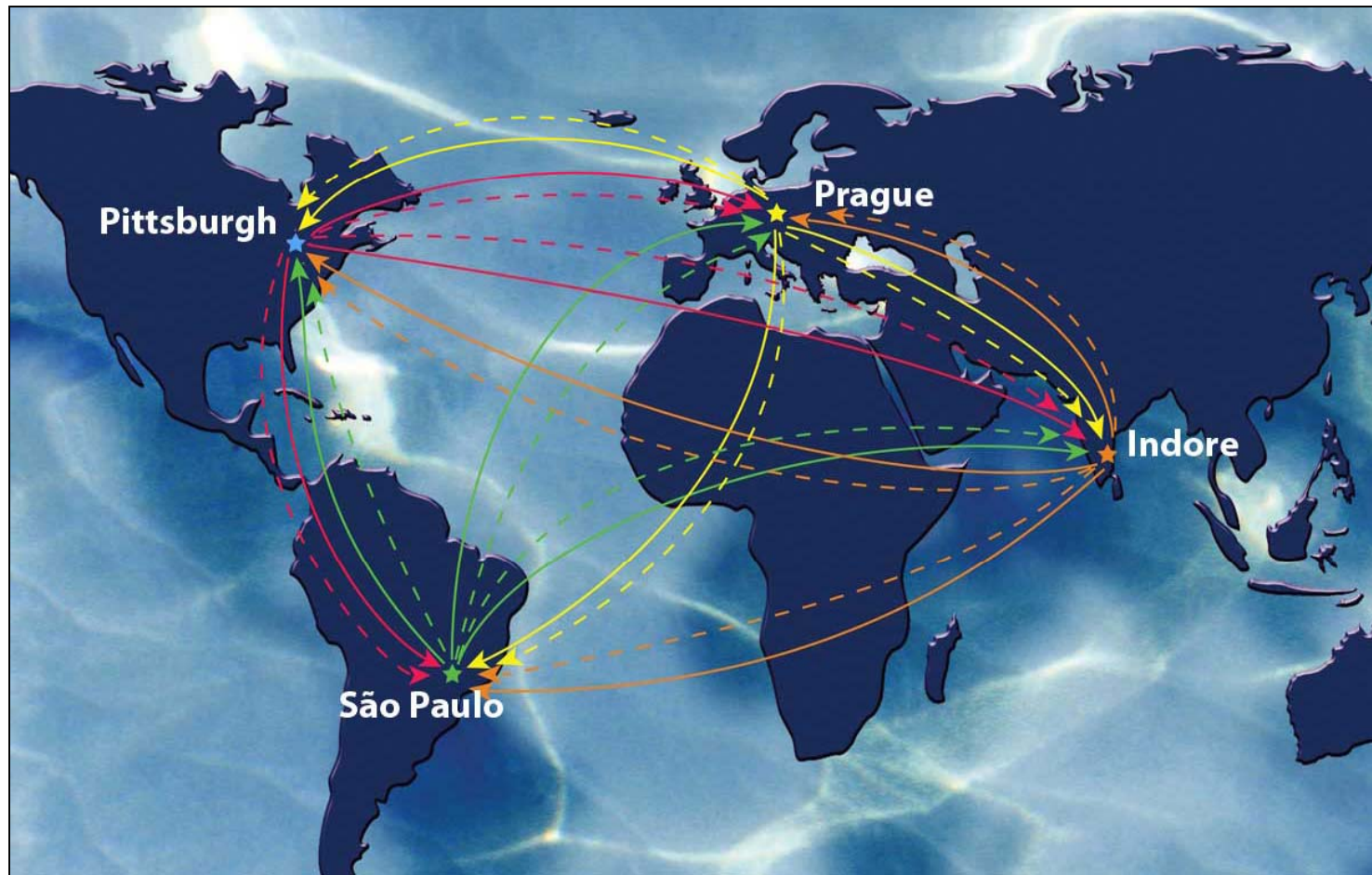


Globalization and Business Education



Agenda

- **The world has changed – increased interdependence between economies**
 - The last 20 years
 - Globalization and industry
 - Globalization and business education
- **Challenges and greater complexity facing managers**
 - Demographic shifts
 - Poverty, security and climate
 - Passion to be globally competitive
 - A look at Brazil and India
- **Models for Globalization in Business Education**
 - Pitt and others

The world has changed....

