

**COLUMBIA UNIVERSITY**  
**Center for International Business Education**  
**1999-2002**

**Columbia University**

**Columbia Business School**  
**212-214 Uris Hall MC 9151**  
**3022 Broadway**

**School of International and Public Affairs**  
**1417 International Affairs Building**  
**420 West 118<sup>th</sup> Street**

**New York, New York 10027**

**Professor Robert Hodrick**  
**Faculty Director**  
**(212) 854-3413**  
**rh169@columbia.edu**

**Associate Director**  
**Columbia Business School**  
**(212) 854-8960**

Since its establishment in 1990, the Center for International Business Education (CIBE) has become a multi-faceted organization that is the focal point of international business activities at Columbia University. Programs such as collaborative faculty research workshops, international placement conferences, student study trips abroad and a conference on U.S.-Japan economic relations have brought together the faculty and students of the Business School and the School of International and Public Affairs, as well as executives of the nation's business community to discuss current trends in the international business arena, to consider how research on international business impacts American business interests, and to improve the research and curriculum of international business education.

During its eight years of operation, CIBE has been a primary mechanism by which Columbia's Business School and the School of International and Public Affairs have significantly strengthened their international education programs. Through CIBE, both programs have designed a wide range of courses and programs to enable people trained at Columbia to compete effectively in global markets. CIBE has contributed to strengthening international competitiveness through outreach to the business community. It has also developed effective ways to serve other institutions of higher education in the region.

In 1999-2000, the Center proposes an integrated set of programs through which the Center will bring Columbia University's considerable expertise in international business education to each of the audiences targeted in the authorizing statute. CIBE proposes to focus on six intellectual areas in which Columbia now has particular expertise: international valuation, entrepreneurship, global financial regulation, telecommunications, industrialization of developing economies, and environmental management. The Center proposes research, curricular, student and faculty development initiatives in each of these areas, as well as outreach to business and higher education communities focusing on these topics.

#### **Center Configuration**

The Center for International Business Education is a distinct organizational unit of Columbia's Business School and School of International and Public Affairs. The daily operations of the Center are governed by a faculty Operating Committee drawn from the Center's Advisory Council.

CIBE sponsors programs for students and faculty in many schools and departments at Columbia. In addition to the Business School and SIPA, the following Columbia divisions participate in CIBE activities: Columbia and Barnard Colleges, the departments of political science, economics, sociology, and anthropology, the Law School, and five foreign language departments. The Center also works with the eight area studies Title VI National Resource Centers at the University. Finally, CIBE reaches out to graduate business programs in the New York City region, and to corporations, financial institutions and government agencies.

#### **Costs to Implement Center Activities**

The costs of implementing Center programs in 1998-99 alone will reach almost \$1 million. It should be noted that this figure represents only approximately 10 percent of Columbia's total investment in international business education. However, it is a crucial portion of the University's investment: the Center for International Business Education at Columbia remains the only entity that links the resources at the Business School, SIPA, and Columbia's eight Title VI National Resource Centers to ensure that international business education and research at Columbia will be of the highest caliber and greatest possible breadth.

## Summary of 1999-2002 CIBE Activities

### **A. Curriculum Development**

Over the past eight years, CIBE has been a strong supporter of new course development and curriculum innovation. During the 1999-2002 period, the Center proposes to further enhance this crucial area through the following programs.

1. **MBA Curriculum Development in Environment and Business.** In 1998, two new joint appointments (Business School/Columbia Earth Institute) were made to the Business School that will enable its faculty to strengthen MBA curricular offerings on environment-related topics. This curriculum development will occur in close consultation with CIBE faculty director Robert Hodrick.
2. **The MIA Degree: International Finance and Business Curriculum Review.** The International Finance and Business program in the School of International and Public Affairs focuses on the political, economic, regulatory, and cultural dimensions of business and finance, and integrates new courses in such areas as emerging markets and privatization. The program will undergo a curriculum review by University faculty in 1999.
3. **The MBA-MIA Dual Degrees.** CIBE is the University entity with which the dual-degree students identify themselves most strongly, and through which the students, faculty and administrations of the Business School and SIPA sponsor lectures, career and academic advising. CIBE will enhance advising services to dual degree students over the next three years, expand its orientation sessions, and continue to publish *The Guide to the MBA-MIA Dual Degrees* to all students who consider pursuing this track.
4. **Implementation of MBA Core Curriculum Revisions.** Ongoing efforts to internationalize the MBA core are overseen by the MBA International Business Subcommittee, composed of six senior faculty and chaired by Prof. Robert Hodrick. Its overall charge is to develop additional strategies for making the Business School's international business program one of the best in the world. The subcommittee currently focuses on working with faculty to further globalize the core curriculum through the use of international cases.
5. **Curriculum Development Awards.** CIBE proposes to make course development awards to faculty at SIPA, the Business School and foreign language departments to create innovative courses for Columbia students. For the 1999-2002 funding cycle, preference will be given to faculty who propose to develop courses in the areas of international valuation, entrepreneurship, global financial regulations, industrializing developing economies, global information technology, and environmental management when appropriate.

### **B. Business Foreign Language Initiative**

During the 1999-2002 funding cycle, CIBE proposes to expand its support of foreign language study, focusing on four areas:

**Intensive Commercial Foreign Language Courses.** New courses will be offered in Russian and Vietnamese and courses previously developed in Spanish, French, and Chinese will be continued.

1. **Excel Foreign Language Program.** Additional language courses will be offered, based on a student survey being conducted in 1998-99.
2. **Curriculum Development Grants to Language Instructors** to develop new business courses taught in foreign languages.
3. Collaborate with the University's four **Language House Programs** (German, French, Italian, and Spanish) in developing new co-curricular programs on international business topics for their graduate, undergraduate, and faculty constituencies.

### **C. International Business Research**

Since its establishment, CIBE has encouraged collaborative faculty research in international business, particularly among those from different disciplines. CIBE proposes the following research initiatives:

1. **Collaborative Faculty Research Grants.** In the 1999-2002 funding period, the Center plans to award research grants giving preference to collaborative efforts between international affairs and business faculty, particularly those relevant to the six topic areas of international valuation, entrepreneurship, global financial regulations, telecommunications, industrialization of developing economies, and the role of environmental management in limiting and encouraging U.S. business expansion abroad.

