

THE GLOBALIST

CEOs, Entrepreneurs Bring Real-World Experience to GSIEF

Is Japan headed for recovery from its economic doldrums? This was the question tackled by Fuji Xerox Chairman Yotaro Kobayashi in his talk at GSIEF, which led to a lively discussion among Mr. Kobayashi, two other distinguished experts on Japan, and GSIEF students.

MBA candidate Kashif Hassan found the candid exchange eye-opening. "Mr. Kobayashi outlined many difficult steps that the Japanese government and companies were taking to deregulate their economy and to make management more efficient. He was hopeful that the main elements for recovery were now in place."

But two other speakers, Ira Shapiro, a former US chief trade negotiator with Japan, and Michael Schulhof, former president of Sony America, thought that the pace of change was still not fast enough. They felt that there was disagreement in Japan on how the country's economy should be transformed, and that this would slow down deregulation and other necessary steps. "These differing views," Hassan observed, "led to an interesting exchange and many good questions from students."

Kobayashi, Shapiro, and Schulof were among dozens of CEOs, entrepreneurs, and others who have given GSIEF students a taste of the real world this year through the CEO Forum and "Experiences of the Entrepreneur" series. They represent a broad range of backgrounds and experiences and expose students to many industries and functions, from consumer marketing to new Internet technologies and finance.

According to MBA candidate Neng Gu from China, Ronald O'Hanley, president of Mellon Institutional Asset Management,

gave students "a sense not only of the daily operations of an international financial institution, but also of the extent to which business is an art, not just a profession of crunching numbers. I was impressed with his ease in talking about very complex issues," he said. "A talk like this really helps us reach for new ideas in our class work and case studies."

Tom Friedman '75, author of *The Lexus and the Olive Tree*, gave MBA candidate Dato Sandroshvili some new ideas with his discussion of the "Digital Divide."

"Mr. Friedman discussed how even though the Internet might bring third world countries into the mainstream, the pace is such that they could still be left out for good, if they don't jump in now. This is something I had not considered before."

Likewise, MAief student Gbenga Oladeji was surprised to hear Fred Slifka, president of Global Petroleum Corporation, suggest that scarcity is not what drives oil prices,



AMBASSADOR CHARLENE BARSHEFSKY AT A LUNCHEON IN HER HONOR IN APRIL 2000.

but rather it is the economic reaction that causes scarcity. "Also, being from Africa, I enjoyed the insight into the American dream that he gave," Gbenga added.

"Why didn't I think of that?" recent MAief graduate Melissa Otto asked herself after hearing Laura Noonan '92 describe how she founded an Internet company that



ALFRED SLIFKA, PRESIDENT, GLOBAL PETROLEUM, SPEAKS AT A RECENT CEO FORUM.

now has a veritable lock on web access to a neglected \$4.5 billion market. In her talk entitled "Smart Start: Running a Stable Business in an Unstable Industry," Noonan laid out how she methodically developed her business-to-business Internet marketing portal for corrections officials and protected the business by forming strategic alliances and signing long-term contracts with professional and business associations. "She focused on so many aspects of business study, particularly information management and alliance strategy, two courses I was taking at the time," Otto recalled. "She laid out in very clear detail how, in developing her business, she maintained a good cash flow, rather than trying to blast her way through. She also took great precautions to make exclusive, secure alliances so that no one could come in behind her and steal her idea. She emphasized two of the main things you learn in business school 'manage your cash flow and watch your back!'"

Another woman CEO who inspired MAief student Lubov Getmansky '01 was Lois Silverman, chairman and founder of The Commonwealth Institute. "She gave

hope to women in the audience that they can start their own businesses and be successful even while balancing corporate life and family!" Getmanksy observed.

Like many of these speakers, Brian Lash '78, founder of Target Sport Adventures and 13 other companies, shared frankly with his audience the many pitfalls and successes of his entrepreneurial ventures. Lash, who started his specialized travel company out of his apartment the day after earning his BA degree from Brandeis, has survived recessions and changes in the travel industry. "He talked about his shortcomings in the beginning, how he had started several ventures that failed and why," recent MAief graduate Peter Popov reported. "He described the daily obstacles he faced on his way to becoming successful in a very down to earth way that people really appreciated." Lash's theme was "only the creative survive," observed GSIEF Professor Charles Reed.

The speaker series is integrated into Reed's entrepreneurship course as a way of bringing the real world into the classroom. "These guests demonstrate how many different ways there are to solve problems," he pointed out. "Another speaker talked about what you do once you dominate your niche in the market." Michael Reuttgers, CEO of technology leader and data storage giant EMC Corporation, discussed the challenges of staying ahead of the technological curve in his talk, "Managing for Risk and TNT (The Next Thing)."