We've seen **dramatic** change in the last 20 years.

1989 –
Fall of
the
Iron
Curtain

1992 –
Creation of
the
European
Union

1995 –
Birth of
the World
Trade
Organization

A Multi-Polar World: Recent Events

UK's Prudential buys AIG's Asian unit for \$35.5 billion

Associated Press - Published: March 1, 2010

British insurer Prudential PLC said today that it would buy the Asian unit of bailed out AIG. The combined group will be the leading life insurer in Hong Kong, Singapore ...

Reliance raises bid for LyondellBasell

Wall Street Journal - Published: February 22, 2010

India's Reliance Industries has again sweetened its offer to take control of LyondellBasell Industries when it exits bankruptcy, boosting its value of the chemical maker to \$14.5 billion...

Shell bets on ethanol in \$21 billion deal with Brazil's Cosan

Reuters - Published: February 1, 2010

Royal Dutch Shell PLC plans to make the biggest-ever foray into biofuels by an oil major, striking a deal with Brazil's Cosan to create a \$21 billion a year ethanol joint venture.

The venture, which will be the No. 3 fuel distributor in Latin America's largest country, marks Shell's entry into ethanol production and ...

Pittsburgh - Then and Now



Pittsburgh's Diverse Economy Today



Globalization in the Steel Industry: Gerdau

This company is part of the GERDAU GROUP | Find out more at www.gerdau.com **GERDAU**

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Regional Sales Maps
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REBAR FABRICATION
WIRE GROUP
RAIL PRODUCTS
BRIGHT BAR
RECYCLING
CORPORATE

LOCATIONS

Steel Mill Locations and Contact Information

This page features links to Gerdau Ameristeel's steel mills. Click on a mill location on the map below to access its general information.



Steel Mills

Jacksonville, Florida Cartersville, Georgia Joliet, Illinois Wilton, Iowa Gallatin, Kentucky Calvert City, Kentucky Selkirk, Manitoba	St. Paul, Minnesota Sayreville, New Jersey Perth Amboy, New Jersey Charlotte, North Carolina Sand Springs, Oklahoma Cambridge, Ontario	Whitby, Ontario Jackson, Tennessee Knoxville, Tennessee Beaumont, Texas Midlothian, Texas Petersburg, Virginia
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Unprecedented Economic Growth



News Releases

Duke Announces Bold Overseas Business School Expansion

September 16, 2008

Duke's Fuqua School of Business is opening campuses in St. Petersburg, London, Shanghai, Dubai, and New Delhi that will exceed the "breadth and scale" of any other U.S. business program overseas, the Chronicle reports.

At the five sites, Duke plans to offer M.B.A. programs and support research while also embedding itself into the local environment and economy. It is calling the program "the first legitimately global business school."

Playing Across Three Continents MBA Students Participate in Simulation through the Wharton/INSEAD Alliance

The world of game theory recently became more real-world for Wharton MBA students. In October 2007, students in Philadelphia and INSEAD students in Fontainebleau and Singapore played a cross-continent computer simulation.

Over two weeks, Wharton MBA students in the microeconomics core course matched wits with fellow MBA students in France and Singapore. Playing the MGEC Markets Games, students tested their understanding of how to build cooperation and trust in business relationships.