2. **Datastream International.** In partnership with the Business School's Chazen Institute, CIBE will enhance its support of the maintenance and use of an international database called Datastream International, significantly expanding access on Columbia campus networks, and increasing the number of user orientation sessions. This database provides a complete range of on-line historical data, across all key financial instruments, to the securities industry worldwide. Datastream International is available to all faculty and students at the Business School and SIPA.
3. **Research Conferences on International Valuation.** Three conferences on the valuation of international projects will be held from spring 1999-spring 2001 to address the complex question of determining the value of international projects. The first conference will analyze aspects of international finance, focusing on the nature of equilibrium in international capital markets. Topics for other conferences will be determined by the CIBE Advisory Council.
4. **Research Conference on Entrepreneurship.** In collaboration with the Business School's Entrepreneurship Program, CIBE will conduct a conference on small and medium-sized enterprises (SMEs) in transitional economies will be conducted in 2000-2001.
5. **Project on Global Financial Regulations.** This new three-year CIBE project entails research projects and policy discussions on the need for major reform of global financial institutions. Research projects led by Profs. Charles Calomiris and Trevor Harris will track and document the process of re-designing the global financial system. A CIBE website will publish research reports and provide links to relevant projects, publications, and organizations on the topic. Two CIBE conferences on global financial reform will be co-sponsored with the Univ. of Illinois CIBER and the Federal Reserve Bank in Chicago (2000) and New York (2001).
6. **Research Conferences on Global Telecommunications.** In partnership with the Columbia Institute for Tele-Information (CITI) and Columbia's Title VI National Resource Centers in East Asia and Latin America/Iberia, CIBE will host conferences on Japan's Telecommunications Agenda (1999), on Digital Cash and Electronic Money (2000), and Telecom Mergers and Joint Ventures (2001).
7. **Research Project on Industrialization of Developing Economies.** In collaboration with Columbia's National Resource Centers in Latin America/Iberia, East Asia, and Western Europe, CIBE will support a research conference (spring 2000) and publication (2000-2002) from a network of scholars from 12 institutions conducting comparative research on industrialization of developing economies in Latin America, Southern Europe and parts of East Asia. The project explores theories and policy tools appropriate to fostering industrialization in these regions.
8. **Conference on Environmental Management.** As part of the university-wide effort to develop the Columbia Earth Institute, CIBE will co-sponsor with the Institute's Program on Information and Resources (PIR) in 2001 a conference on the role of environmental management in limiting and encouraging U.S. business expansion at home and abroad.
9. **Conference on Global Climate Agreements and International Competitiveness.** Also in collaboration with the Earth Institute's Program on Information and Resources (PIR), CIBE will conduct a conference in 2002 on the impact of climate change agreements on international competitiveness. In particular, the conference will examine plans to reduce global warming by taxing emissions and will consider the impact on economic growth and international competitiveness of U.S. businesses.

#### ***D. Student Study Abroad Opportunities***

1. **International Exchange Programs.** CIBE advocacy has contributed significantly to the increased number of MBA exchange agreements with leading graduate schools of business around the world. CIBE actively promotes these 22 programs to business students at Columbia, and will support the establishment of 3 additional exchanges in 1999-2002.
2. **Student Overseas Study Tours.** CIBE proposes continued support of student-initiated study tours to many regions of the world. Participants visit businesses and factories and meet with government officials, private-sector managers, entrepreneurs and local journalists. The tours enhance students' classroom experience by providing a first-hand look at the managerial, political and cultural norms that shape a country's business practices. Faculty advisors accompany tour members and offer background course work and on-site commentary on the management issues affecting a particular region. In 1999-2002, trips to China and Hong Kong, India, Japan, the Middle East, Eastern Europe, Vietnam, Thailand, Malaysia, West Africa and South America will be organized.
3. **MBA Enterprise Corps.** The MBA Enterprise Corps enables selected second-year graduating students to participate in the management of new and expanding private enterprises in Central Europe. CIBE will remain involved in all aspects of this unique program through Associate Director of Career Services at

the Business School Judith Kostin, who will continue to serve as Corps Advisor and a member of the Corps' Board of Directors.

4. **Support for Summer Doctoral Research Abroad.** In each year of the 1999-2002 funding period, CIBE will support doctoral candidates in their summer research efforts overseas. Funding will be given to student whose dissertations address American competitiveness and/or other issues relating to international business, finance, management or communications. Upon their return, each doctoral student will present the result of their research to faculty and students in lecture format.

In 1999-2002, CIBE will emphasize targeted outreach to other institutions of higher education, to U.S. corporations having interests abroad, and to government agencies involved in trade and commerce.

#### **A. Collaborative Programs with Institutions of Higher Education**

1. **International MBA Placement Conference.** Each year CIBE co-sponsors with the Chazen Institute a conference on international placement opportunities for international business students, which is attended by career services professionals from the country's leading business schools, including the CIBERs. The conference focuses on the globalization of career services and enhancing the capability of MBA career services for international placement. Over the next three years, CIBE will 1) expand the number of schools participating in this successful program, 2) create a subgroup of representatives from the CIBE network for special meetings and projects, and 3) devote one conference to the crucial relationship between admissions and placement for international MBAs. Admissions directors will be invited to this special conference.
2. **Collaborative Research on Industrialization in Developing Economies.** During the 1999-2002 funding period, in conjunction with three of Columbia's Title VI National Resource Centers, CIBE will support a major research project on industrialization in Latin America, Western Europe, and East Asia. CIBE will support a research conference in 1999 conducted by the working group of scholars undertaking this research, and partially fund a volume of their research papers.
3. **CIBE/Columbia Title VI National Resource Centers Initiative.** Over the next three years, CIBE will collaborate with each of Columbia's eight Title VI National Resource Centers in seminar series on critical business issues in each world area. Principal audiences for this initiative will be regional colleges and universities (with whom the Centers have extensive contacts), and the regional business community (see also item B3 below).
4. **Global Financial Regulations Project.** Two conferences for economists and the private banking community will be co-sponsored by the Columbia and Univ. of Illinois CIBERs and the Federal Reserve Bank in Chicago (2000) and New York (2001) (see also item C5 above).

#### **B. Collaborative Programs with the Business Community**

1. **Entrepreneurship Project for Small and Mid-sized Enterprises.** CIBE will collaborate with Prof. Murray Low of Columbia's Entrepreneurship Program in a new initiative to assist more New York-area companies to expand their global operations. CIBE participation will enable this currently modest program for local companies to expand to working with 5 companies each year
2. **Executive Education.** In 1999-2002, CIBE will conduct two new initiatives: 1) The Entrepreneurship Project for Small and Medium-Sized Enterprises, and 2) Executive Training in Environmental Conservation, in which CIBE will collaborate with the Earth Institute to expand the year-old program conducted through the Center for Environment, Business, and Renewable Resources (CEBRR) in the Columbia Business School.
3. **Executive Roundtable Discussion Series.** At the request of business participants in CIBE's programs, the Center will conduct a series of discussion groups for faculty and business executives. In 1999-2002, this initiative will be co-sponsored by Columbia's eight Title VI National Resource Centers and will focus on current issues in each major world region. Brazil, Japan, Southeast Asia, Eastern Europe, Former Soviet Union, Africa and India will be focus areas in 1999-2002.
4. **Practicum in International Business and Banking.** The Practicum is a speaker series course required of students in SIPA's International Finance and Business concentration, and open to non-registered Columbia students and faculty and to the New York City area business community. Each week an invited professional from a global business, financial or public institution speaks on a current topic in his or her field. The series has been tremendously successful. In 1999-2002, CIBE will continue support for the program and will increase publicity to business executives and faculty and students working in business programs in the New York City area.

5. **International Business and Finance Workshop.** The International Finance and Business Workshop is an important and unique part of the international business program at Columbia, and an important outreach tool for CIBE. It enables CIBE to develop substantive and long-term relationships with major corporations and financial institutions in New York, and to acquaint them with the international business programs at Columbia. In a new initiative for 1999-2002, CIBE will assist the Workshop in developing projects for small and mid-sized businesses in the New York area that are planning to expand abroad in the next five years.