"These weekly events reveal differing management styles and the inner workings of industries and companies," added Professor Benjamin Gomes-Casseres, director of the MBA program. "It gives the students an opportunity to hear the analysis of current events from the point of view of these decision-makers and to learn about different industries and companies firsthand. The mix of industries and functions represented makes the talks relevant to the individual courses. I think they are really invaluable to both students and faculty." ■

Alumni, Friends Invited to "Mentor" Students

A "view from the trenches" is what GSIEF alumna Barbara Clark hopes to give the student with whom she is teamed in the school's new Mentoring Program. The program is being piloted during the spring semester, and is designed to provide students with an opportunity to interact with senior professionals, in order to enhance their career skills and/or career development strategies. It will also give them an opportunity to build a personal relationship with a seasoned professional.

Barbara Clark, '91 a senior manager at PricewaterhouseCoopers who advises start-ups and established companies on structuring their international

operations, signed up for the Mentoring Program because she feels it is important for students — "particularly for women" — to get to know people who are experienced in their field. "It gives them an idea of where they could be headed and what it is really like out here," she explains.

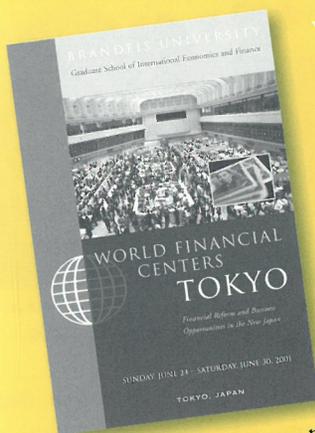
"It's good to keep in touch with students to learn what interests them," she adds. "It is also good to expand your network in all directions."

The time commitment for participants will be determined by each team, although an initial personal meeting is required, and the pilot program will culminate with one event in the late spring. Interested GSIEF alumni and friends should contact Marcia Katz at mgkatz@brandeis.edu or 781-736-2734. ■

UPCOMING COURSES

Interactive Video Brings World Bank to Brandeis

In a groundbreaking arrangement with GSIEF, a new course about the operation of the World Bank and other international organizations will be offered in the GSIEF classroom via two-way video. Danny M. Leipziger, director of the Bank's Latin American Finance Division, will lead the course, conducting some lectures on campus and others from Washington. Other Bank officials will also participate, covering World Bank projects in Asia, Mexico, and South America.



World Financial Centers Course Moves to Tokyo

GSIEF's Third Annual World Financial Center Workshop, to be held in Tokyo June 24-July 1, 2001, will explore the complex transformation of the Japanese economy. Prominent US and Japanese business and government leaders will address questions such as when the Japanese economy and Nikkei will rebound; whether the "Big Bang" of financial reform has opened Japan to foreign investment; where the greatest financial opportunities will be; where the Japan-US partnership is headed under President Bush; and if Japan is creating a "yen currency zone" in Asia. Organized in cooperation with Keio University, Japan's leading private university, the workshop will include case studies of real-world financial reform and foreign participation and field trips to important institutions and companies.

Creative Force

is from an article
by at GSIEF
Financial Times,
February 5, 2001.

to Sandroshivili,
26-year-old MBA
candidate, already
knew four languages
before he enrolled at
Brandeis University's
Graduate School
of International
Economics and
Business. But when the
former Soviet
campus even he was
of his diversity. "I
saw people from
everywhere in one place,"

Brandeis University
launched its MBA
program, says Peter Petri,
Massachusetts school.
Experience is what
counts," Prof Petri
tells MBA candidates
coming from countries

" says Prof Petri,
moved to the US
like throwing darts

in mates are
his best friends are
Cuba and China.
Last term celebrat-
ed with a
watching Russian
His programme
to and his profes-
or from Taiwan as well

Diversity is what
drew [American
Melissa] Otto-Yano
to Brandeis. Her
husband had been
relocated to Boston,
so she was consid-
ering all business
schools in the area,
including names
such as Harvard and MIT. "I was really
thinking of going to Harvard, but I started
looking at the types of tools and skills
I wanted out of a programme [and] I
felt the other MBA programmes weren't
really international," she says. "I had
taken a year abroad in London and lived
in Japan for three years, Peru for a year
and a half. I wanted to be with other
students who had done different things.
I went to Brandeis and I felt right
at home. It just matched who I was."



MELISSA OTTO-YANO

"Brandeis has people everywhere,"
adds Sandroshivili. That is what sets the
school apart from its US competitors,
according to Prof Petri. "You find some
[US] business schools that are very strong
in international finance, but they are still
largely focused on American career paths
— Americans pursuing American job
opportunities," he says. "We [realise] that
cultural differences matter and people
come at problems with different percep-
tions. We're trying to figure out how to
make those people collaborate. That is
ultimately what makes these students so
valuable in the marketplace."