Teamwork makes a world of difference

Oct 22 2007

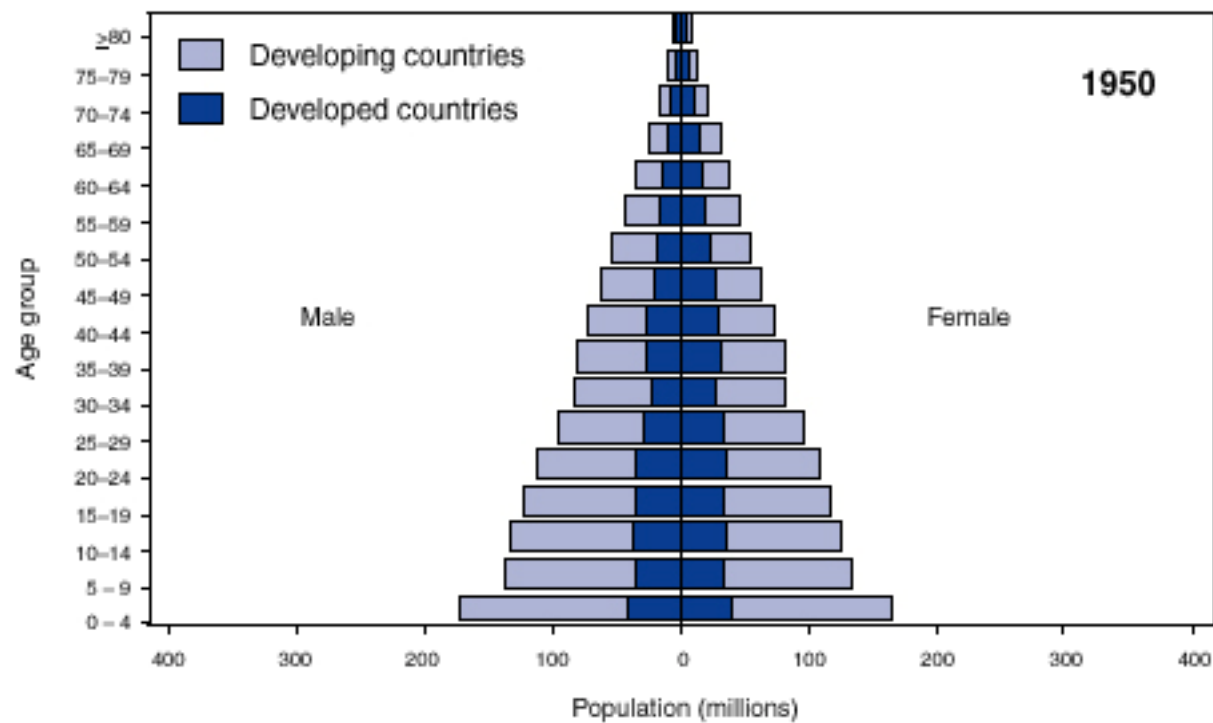
Ninety students from the three campuses of the **University of Pittsburgh's Joseph M Katz Graduate School of Business - Prague, São Paulo and the eastern US city itself** - are descending on the beautiful Czech spa resort of Karlovy Vary today for the start of their first Global Executive Forum.

Globalization – Increased complexity for managers

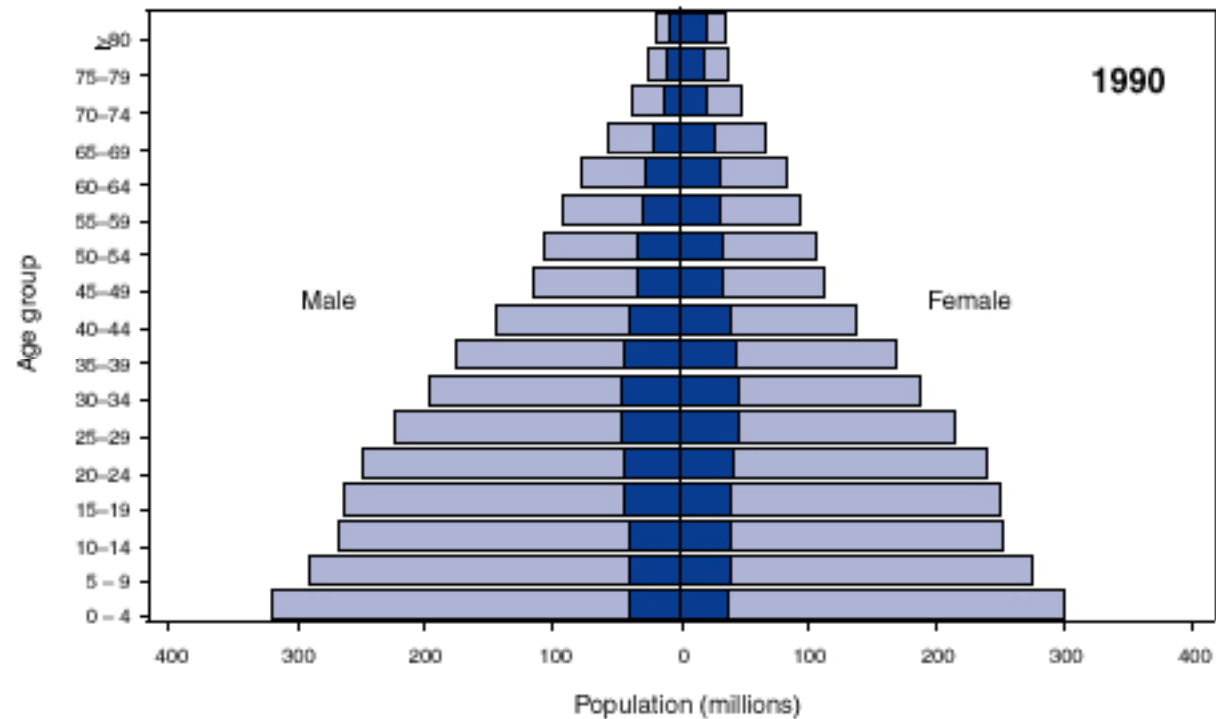
Leadership Challenges - contributions to major global issues

