage only those programs for graduate business students; the university-wide International Center now provides one-stop services for USD undergraduate students - regardless of their major - for study abroad opportunities. However, the Ahlers Center continues to be the first contact point for organizing and approving all exchange programs with international business schools.

As we have continued to expand our international partners, we have seen a significant increase in the total number of incoming graduate business exchange students as shown by the graph below. Having these students participate in our courses enhances the learning experiences for everyone.



*Exchange students from Bocconi University, Italy*

New business exchange agreements 2008-2009:

- ESADE, Universidad Ramon Llull (Spain): *undergraduate*
- Universidad de los Andes (Colombia): *undergraduate and graduate*
- School of Business, Nanjing University (China): *graduate*
- Luiss Business School (Italy): *undergraduate and graduate*
- Guanghua School of Management, Peking University (China): *undergraduate and graduate*
- ALBA Graduate Business School (Greece): *graduate*

## MENTORSHIP PROGRAM

Two years ago, the Ahlers Center initiated a peer mentorship program for our exchange students and it has proven to be very beneficial in helping them adjust to life in San Diego. We match each exchange student with a current USD student or alumnus based on the profile they submit. The USD student initiates contact with the exchange student and takes them to lunch in the beginning of the semester. Most pairs stay friends throughout the semester and often even after the exchange students depart.



*Exchange students from IECS Strasbourg, France*



# DUAL DEGREE MBA PROGRAMS

**EGADE, Tecnológico de Monterrey**

**WHU, Otto Beisheim School of Management**

This past year we developed a new dual degree program for our MBA students with WHU, Otto Beisheim School of Management in Germany. Now MBA business students at the University of San Diego have the opportunity to enroll in a dual degree program with the Tecnológico de Monterrey (Tec) in Mexico or with WHU in Germany.

As dual degree candidates, students from campuses throughout Mexico and from WHU will spend a year of study at USD and USD students will experience living and studying in Mexico or Germany for a year. This program allows students to receive two masters degrees, one from USD and another from Tec or WHU, in approximately 19 months of full-time study.



## OUTSTANDING PARTNERS:

### EGADE

One of the top MBA programs in Latin America and the world (America Economía, Wall Street Journal, Financial Times). A Dual Degree partner since 1999.

### WHU

WHU is consistently placed among the top schools in national and international rankings (Wirtschaftswoche, Wall Street Journal, Financial Times). New Dual Degree partnership in 2009.





## BUENOS AIRES

### MSGL PROGRAM

MS in Global Leadership students joined graduate business students from Tec de Monterrey to study Strategic Planning and Management. The integration of students from both universities allowed for a truly international and cross-cultural experience for everyone.

The course also included local guest speakers: Mr. Fernando Landa, V.P. of International Operations, Ternium; Mr. Marcos Cristal, President Business Skills and Consulting, Inc. Argentina; and Dr. Enrique Herscher, Author and Consultant as well as company visits to enrich the classroom experience.

Social and cultural activities such as touring the city on bike (left photo), a tango show, and other events added to the local experience.

# Ahlers Center Connecting with Alumni Abroad

## European Alumni Association Meeting

### Ahlers sponsored faculty participation

As many School of Business Administration faculty are teaching abroad during the summer months, the Ahlers Center was able to sponsor them to join with former students in Luxembourg at the 2008 European Alumni Association meeting. Professors Linda Barkacs and Maria Kniazeva, along with Ahlers Center Director, Denise Dimon, were able to attend and connect with former students and renew friendships.

The European Alumni Association was originally established by alumni of the School of Business Administration (SBA) who reside in Europe. Today the organization includes all undergraduate and graduate alumni of USD regardless of academic degree.



Summer 2008 European Alumni Association meeting in Luxembourg



# Ahlers Center Executive Education

## Professional Certificate Program in Global Business Strategy

In 2009 the certificate program organized by the Ahlers Center, with input from faculty and prior program participants, was redesigned and expanded to prepare professionals interested in gaining a global perspective and a competitive edge. The program develops new ways of thinking to design innovative products, enter new markets and create unique business models as they relate to the international marketplace.

Our seminar participants range from current graduate students to seasoned corporate executives. They are interested in professional development, career transition, exploring degree programs at the University of San Diego and networking within and across industries.

This non-degree business program includes faculty and global business professionals as seminar leaders.

### 1st half of 2009 Seminar Offerings:

- Global Business Models & Architecture  
*Stephen Standifird, Ph.D., and Jaime Alonso Gómez, Ph.D.*
- Market Strategies in Emerging Markets  
*Patricia Márquez, Ph.D.*
- Cross-Cultural Negotiations  
*Dennis Zocco, Ph.D.*
- Strategic Global Sourcing  
*Carsten Zimmermann, Ph.D.*
- New Venture Financing  
*Dennis Zocco, Ph.D.*

### Upcoming Seminar Offerings:

- Global Marketing Strategy
- Business Success in Asia
- Marketing to Hispanics in the U.S.
- Global Strategy Project
- Relationship Strategies for International Teams

### PROGRAM TESTIMONIAL

"I have been very impressed with the Global Business certificate program at USD and would recommend it to anyone who works in the global operations space. The outstanding combination of top-notch instructors and administrative staff paired with highly useful and interesting subject matter material makes the program highly enjoyable. "

- Matthew Muga, Staff Project Manager, Qualcomm CDMA Technologies





# University of San Diego

## SCHOOL OF BUSINESS ADMINISTRATION

*Ahlers Center for International Business*

### ***Developing Business Leaders with a Global Mindset***

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From left to right: Steiner, Jankowski, Singleton and Dimon