**C. Collaborative Programs with Government Agencies and Organizations Involved in Trade and Commerce**

1. **Trade and Investment Discussion Series.** CIBE will collaborate with the World Bank in a series of three meetings each year to bring together U.S. corporate representatives and officials from finance ministries in selected nations to discuss relevant trade and investment issues. Businesses in the greater New York area will be targeted for participation. The vehicle for collaboration will be the World Bank/Columbia University Program in Economic Policy Management (PEPM). Each year, PEPM trains 45 officials from foreign ministries around the world in an 18-month executive training program held at Columbia.
2. **Young Presidents' Organization (YPO) Initiative.** YPO is an alliance of more than 8,500 business leaders from 75 countries, which provides young executives with practical information and relevant insights to enhance their organizations. CIBE will collaborate with the northeast U.S. regional chapter of YPO to co-sponsor several regional conferences and seminars in 1999-2002, focusing on training for success in international business.
3. **Seminars on Tax Policy Toward Multinational Corporations.** CIBE will conduct seminars for selected federal agencies to bring new findings from tax policy research to key policy makers. Seminars will target the U.S. Dept. of Treasury, the Office of Management and Budget, and the Federal Reserve Board.
4. **Conferences on Global Financial Reform.** In 2000 and 2001, the Columbia and Univ. of Illinois CIBERs will co-sponsor conferences with the Federal Reserve Bank in Chicago (2000) and New York (2001) on global financial reform (see also items C5 and A4 above).

**CENTER FOR INTERNATIONAL BUSINESS EDUCATION AND RESEARCH**  
**Funded: 1998-2002**  
**FLORIDA INTERNATIONAL UNIVERSITY**  
**COLLEGE OF BUSINESS ADMINISTRATION**

**University Park Campus**  
**11200 SW 8th Street, BA 338-B**  
**Miami, Florida 33199**

**<http://www.fiu.edu/~cba/ciber>**

**Mary Ann Von Glinow, Director**

**Voice: 305 348-4218**

**Fax: 305 349-1789**

**[vonglino@fiu.edu](mailto:vonglino@fiu.edu)**

**V. Nancy Remedios, Executive Director**

**Voice: 305 348-6851**

**Fax: 305 348-1789**

**[remedios@fiu.edu](mailto:remedios@fiu.edu)**

### **HISTORY AND FUTURE**

Florida International University's Center for International Business Education and Research (FIU CIBER) was formally established October of 1995, after careful and detailed planning, and with the help of our Advisory Council and some financial support of the U.S. Department of Education. We are now in the first year of our second grant cycle, funded at \$ 228,000.

We deliver unique curricular, research and outreach programs in a cost-effective way, to advance FIU's agenda of international teaching, research and outreach to serve our students, faculty, university community, local business community and South Florida as a whole. Underlying all of this is to make our various stakeholders more competitive in the global economy. We set as a goal to make our students and our curriculum more competitive, our research informative and useful to promote U.S. competitiveness, and to become a local and regional resource for ensuring U.S. international success.

We have attempted to create a sustained capacity for enduring programs that become self-supporting. We therefore see our programs as a valuable resource, not just for the South Florida region, but for the contiguous states that have benefited from partnerships in faculty development and outreach (primarily to Latin America). We are a national and international resource in terms of our expertise in the Caribbean and Latin America, with our activities as diverse as helping to craft the Summit of the Americas, in 1995 to our Latin American and Caribbean Center which is the only one of its kind in the country, to our CIBER's primary deliverables around internationalizing our programs for an ethnically-diverse community, to engender strong U.S. competitiveness. Since Miami is gateway to Latin America, we have one of the largest trading centers in the hemispheres, and we are situated in a multi-ethnic environment, FIU reflects this constituency-we have perhaps the most diverse cross-section of students with 48.8% Hispanic (including European Hispanic), 26.1% White, 14.4% of African American descent, 7.1% Non-Resident Alien, and 3.6% Asian. Our mandate from the state of Florida is to create Centers of Excellence, of which the FIU CIBER is one. Borne from an emphasis on how we can ensure that our local and regional community can compete in a global economy, FIU's CIBER has endeavored to deliver programs emphasizing how we can be helpful to our diverse community through international business education and research. We think we've achieved much in the scant time since we've been a CIBER, not just at our local and regional level, but at a broader national as well as international level in our faculty development, curricular and research achievements.

FIU has been able to attract the attention of some major local multinational donors (e.g., Knight-Ridder and Ryder), and we have been allocated some funding to support the hiring of several Chaired professorships in two new centers: The Center for Excellence in Management and the Ryder Center for Logistics. CIBER funding is extremely helpful in supporting international research, curriculum and faculty development as well as outreach programs that enhance our goals of internationalization and fostering U.S. competitiveness. We therefore will continue to build on our existing expertise with new hiring, thus bolstering our size and accordingly our impact.

### **HOW WILL FIU CIBER ACCOMPLISH IMPACT?**

The hallmark of a good learning organization is the ability to generate good ideas, and then generalize those ideas across boundaries (of space, time, geography, vertical, horizontal, and external walls). We think the activities identified within the proposal will create significant impact, not just at the local and regional level,

but the national level as well. FIU CIBER has, and will continue to support a unique combination of academic, research and outreach programs that will meet the needs of business, government and academic communities to operate effectively in the global business environment. We will continue some of our successful activities, eliminate activities that have already accomplished their objectives, and implement strategically designed new activities that are directly responsive to the needs identified in South Florida and the nation. We will continue our geographic emphasis on Latin America and the Caribbean, since we have a competitive advantage here. We will expand some of our emphasis to Europe and continue our expansion into some of the big emerging markets of Asia and Southeast Asia. Thus, we cover a huge region, but learning from one region tends to be generalized to others.

In terms of academic programs, our overall philosophy is to create international knowledge for our students, our faculty, and participants in our development programs. We offer several new activities, some of which build on the learning of the first funding cycle. The Global Executive MBA Program, development of our Global Logistics curriculum, development of our Center for Excellence in Management courses, our international business plan competition, our Spanish-taught Latin American Business Certificate, our Study Abroad program, our teaching of different languages across the curriculum, our successful MIB program, language programs for faculty, our international business minor for language majors, our IB course for local high schools and our partnership with the World Trade Center of Florida to deliver an innovative study abroad program attest to some of the breadth of our new FIU CIBER activities related to our academic coursework.

In terms of our research, we support thematic research emphasizing the following topics: Global Competitiveness, Global Logistics and Research Support for our One Community One Goal, a project designed to foster targeted international industry growth in the South Florida region. Thus we continue to support the International Best Practices in Human Resource Management Consortium, a research project awarded the 1997 Award of Excellence in Innovation in International Research Methodology by the American Society of Competitiveness, as well as International Entrepreneurship (which grew out of the first CIBER funding cycle) and International Business Ethics research (which also grew from the first CIBER funding of research), we now broaden our research to include thematic research on the above-mentioned topics. Accordingly, we highlight research focused on international logistics, international competitiveness, international trade and development, and international management. We have several projects that emphasize international ethics and environmental issues, one of which highlights the tricky issues associated with ethics abuses associated with different national cultures, and the implications for international business. One project emphasizes how community discourse influences a nation's disclosure and reporting systems of toxic chemicals it releases into the environment. A project endorsed by the United Nations, the World Wildlife Fund and the Chemical Manufacturers Association and the OECD, this research has not only national but international competitiveness as its hallmark. We hope to target international logistics research over the next few years, since this is directly related to U.S. competitiveness-most U.S. companies and other MNEs are seeking to find ways to deliver the right products in the right quantity to the right place at the right time. Research is still in its infancy on international logistics and physical distribution management, and we see this research as contributing to our FIU CIBER mission of increasing U.S. competitiveness. Probably the most critical to U.S. business is the last research initiative-the One Community One Goal Research. Rosabeth M. Kanter in her book *World Class-Thriving Locally in a Global Economy* cited Miami, and FIU's CIBER extensively for the original research. That research lead directly to a Miami Task Force, which again drew upon FIU CIBER for data/research on how to make Miami more competitive. The research support we continue to provide to this project will continue for the foreseeable future. Here we engage with our local community directly, in providing research resources in Miami's quest for targeted job growth and international competitiveness. By supporting all local and regional community leaders, this thematic portion of the research inextricably links FIU CIBER with its local community on making Miami more competitive in the global environment.