- Poverty
- Security
- Climate change

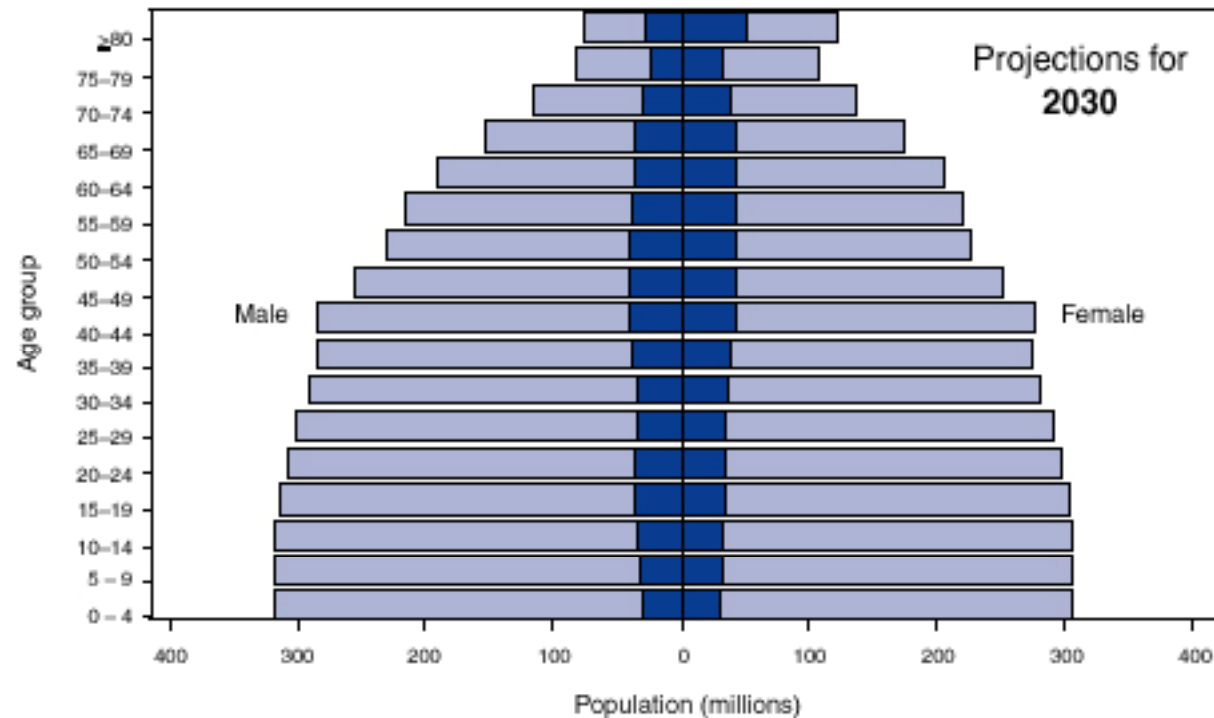
Population Age Distribution for Developed and Developing Countries Worldwide –1950