Prof Petri says that European schools such
as Insead in France are his benchmarks.
At the same time, he thinks that Brandeis'
US location gives it an advantage over
even the institutions that he tries to
emulate. "The American economy has
been a magnet for people interested in
business careers. We've grown from eight
students in our first year to 200 and we
expect to double in size during the next
five to seven years." The trend, he says,
is accelerating. ■

ALUMNI NEWS

Mads Brinks, Exchange Student, Fall '99 is currently work-
ing on his master's thesis on IT strategy, and also working for
Maersk Data in Copenhagen, one of the leading IT service
providers in Denmark.

Julian Bastida, Exchange Student, Fall '99, is back in his
home country of Mexico, where he is currently employed
by Wal-Mart.

Joram Cukierman '99 is currently working on the Global
Energy Derivatives Desk at Merrill Lynch, and would like
very much to hear from his classmates.

Beth Cody '98 recently left her position as business process
manager for China Investments at Alliant Energy in Cedar
Rapids, Iowa, to start her own business as owner of
A-1 Uniforms, a medical uniform store in Iowa City. She
says she is "enjoying being her own boss, and is having fun
growing the business."

Gary Chen '91 sold his financial business in San Francisco to
start a major music company, Pulay Music China, in China.
His company plans to have an on-line music store very soon.

Thomas Dewner '93 moved to Baltimore, Maryland, one
year ago April, to work at Deutsche Banc Alex. Brown.

Sharon Fried '94 is currently living in New York City with
her husband and her daughter, Miriam, and working for
Booz Allen and Hamilton.

Shan Hua '97 joined Off Road Capital, an on-line financial
services firm located in San Francisco. Shan is in the corpo-
rate marketing department and responsible for the firm's
exploratory data analysis and intelligence-based customer
marketing.

Toshie Ikenaga '94 works for the Gender Equality Bureau,
which is part of the newly established Cabinet Office of the
Japanese government.

Don Jayasinghe '97 works for Unilever in Sri Lanka as a
brand manager for Signal, the number one toothpaste brand
in Sri Lanka.

John Lagman '98 is a vice president, Senior FX Options
Trader in Singapore.

Alain Mestat '93 is the head of Marketing, Communications
and Business Development with the Banque Privee Edmond
de Rothschild Luxembourg.

Mingcheng Lian '98 whose affection for Tokyo was spurred
by her semester abroad at GSIEF, recently moved from her
home country of China to Tokyo, where she is employed by
Enron, and working on weather derivatives in the Japanese
market. Ming is looking forward to the next class reunion.

MARK YOUR CALENDAR

MARCH 27

International Hall
1:30 - 2:30 p.m.
Prof. Robert Reich
Brandeis Heller School &
Former Secretary of Labor

MARCH 29

International Hall
11:00 a.m. - 12:00 p.m.
Cathy Minehan
President, Federal Reserve
Bank of Boston

APRIL 1

Chancellor's Suite
6:00 - 8:00 p.m.
Master of Science in
Finance Information Session
Prospective students
welcome!
*Contact the Office of
Admissions for more info.*

APRIL 2

International Hall
11:00 a.m. - 12:00 p.m.
Richard Kaufman
Former Chief Int'l
Economist, Chase
Manhattan & GE

APRIL 18

International Hall
2:00 - 3:00 p.m.
Robert Mettler
President & Chief
Operating Officer,
Macy's West

APRIL 23

International Hall
2:00 - 3:00 p.m.
Irwin Jacobs
CEO, Qualcomm, Inc.

APRIL 27

End of the Semester
Farewell Party
7:00 pm - TBD

APRIL 30

Copley Marriott
5:00 - 8:00 p.m.
Greater Boston MBA
Consortium Graduate
School Fair
Prospective students
welcome!
*Contact the Office of
Admissions for more info.*

MAY 2

Framingham Sheraton
5:00 - 8:00 p.m.
Greater Boston MBA
Consortium Graduate
School Fair
Prospective students
welcome!
*Contact the Office of
Admissions for more info.*

MAY 19

Sachar Lounge
5:00 p.m.
GSIEF Graduation
Reception

MAY 20

Silver Auditorium
8:00 a.m.
GSIEF Commencement

MAY 20

Gossman
10:30 a.m.
University
Commencement

In the News

Prof. Adam Jaffe recently completed, with Robert Stavins of Harvard and Richard Newell of Resources for the Future, a chapter for the forthcoming Handbook of Environmental Economics entitled "Technological Change and the Environment."

Prof. Ron D'Vari co-authored with Juan Sosa a paper entitled "Modeling Emerging Market Fixed Income Risk: Value-at-Risk Estimates for Brady Bond Portfolios," that was published as the lead article of December 2000 issue of the Journal of Fixed Income.

Prof. Gary Jefferson published "Ownership, Productivity Change, and Financial Performance in Chinese Industry," in the Journal of Comparative Economics, December 2001.

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and suggestions are welcome.
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