In terms of the outreach component of FIU CIBER to the business community, this is directed toward executives and companies in Miami and South Florida, as well as the Southern U.S. Our Western Hemisphere Business Outlook project, where we partner with the U.S. Department of Commerce and the World Trade Center is designed to promote business acumen and opportunities through insights provided by senior commercial officers, business people, and academic thought-leaders from around the world. Patterned after the hugely successful Asia Pacific Business Outlook sponsored by the Commercial Service and USC's CIBEAR, this outreach is designed to promote U.S. competitiveness. We intend also to promote

an "International Business Day" where there is an International Businessperson of the Year Award, in addition to panel discussions by Japanese, European, U.S. and Latin American executives discussing trade policy. Outreach is usually targeted toward the business community, but some of the FIU CIBER initiatives target others-in one case, we target the Historically Black Colleges and Universities with an outreach program designed to help the Deans and Faculty of these HBCU improve their international business skills and teaching capabilities. Further we offer management development for executives and some of the programs (e.g., the Latin American Business Certificate) are delivered in Spanish. Some are conducted offshore with our collaborating universities in Latin America, and these outreach programs are designed to enhance the knowledge and skills base of U.S. executives operating abroad. A crossover program that has outreach implications is the EMBA, in which we emphasize an optional study abroad program for our executives. An FIU-CIBER activity, we continue this initiative. Probably the strongest impact of the outreach programs we propose to deliver is to use the Internet to provide access to previously unavailable trade data. Heralded by the Wall Street Journal, The Economist, Business Week and others as a momentous breakthrough in analyzing national trade data, the two researchers responsible for this are proposing to go on-line with delivery of these trade data in a timely manner to facilitate business executives' knowledge. The Global Public Affairs project, the IB Forum, the International Consortium on Governmental Financial Management and the development of materials for local high schools conclude our outreach programs. All are designed to provide executives and others - as academic outreach recipients - with language training, study abroad programs, insights into national trade knowledge and information, as well as international exchange of information and trade promotion opportunities.

### **CIBER MANAGEMENT**

Under the guidance of the Advisory Council and in consultation with the CIBER Director and Executive Director, and the assistance of our well-qualified staff, FIU-CIBER Team is uniquely well qualified to continue to operate in a cost-effective and productive manner. Supported by an executive director now, we have almost half of the faculty of the College of Business engaged in some type of international CIBER-related activity. CIBER has become a magnet for FIU's internationally-focused faculty, and promises to become a model for other universities in the Florida State System not yet authorized to deliver the MIB, but whose faculty de facto must be concerned about international topics. Thus FIU CIBER plays a vital role in international business education and research, and with the continued support of DOE, we will engage in what we believe is our mission here-to create international learning capability for our students, faculty and business community in enhancing the competitiveness of our city, region, state and the U.S. as a whole.



**GEORGIA TECH CENTER FOR INTERNATIONAL BUSINESS EDUCATION AND RESEARCH  
(GT CIBER)  
GEORGIA INSTITUTE OF TECHNOLOGY,  
ATLANTA, GEORGIA, 30332-0520  
Funded 1999-2002**

**Executive Director:** Prof. John R. McIntyre, email: [ciber@mgt.gatech.edu](mailto:ciber@mgt.gatech.edu)

Ph: 404-894-1463, fax: 404-894-6625

**Associate Director:** Mr. Mark J. Ballam, [mark.ballam@mgt.gatech.edu](mailto:mark.ballam@mgt.gatech.edu)

Ph: 404-894-4379, fax: 404-894-6625

**Website:** [www.ciber.gatech.edu](http://www.ciber.gatech.edu)

Since October 1993, the Georgia Tech Center for International Business Education and Research (GT CIBER) has delivered innovative and timely educational, research, and outreach programs. Two grants under Title VI of the Higher Education Act, as amended, have supported its efforts. In Year 1999-2000, GT CIBER will sustain and expand international business programs with a technological dimension. It will leverage its existing strengths and respond to regional needs.

Specifically, its educational programs, research projects, and outreach and exchange initiatives will focus on four technologies of commercial importance to Georgia and of University excellence: telecommunications and electronics products; software and information technology; biomedical and bioengineering devices; and engineering and environmental services.

GT CIBER will also emphasize three regions of faculty expertise that are crucial to the Southeast's export competitiveness: North Asia (including China, Korea, and Japan), MERCOSUR (emphasizing Brazil and Argentina), and the European Union. GT CIBER's programs will reach an increasingly large and diverse audience while continuing to serve its existing constituencies. In the 1999-2000 period, GT CIBER's programs will gradually move to a globalization phase, extending Georgia Tech's reach beyond national boundaries, as a model for internationally integrated business curriculum and programs for the 21st century.

GT CIBER, in 1999-00, launches eight ambitious initiatives, discussed below; each supported by several program modules.

First, we will strengthen the internationalization of the entire curriculum of the DuPree College of Management-home to GT CIBER-and its associated Ivan Allen College through new international business-related curricular programs. Of particular note, we will offer three new area studies certificates on Asian, Latin American, and European Union affairs. The European Union certificate, offered with the newly funded European Union Center of our affiliated Sam Nunn School of International Affairs, will offer an integrated curriculum on European affairs to all 34 institutions and 206,000 students of the University System of Georgia. We will also support new undergraduate dual degree programs in Management and International Affairs or Modern Language. Beyond the campus, technology and overseas facilities and partners will bring these courses and whole new programs to students and executives as yet untouched by GT CIBER. By employing distance learning technology and the web along with a campus residency we will expand our successful Executive Masters of Management of Technology to students and executives from outside the Southeast region. Using our European Platform-Georgia Tech at Metz, France-we will offer a summer undergraduate program in international management for engineering and business students. Working with a consortium of CIBERs and the Institute for American Universities in Aix-en-Provence, France, GT CIBER will offer an International Executive MBA degree to European executives.

Second, GT CIBER will combine international business and engineering education to train a new generation of American industrial leaders. As a world leader in technology, Georgia Tech and the Atlanta high-tech community create an ideal environment for such an effort. Programs include expanding our National Science Foundation supported Masters in Global Innovation and Engineering to include overseas internships at Asian and European manufacturing firms. Also, a new graduate certificate program in Entrepreneurship and in Biomedical Engineering Management and an internationalized undergraduate certificate in Engineering Entrepreneurship will directly respond to industry demand for technologists with an understanding of global business.

GT CIBER's third program element features a faculty and student-centered pedagogic model for internationalization that integrates engineering, management, and liberal arts education to prepare students for the competitive global market place of ideas and products. For 1999-00, three of eleven program modules will enrich the international content of curricula, provide intensive program in international business training for faculty, expand collaboration with overseas and regional partners (ranging from city high schools to overseas business schools), and increase the international awareness of faculty and students through study abroad programs, international internships and co-ops, and study tours. A foundation will be laid for distance learning technologies to expand the reach and lower the costs of delivery for many of these programs.