Population Age Distribution for Developed and Developing Countries Worldwide –1990

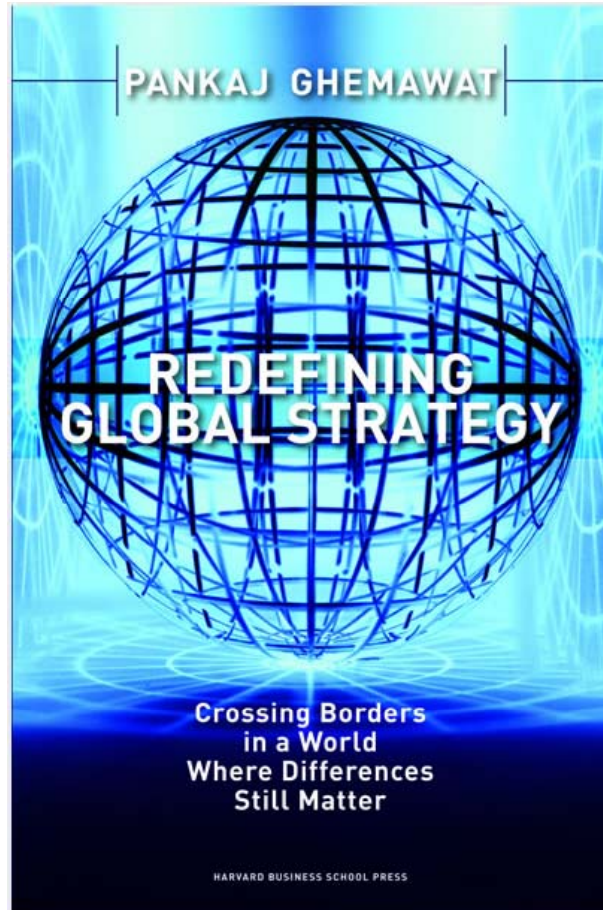


Population Age Distribution for Developed and Developing Countries Worldwide – Projection 2030



Developing a Global Mindset

Differences Matter



- Cultural
- Administrative
- Geographic
- Economic

A Global Mindset Defined

- The way of perceiving the world and the globalization of markets, people, and organizations
- A positive attitude toward the realities of globalization and the opportunities it creates
- A belief in ones effectiveness as an actor on the global stage

Culture Differences

- 
- An iceberg floating in the ocean. The tip of the iceberg is visible above the water, while a much larger portion is submerged below the surface. This visual metaphor represents the concept of culture differences, where the visible aspects are just the tip of the iceberg, and the deeper, more fundamental differences are hidden beneath the surface.
- dress
 - architecture
 - language
 - food

Differences in basic assumptions and beliefs about

- physical/spiritual worlds
- concept of beauty/aesthetics
- admired traits of men and women
- importance of privacy
- communication
- attitudes about friendship
- role of work
- attitudes about change and risk

Global Managers

- Open minds
- Broad perspective on the world, markets, companies and people
- Ability to see beyond the surface
- Suspend judgment
- Want to understand why people do what they do



Developing a Global Mindset: Brazil and India



Business Climate

Brazil

- Population 195 million
- Formal labor force 92M
- GDP US\$1.328 trillion
- GDP Purchasing Power US\$1.8 Trillion
- Exports \$197.9 billion
Imports \$173.1 billion
- 52% cell phone penetration
- “Unity” Political, economic and social (language, religion)
- Literacy 88%
- Life expectancy 72 years

India

- Population 1.1 billion
- Formal labor force 40-60M
- GDP US\$1.22 trillion
- GDP Purchasing Power US\$2.8 Trillion
- Exports \$176.4 billion
Imports \$305 billion
- 14% cell phone penetration
- “Diversity” political, economic and social (language, religion)
- Literacy 61%
- Life expectancy 70 years

Source CIA World Fact Book 2008-2009

UNIVERSITY OF PITTSBURGH

PITTBUSINESS

Executive MBA Programs
Center for Executive Education

“Brazil Takes Off” (The Economist)



- Democracy - advances in inclusion
- Self-sufficient in energy
- Reform in tax and labor laws needed
- Much investment needed in infrastructure

Key Considerations - India

- Increasing demand for higher education – 300M expected to enter Universities in the next 30 years.
- The New Global Manager – Changing requirements for future leaders in a global economy require new content in b-schools.
- Shortage of faculty - Need for new model to develop top faculty and academic careers.
- Climate change, world health, and security – need for public-private initiatives from students, University, and partners to improve quality of life in the community.