Our fourth program element recognizes that technology is revolutionizing learning by breaking down walls of space and time that constrain classroom learning and by creating bridges between dispersed learners. As a world-leading technological university we embrace these changes and offer nine programs that explore, disseminate, and evaluate the use of new technology for international business teaching, learning, and research. Using the latest advances and multimedia technology, internet-based instruction techniques, two-way video conferencing and satellite transmission we will exchange courses across the state and with overseas partners in Europe, Asia, and the Americas. Students and practitioners will sharpen their international business planning and strategy through our state-of-the-art global integration laboratory, for example. We will also use these technologies to deliver up-to-the-minute business intelligence and research to U.S. exporters. As a regional and national center, we will share our innovations and inculcate "best practices" through dissemination workshops with other CIBERs and universities.

Program element five aims to strengthen foreign language education for business and technology. Thirteen modules--three of which will be implemented in 99-00--are planned to leverage our computerized multimedia language lab and homegrown language software (QUILL) to create new programs and new means of delivery. For instance, we will develop, launch, and test a new web-based "intelligent language tutor" system for our language courses. In addition, our intensive Summer Language programs will be expanded to reach more students and executives in Georgia. We also will offer language instruction, especially tailored for engineering and business students, at our GT European Campus. Our Asian language offerings will be expanded and our "Language Across the Curriculum" program will infuse language training into functional business courses. Finally, we will share our language technology with our larger community through programs like our successful High School Language Teacher's Workshops.

Expanding the frontiers of knowledge through research and its outputs is another important dimension of GT CIBER. For 1999-00, we have designed a multidisciplinary global business research program as our sixth program element. The program of research seed grants, publications, communications, conferences, and consortia creation blends management, engineering, and social science-based disciplines to offer innovative solutions to problems in business technology, and policy. Our research products--papers, books, reports, databases, conference proceedings and the like--are responsive to the needs of the business community and are easily accessible via the internet or fax transmission. The goal of this integrated research program is to enhance the competitiveness of U.S. firms, particularly small to medium firms in the Southeast.

Our seventh program element includes nine unique modules that create and disseminate strategic information on our four key technology sectors and three regional markets for Southeastern firms designed to enhance their global competitiveness. Our outreach to the business community includes: an annual Global Business Forum series; a quarterly Electronic Newsletter; a GT CIBER Website; a Global Technology Opportunities Analysis service; and, a series of Technical Workshops on global logistics and international technical standards.

For 1999-00, our final programmatic thrust directly promotes the export competitiveness of Georgia firms through partnerships with the international business and economic development communities. Notable collaborative projects underway or in development include:

- \* enhanced video conferencing for international export promotion in conjunction with the Georgia Department of Industry, Trade, and Tourism and the Georgia U.S. Export Assistance Center;
- \* export and technical assistance to Georgia's small, medium, and entrepreneurial firms in conjunction with 18 Georgia Tech Economic Development Field Offices statewide;

\* information services and workshops for regional business on international technical standards in conjunction with the Georgia Tech Center for International Standards and Quality; and,  
\* promotion of Atlanta as an international logistics platform in tandem with the Metro Atlanta Chamber of Commerce.

These programs are congruent with the purposes of the authorizing legislation and allow GT CIBER to continue functioning as a national resource for business, education, research, and community service to international business.

**CENTER FOR INTERNATIONAL BUSINESS EDUCATION AND RESEARCH**  
**Funded for 1998-2002**

**Indiana University Kelley School of Business**  
**1309 East Tenth Street**  
**Bloomington, Indiana 47405-1701**  
<http://www.bus.indiana.edu/ipweb/ciber>

Roger W. Schmenner, Co-director -Phone: 317.274.4821/Email: rschmenn@iupui.edu  
Terry M. Dworkin, Co-director- Phone: 812.855.9308/Email: dworkint@indiana.edu  
Paula A. Scherschel, Associate Director -Phone: 812.855.1716/Email: pschersc@indiana.edu

The Indiana University CIBER (hereafter, the IU CIBER), since its inception in 1992, has attained a wealth of accomplishments, insight, and inspiration upon which to draw. Indiana University has a long and impressive record of international involvement, but the IU CIBER has established itself as a significant leader and participant in the university, state, and regional international activities.

We have had some stunning successes in internationalizing the curriculum at the Kelley School of Business, at all levels – undergraduate, MBA, and doctoral – and we have continued to cultivate international research and activity among the faculty, and throughout the university. More than this, the IU CIBER has engaged in some notable outreach. Some of that outreach has been devoted to pedagogical improvements (e.g., our Pedagogy workshop, our pedagogy newsletter, the development of global guides, the creation of the CIBER Case Collection) and some of it has been directed to business (e.g., conferences, customized research). We continue to provide support for and to enhance a number of the initiatives begun in the past 6 years. Nevertheless, much of what we plan to do over the course of the next 4 years – 26 distinct initiatives - is brand new, building on the needs we have ascertained from listening to our various constituencies and reflecting a deepening of our commitments to some of the themes we have pursued over the past years.

IU CIBER will coordinate and/or provide support for over 40 distinct initiatives in the following classes of activity: pedagogy advancements, research and materials development, language study, business outreach including Area Studies initiatives, and new courses and study tours.

**NATIONALLY-ORIENTED PEDAGOGY ADVANCEMENTS**

We intend to continue the following activities: semiannual pedagogy newsletter with a growing circulation of over 1400; InfoExpress (custom searches for teaching materials); annual pedagogy workshop (in alternating years, taking the workshop “on the road” in cooperation with CIBERs at in the western and eastern regions of the United States); CIBER Case Collection at the European Case Clearing House at Babson College in Massachusetts; updating of the industry, country, and issue guides that are used in the MBA program and available to other schools and to businesses; and the IU CIBER Teaching Material Lending Library for use by local and regional faculty.

We have a number of programs for improving pedagogy nationally. Three of these involve some innovative ways to attract the attention of discipline-oriented faculty.

**a. *Improving Pedagogy by Electronic Links to Professional Societies.*** How can the internationalization of the various disciplines progress in an environment where there are no internationally experienced faculty? What is needed are easy ways by which functional area faculty (marketing, finance, accounting, operations management, organizational behavior, decision sciences, business law, economics, strategy) can gain access to international materials and ways by which they can see how others in their respective fields have approached the issue. To this end, the IU CIBER has begun dialogues with various professional societies -- American Marketing Association, Financial Management Association, Production and Operations Management Society, Academy of Legal Studies in Business, and Academy of Management. CIBER, as a result, has secured their cooperation in developing pedagogy areas within their web sites that will allow their members to share information about internationally oriented courses taught at universities throughout the world. The web sites will also have direct links to the CIBERweb.

**b. *Case Writing Award Competitions for the Functional Areas.*** In concert with the web site initiative, IU CIBER has collaborated with these associations to encourage the creation of international teaching materials by sponsoring international case writing competitions. Many of the professional societies have annual awards for teaching and research, normally presented to the winners at the societies’ annual meetings. Likewise, the societies will each present a CIBER Case Writing Competition Award, sponsored by IU CIBER, for the best case written on an international topic. The associations will advertise, collect, and evaluate the submitted cases; and select the award-winning case in its discipline, but all of the cases submitted to the competition will be eligible for inclusion in the CIBER Case Collection at the ECCH.

**Other Initiatives: Video Reviews and Website Updates.** A new offering for our newsletter readers are video reviews, written by teaching faculty at a variety of U.S. institutions. Interested faculty will receive a small stipend in return for writing a review of newly available videos and other materials. The IU CIBER's web site, by fall 1999, will also include links to the web sites of international business-related video producers and to producers and publishers of other international materials.

#### **RESEARCH AND MATERIALS DEVELOPMENT**

The IU CIBER continues to fund summer research grants for faculty and case writing add-on support. In addition we are involved in the development of:

**Customized Industry Guides.** The IU CIBER is providing support for the development of specific industry guides for seven distinct industries that will be assigned to various second year MBA teams.

**Web-based Course in International Business.** The IU CIBER sponsored the recent creation of a web-based course in international business for use in the part-time MBA program in Indianapolis, and to be accessible to other MBA programs.

**Annual Sponsorship of an International Commentary** for *Business Horizons*, the managerial publication of the Kelley School of Business.

**Indiana in the World.** In the late 1970s, the Indiana Department of Education (IDOE) sponsored the development of a multidisciplinary curriculum on international trade for the state's high school students, entitled "Indiana in the World". The IU CIBER, in collaboration with its sister CIBER at Purdue University, and with the support of the IU International Resource Center, the Indiana Department of Education (IDOE) and others, is sponsoring the update and dissemination of a new "Indiana in the World" curriculum for use by teachers of 6<sup>th</sup> through 12<sup>th</sup> grades. "Indiana in the World" is anticipated to serve as a prototype for other states' pre-collegiate curricula. IU CIBER will also co-sponsor and participate in the Indiana University International Studies Summer Institute for high school juniors and senior and high school teachers from around the United States.

**Coping with Globalization and Responding to Globalization.** Beginning in fall 1997, Professor Jeffrey Hart, IU Department of Political Science, and Aseem Prakash, George Washington University, have led conferences that bring together outstanding scholars from several institutions to write specific sections of two resulting publications, Coping with Globalization and Responding to Globalization. Publication is expected in fall 1999.

**Collaboration with the Law School** on research on international business issues and on a conference on international business law.

**Collaboration with the School of Journalism** on research.

**Collaboration with the Executive Education Programs** for new case writing for its international offerings.

#### **LANGUAGE STUDY**

The IU CIBER continues its successful non-credit foreign language tutoring for its MBAs, incentives for language study for business undergraduates, subsidies for study abroad, and grants to IU language faculty to attend business language workshops.

In addition, the IU CIBER, in cooperation with the Michigan CIBER, is sponsoring an intensive Russian summer language program at Indiana. The program will be offered for the first time in summer 1999. Once in place, the program will also offer a follow-up fall internship in Russia.

There are many communication problems that occur across cultures, even when the language spoken is English. With this in mind, the IU CIBER is sponsoring the creation of a handbook of roughly 50 pages that will examine the sources of cross-cultural miscommunication. The handbook, in process, will be filled with examples of problematic situations and will show how such situations could be avoided or resolved.

#### **BUSINESS OUTREACH INCLUDING AREA STUDIES INITIATIVES**

The IU CIBER will continue its sponsorship of the Global Business Information Network (GBIN), the outreach arm of the IU CIBER. Conferences planned for 1998-99 includes:

"Doing Business in the Emerging Economies of Central and Eastern Europe and the N.I.S."

"World Trade in the Internet Age"

"Doing Business in India"

"Cross-cultural Issues in the Global Workplace"

We will also sponsor the following:

**Training Modules on Business and Culture in Asia.** IU CIBER will provide sponsorship for a collaborative effort between the IU International Resource Center and the Asia Team of the US Department of Commerce (USDOC) to develop a prototype series of training modules for domestic commercial officers on business and culture in Asia. The materials will be used by small and medium sized businesses.

Countries to be included are India, China, Japan, Indonesia, South Korea, and Thailand.

**Academic Exchanges with the Witwatersrand Business School in Johannesburg, South Africa:** In the fall of 1999, an economist from Witwatersrand will visit IU.

**Azeri Studies Center at IU:** In collaboration with Western University in Baku, Azerbaijan and representatives from IU area studies and International Programs directors, plans have been developed to create and improve linkages with Western University and other institutions in Azerbaijan. The School of Public and Environmental Affairs at IU has started a linkage program with Western University. IU has also submitted a proposal with Western to run the Azerbaijan International Operation Company's English as a Second Language program. Most recently, the Cultural Attaché at the US Embassy in Baku requested the Director of the IU Inner Asian & Uralic National Resource Center at IU to present a linkage proposal through the US Information Agency to set up an Azeri Studies Center at IU and an American Studies Center in Baku. IU CIBER will provide funding to support the development of the new center at IU.

### **NEW COURSES AND STUDY TOURS**

The IU CIBER continues to award grants and fellowships to both business students and Area Studies students with interests in international business. In addition, several new activities are planned:

**AMBA international activities.** The Accounting MBA program is designed to give its younger MBA students a number of outside work experiences. One of these is a month-long module in the spring of the first MBA year where the students work on-site at companies on meaningful projects, not exclusively accounting-based. The students are divided into teams of 3 or 4 for these projects. The IU CIBER sponsorship will make it possible each year for two or three of these student teams to work on their projects in overseas locations.

**China MBA Project Course.** The School's part-time MBA program at our Indianapolis campus is a three-year program, where cohorts of students (average age of 30 on entry, and all working concurrently as they study for the MBA) take courses twice a week, even during the summer. IU CIBER will help fund the establishment of several MBA study teams to travel to China during the summer phase of the program to work with comparable teams of MBA students from City University of Hong Kong on strategy-related issues with companies operating in the region. The traveling teams will maintain contact electronically with their classmates who remain in the US during this time.

**Distance Education Course with the City University of Hong Kong.** In the fall of 1997, Prof. Marc Dollinger initiated the first IU course to use distance learning techniques to unite two different classes and cultures in the same student project. The cross-cultural teams of students from IU and the City University of Hong Kong were charged with developing a set of products for cross-trading and for creating the business plan to show how they would procure, market, and distribute these products. The cross-cultural learning combined live broadcast sessions across the two campuses, a class website, and e-mail communication. IU CIBER will provide sponsorship to continue this course. Moreover, case writing in China is also planned and IU CIBER will be funding this effort in conjunction with the City University of Hong Kong.

**Hong Kong Undergraduate Study Tour Course.** The undergraduate program of the School is drafting a 4-year plan for a 3-week study tour to Hong Kong. Until the tour is in place, IU CIBER will be awarding travel grants for two undergraduate students to attend the semester-long study program in Hong

**CENTER FOR INTERNATIONAL BUSINESS EDUCATION AND RESEARCH**

Funded 1999-2002

**Michigan State University**

The Eli Broad College of Business and Graduate School of Management  
N356 North Business Complex  
East Lansing, MI 48824-1122 USA  
WWW: <http://ciber.bus.msu.edu/>

Professor S. Tamer Cavusgil, Executive Director  
The John W. Byington Endowed Chair in Global Marketing  
Phone: 517-432-4320/Fax: 517-432-4322  
Email: [cavusgil@pilot.msu.edu](mailto:cavusgil@pilot.msu.edu)

Ms. Beverly Riedinger, Assistant Director  
Phone: 517-353-4336/Fax: 517-432-1009  
Email: [rieding1@pilot.msu.edu](mailto:rieding1@pilot.msu.edu)

Ms. Tamie Phetteplace, Assistant to the Executive Director  
Phone: 517-432-4320/Fax: 517-432-4322  
Email: [phettepl@pilot.msu.edu](mailto:phettepl@pilot.msu.edu)

Michigan State University continues to operate its Center for International Business Education and Research (MSU-CIBER) as a national and regional resource center. Guided by its Advisory Council first established on 15 February 1989, MSU-CIBER has excelled nationally as a resource center in international business education, research, and outreach. The center has been characterized by external evaluators as an "outstanding success story of the CIBER program," "...exemplary in its performance," and "...a model for other CIBERs."