Global Initiatives at Pitt

- EMBA Worldwide
- Center for Global Health and Center for Energy and Sustainable Innovation
- International Internships
- International Research
- Innovation Ecosystems

The Joseph M. Katz Graduate School of Business

Undergraduate and MBA Programs

- College of Business Administration - B.S Degree – 2000 students
- Full-Time MBA - 150 students
- Part-Time MBA - 480 students
- Executive MBA - 100 students



The Joseph M. Katz Graduate School of Business



Alumni Hall - Home to the Executive MBA Program and Center for Executive Education

The EMBA Worldwide Program

<http://www.youtube.com/watch?v=BK6jtK9MPSs>

<http://www.youtube.com/watch?v=BpaYrUUT-Ls>

<http://www.youtube.com/watch?v=2hYszt2xEPO&feature=related>



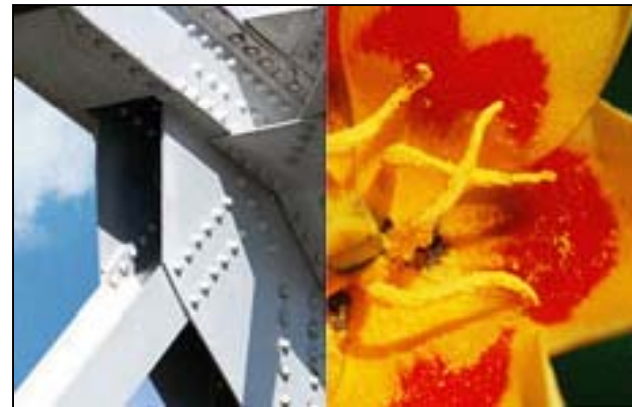
Center for Global Health

- The Center for Global Health provides a unifying framework for global health research and scholarship at the University of Pittsburgh.
- Their mission is to *effectively address health issues that affect populations around the globe.*
- This mission is carried out through activities in support of four goals:
 - Foster innovative, interdisciplinary global health research
 - Create the next generation of global health leaders and scholars
 - Facilitate sustained global health partnerships
 - Promote translation of global health research findings into policy and practice



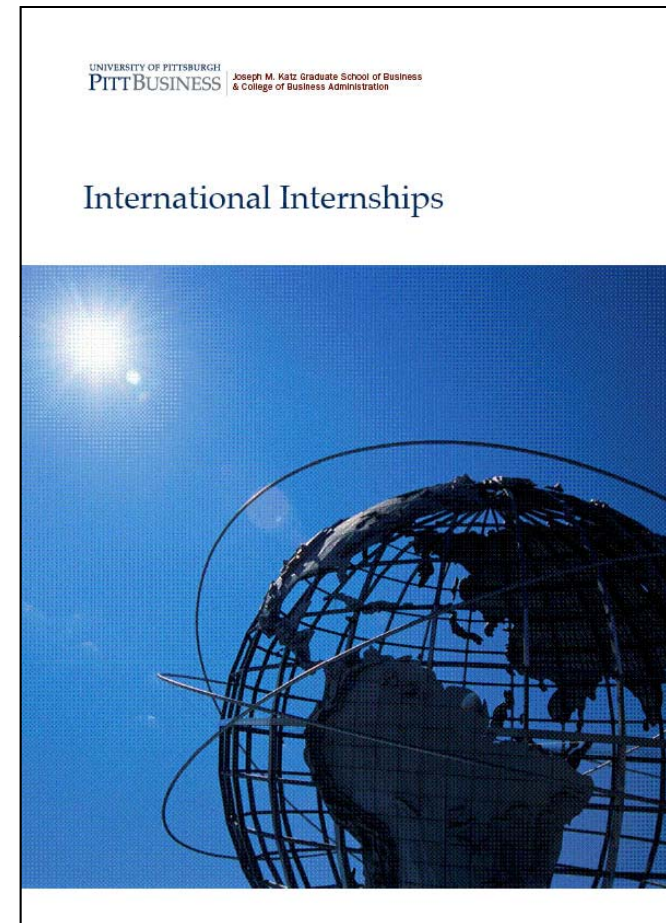
Center for Energy and Mascaro Center for Sustainable Innovation