Over the past nine years, the MSU-CIBER has established itself as a national leader in all of the program areas mandated by the authorizing legislation. Its activities are designed to benefit the business and educational community and the public sector--both regionally and nationally. The principal thrust of these programs is to enhance the international and foreign language dimensions of business and professional education, and to promote interdisciplinary perspectives in learning. While the immediate objective of the MSU-CIBER activities is to provide instruction and training to students, faculty, staff, and the business community, its long-term objective is to contribute to the preparation of well-informed business leaders and a globally competitive U.S. economy.

For 1999-2002, the Michigan State University CIBER has formulated an ambitious work agenda that reflects the new vision it has adopted *Excellence in International Business Education: Leadership Through Exemplary Programs for Nationwide Reach and Impact*. Specifically, it proposes to implement 47 new or continued projects across ten programmatic thrusts. These projects blend the vast resources of The Broad Business College and the larger university with distinctive competencies of the center. They are highly visible, high-impact activities that meet and exceed the requirements of the authorizing legislation. They include innovative initiatives such as the Virtual International Business Academy; unique programs in business languages (e.g., Community Connections Project for Business Languages; the Web Site Template for Foreign Business Attraction); strong emphasis on faculty development (e.g., International Business Institute for Community College Faculty); and effective programs in both academic and business outreach. An enviable track record and a talented staff, coupled with close guidance by its Advisory Council, constitute an excellent foundation for MSU-CIBER to retain its leadership among all national resource centers over the next three years.

In developing the proposed projects, the Center staff and the advisory council considered the Center's experience over the past nine years as well as the needs, regionally and nationally, of its constituents. Given the impact MSU has made nationally in the areas of business outreach, faculty development, international competitiveness research, and teaching of foreign languages for business, these activities will be continued in 1999-2002 funding period. Over the next three years, MSU-CIBER will place special emphasis on the following initiatives. First, the Center will utilize contemporary information technology in many of its activities. Examples are the inauguration of its Virtual International Business

Academy (VIBA), development of comprehensive Web sites for both business practitioners and business language teachers, and computer-aided decision support tools. The VIBA is a virtual community of business practitioners, educators, and students engaged in active learning of global business strategies, decisions, and transactions.

VIBA is to be developed and maintained by MSU-CIBER. Participants of VIBA represent a global community of individuals and companies committed to advancing the international business profession. They join the academy to: earn international business certification; gain proficiency in special international business topics; exchange experiences and views of other professionals; or simply to become life-long learners. Membership is open to executives, educators, public sector employees, and educators who are committed to active learning and sharing of global business knowledge. VIBA participants will benefit by:

1. Completing formal coursework on international business by studying a variety of in-depth international business courses developed by world-renowned experts. Participants can choose one or more courses and complete them within a suggested timetable. Assessment of knowledge gained in the course is conducted on-line;
2. Earning the International Business Professional Certificate from Michigan State University. Once participant's successfully complete 5 VIBA courses, Michigan State University will certify them as an International Business Professional. VIBA's IB professional certificate attests to the fact that participants have gained the core knowledge necessary to function as a well-rounded international business executive.
3. Becoming part of a global network of lifelong learners in international business. In addition to pursuing formal course, many VIBA participants broaden their understanding of global business practices and principles by being exposed to leading edge research, thought, and company best practices. VIBA allows participants to remain in an intellectually stimulating virtual community dedicated to international business.
4. Dialog with other International Business professionals with similar interests. VIBA participants represent many professionals from a variety of world regions, countries, and cultures that are willing to share their views and experiences with others. VIBA features such as WEB TALK allow special interest groups – based on topic, industry, or country – to form discussion groups.

For more information on the Virtual International Business Academy, visit the VIBA website at <http://ciber.bus.msu.edu/viba.htm>.

A second thrust of MSU-CIBER will be the development of Business Spanish at MSU. While the university has been able to develop distinctive competence in the teaching of Business German, Business Russian, and Business Chinese, the Business Spanish curriculum remains to be cultivated. The new dean of the College of Arts and Letters has committed to work closely with the Eli Broad College of Business to develop Business Spanish as a priority area.

Third, MSU-CIBER will foster its campus linkages to develop new interdisciplinary programs. These include collaboration with MSU's six other Title VI national resource centers, including the Center for Language Education and Research (CLEAR), as well as academic units. Examples of collaboration include a new course on international trade law jointly developed with the Detroit College of Law at MSU. Fourth, MSU-CIBER will expand its extensive portfolio of faculty development programs to reach a larger number of business and language faculty nationally. New specific workshops and institutes are planned including MSU's Third Internationalization Roundtable, a national invitational conference. The theme for the Third Roundtable will be Study Abroad Programs and Overseas Linkages. MSU is a national leader in study abroad programs and has accumulated much experience in promoting study abroad among undergraduate and graduate students.

MSU-CIBER has just completed its third International Business Institute for Community College Faculty this past May 1999. This bi-annual conference was designed specifically to help community college and technical college faculty develop their international business offerings. The Institute attempts to provide them with the knowledge, experience and resources they will need to internationalize their existing general business courses or develop entirely new courses specializing in international business. The Institute pulls its presenters from the vast resource networks of its sponsors. These presenters are top academic research scholars and teaching professionals, as well as seasoned veterans from the international business arena. This year's conference brought together 42 participants from across the United States, and was co-sponsored by 9 other CIBERs. The next Institute is scheduled for May 2001 again at Michigan State University. For more information on this program consult the International Business Institute for Community Colleges page on the MSU-CIBER website at: <http://ciber.bus.msu.edu/curevnts/commcoll/>.



Fifth, MSU-CIBER, in collaboration with a team of researchers, will initiate new research projects on the competitiveness of U.S. industries. These research projects will investigate such issues as global supplier development, global supply chain management, and U.S.-China joint ventures. Sixth, MSU-CIBER will launch an aggressive resource dissemination project to share its extensive teaching materials as well as practical decision support tools with a nationwide group of users.

Having distinguished itself as a leading national resource center over the past nine years, MSU-CIBER is ready to embark upon an even more ambitious agenda for the new funding cycle. With considerable past success and national impact, MSU-CIBER intends to reach higher horizons in internationalization projects. While many of the successful programs will be continued during the new grant period, the Center will initiate activities that target new constituents, address existing audiences with fresh approaches, and create new models that can be transferred to other institutions nationwide.

The new vision, Guiding Principles of MSU-CIBER attached, reflects a philosophy in which a total global culture permeates all aspects of MSU-CIBER's work agenda—curriculum enrichment, faculty development, business outreach and training, research on U.S. competitiveness, and other areas. The senior leadership of MSU, including President M. Peter McPherson, Provost Lou Anna K. Simon, and Business Dean James B. Henry, has enthusiastically endorsed the vision and the work agenda. The University has also renewed its generous financial and operational commitment to MSU-CIBER for the next funding cycle. MSU-CIBER is looking forward to completing another productive phase of national distinction in international business education and research. For more information on the Michigan State University Center for International Business Education and Research visit our website at: <http://ciber.bus.msu.edu/>.