- Researchers in Pitt's **Center for Energy** are answering the call for more reliable, efficient, and environmentally friendly energy solutions.
- **Mascaro Center for Sustainable Innovation** - Pitt's center for designing applications for sustainable communities and lifestyles



International Internship Program

- Designed for undergraduate business school students 19-21 years old
- 10-week professional internships with companies in India (finance, marketing, general management, global CSR)
- 30-40 hours a week
- Successful pilot in Brazil and Czech Republic in 2009; 12 interns in Brazil and in Central Europe. 2-4 internships sought in India in 2010.



The Business of Humanity™

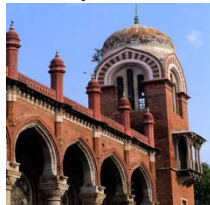
- The proposition:

Strategic decision making that employs criteria falling under the rubric of “**humanity**,” in its two dimensions of “*humaneness*” and “*humankind*,” leads to **superior economic performance** and **enduring value**. www.katz.pitt.edu/boh



Global Value and Innovation Network

- Premises
 - Innovation requires ecosystems.
 - Interconnected ecosystems spur further innovation.
 - In different industries (pharma and IT; auto and IT)
 - Similar industries across different markets
 - Comprehensive research universities are well-suited to connect across national boundaries.
- Federal and congressional support has been granted.
- Planned locations
 - Utilizing EMBA Worldwide (Chennai, Pittsburgh, Prague and Sao Paulo)



Other Globalization Models

Baltic Management Institute – Vilnius, Lithuania

- Long-term partnership between multiple partners, in 10th year
- HEC in France, Copenhagen Business School in Denmark, Louvain School of Management in Belgium, Norwegian School of Economics in Norway, Vyntantas Magnus in Lithuania

Czech Management Center – Prague, Czech Republic

- Multiple partners over time

Indian Institute of Management – Indore, India

- One of elite public management schools, founded in 1996
- Innovative EPGP program

CEU – Budapest, Hungary

- EMBA programs in Budapest and Bulgaria
- Career hibernation plan

Setting Goals for Globalization Initiatives

Faculty development?

Distinctness?

International research?

Student experiences?

Resource generation?

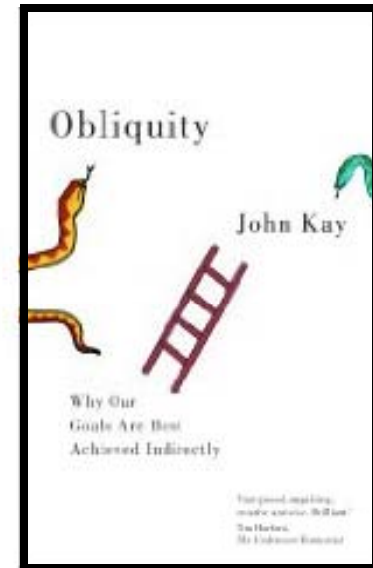
Differentiation?

Parting Thoughts – The Paradox of Obliquity

“Goals are best achieved indirectly. The direct pursuit of success is not always best.

We often cannot solve problems directly because of their inherent complexity, the incompleteness of our knowledge, the interdependence of the actors and the environment, and the fact that most models designed to assist decision-making are highly imperfect descriptions of reality.

So we often get closer to our goal by pursuing intermediate objectives, or working towards some higher goal that may have the side-effect of delivering what we need, be it more profit, more market share, or success in politics or war.”



Summing Up



- The world is now multi-polar and economies are interdependent.
- The challenges facing managers within this context are greater and more complex.
- Schools of business play a special role in supporting globalization.
- Business schools need to develop cultures of innovation and change to prepare students for a new world economy.

Globalization and Business Education



Pittsburgh

Prague

São Paulo

Chennai

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