### **GUIDING PRINCIPLES OF MSU-CIBER** **1999-2002**

- 1. Capitalize on MSU strengths and build on the core competence of CIBER.** Michigan State University is an institution with a distinguished heritage in international activities. It boasts six Title VI National Resource Centers, comprehensive foreign language programs, and well-established international and area studies. Similarly, the MSU-CIBER has a distinguished record of leadership in internationalizing business programs, building fruitful campus alliances, assisting business in globalization, and engaging in world-class research and development in global competitiveness. Therefore, it is natural that, in implementing new initiatives, MSU-CIBER begins from this foundation of resources, experiences, and capabilities.
- 2. Emphasize programs that are "portable," and those that have a lasting impact.** MSU-CIBER has always been sensitive to the need to function as a national resource center in international business education and research. The center will step up its activities that benefit a regional and national group of constituents--students, faculty, business executives, and public policy makers. Those activities that maximize national impact (such as MSU Roundtables on Internationalization, Summer Institutes, decision support systems software for international business, and publications) will be high priorities.
- 3. Pursue new and innovative programs in internationalization.** MSU-CIBER will continue to be innovative in designing initiatives that fulfill the objectives of the Title VI legislation. These include Research and Faculty Development on Emerging Markets, Benchmarking Studies in Global Procurement and Logistics, Electronic Dissemination of MSU-CIBER Resources and Publications, APEC Center activities, new Training-of-Trainers projects, new partnerships with overseas institutions, and summer intensive courses in business languages.
- 4. Promote interdisciplinary studies and greater infusion of business languages.** Efforts will be intensified in order to ensure that *all* business students have an opportunity to acquire global competence through expanded area studies, elective courses, team teaching by interdisciplinary faculty, and overseas study. Similarly, special attention will be given to prepare students to pursue international careers by enhancing their linguistic and cultural skills in a specific geographic area. Finally, new initiatives will be implemented with MSU's professional schools, including law.
- 5. Provide greater opportunities for students to gain international knowledge and experience.** Efforts must be continued in this regard in order to enhance learning--both in the classroom and outside the classroom. In addition to curricular initiatives that enable better coverage of international and comparative

issues in the classroom, new professional development opportunities must be created. These include sponsoring student-led workshops and seminars on international issues, field studies/internships/assignments with companies, maximizing professional contact between international and U.S. students, mentoring by executives, and overseas study.

- 6. Assist faculty to build synergies between their teaching, research, and other professional work with an international/comparative scope.** MSU-CIBER aims to promote international interests among the entire faculty and to stir discontent among those faculty with traditional approaches to teaching business. The objective is to cause a fundamental shift in the way the professional agenda is traditionally perceived. Faculty will be better prepared to incorporate international/cross-cultural dimensions into their teaching and research *if* they are properly mentored and assisted. Examples of MSU-CIBER efforts in this area include support of faculty development through study tours, faculty internships in multinational corporations, and development of international teaching materials.
- 7. Design new initiatives that are relevant to business.** MSU-CIBER already has demonstrated excellence in the area of training globally competent managers and equipping U.S. companies with the knowledge and capabilities necessary in an intensely competitive global marketplace. Additional progress in this area requires benchmarking research on best practices in global industries, dissemination of international expertise through computer software and publications for managers, and interactive, group-training formats such as the MSU Export Academy.
- 8. Make ample use of information technology to create and disseminate new products, methodologies, and skills.** MSU-CIBER has accumulated considerable experience in utilizing contemporary information technology tools in the process of serving its constituents. Examples are International Business Resources on the Web, computer-assisted decision support tools, business language learning materials available on CD-ROM, electronic publishing, and the Virtual International Business Academy. In view of the effectiveness of these programs in reaching large, national audiences, the center will intensify its efforts to utilize information technology to advantage.
- 9. Supplement Federal funds with substantial university and private sector funds for maximum flexibility and impact.** Over the past nine years, MSU-CIBER has been successful in securing substantial additional cash funds from Michigan State University and the private sector. The center has garnered continued non-federal funding allowing the implementation of a rather comprehensive work agenda. The ongoing institutional support in the staff and infrastructure of MSU-CIBER permits the disposal of federal funds primarily for new initiatives.
- 10. Conceive, develop, and implement new activities that will be self-sustaining.** One key role the MSU-CIBER fulfills is to lead in new initiatives, serve as a catalyst in launching them, and then secure successful "institutionalization" of them. Those activities that eventually gain institutional "buy-in" speak to the success of MSU-CIBER as a resource center. In the past, the center has had success with this approach. For example, the Undergraduate Advising Office of the Broad College of Business no longer requires an MSU-CIBER-supported graduate assistant as an International Options Advisor. The task of advising freshmen, sophomores, and juniors on international coursework availability on campus is now assumed by full-time staff. Accordingly, special priority will be given to those MSU-CIBER initiatives that can be adopted by a campus unit/staff on an ongoing basis.

**The Ohio State University**  
**Max M. Fisher College of Business**  
**CIBER**  
**Funding Period 1998-2002**  
**2100 Neil Avenue, 356 Fisher Hall**  
**Columbus, Ohio 43210**  
[www.cob.ohio-state.edu/ciberweb](http://www.cob.ohio-state.edu/ciberweb)  
**Faculty Director: Stephen M. Hills**  
**Administrative Director: Cheryl W. Ryan**  
**614-292-0845/Fax 614-688-3688**

The Ohio State University (OSU) **Center for International Business Education and Research (CIBER)**, supports a wide variety of activities focused primarily, but not exclusively, on countries serving as *emerging markets* for U.S. trade (products and services) now and into the next century. The **OSU CIBER**, housed within the Fisher College of Business, offers a series of innovative programs and services that establish it as a regional and national resource for curriculum and business services directed at the world's fastest growing markets.

In the current and coming three years, **OSU's CIBER** will deepen its expertise in emerging markets through collaboration with several known strengths of the College and of the University. Partnering with two of the other six centers within the Fisher College (the Center for Transportation and Logistics Management and the Center for Excellence in Manufacturing Management) will provide a *secondary focus* area of programs and services targeted to small and medium sized businesses throughout Ohio. Such programs will increase long term, competitive positions overseas. Additionally, Ohio State's nationally recognized Department of Geography will collaborate with the **CIBER**, providing expertise on emerging markets to complement research being done within the **CIBER** and within these other centers at the Fisher College. As important, the **OSU CIBER** will capitalize on the new Fisher College campus, a state-of-the-art educational complex to be completed in 1998, allowing the center to implement distance learning technologies and executive education programs between OSU and the world's emerging markets. More than bricks and mortar, the new buildings represent OSU's commitment to the future, and are a reflection of the Fisher College's steady climb within the rankings of the top 25 graduate business programs in America.

This proposal, sponsored by the Fisher College of Business, will seek collaboration with many other academic units within OSU. These include the Department of Geography; six national resource centers also supported by Title VI (the African, East Asian, Middle Eastern, Slavic and East European, West European and International Studies Centers); the Japanese Studies Center; the Latin American Studies Center; the Office of International Education; and one of the nation's broadest and most diverse array of foreign language departments. An active **CIBER** Advisory Council and the College's International Business Faculty Committee provide sustained leadership for the planning and implementation of this proposal. The Council is comprised of more than thirty distinguished members of OSU's academic and administrative staff, prominent business and corporate leaders, and key representatives of government agencies in Ohio. The **CIBER** is housed within the College's Office of International Programs, and is administered by the College's Faculty Director for International Programs, an Administrative Director for International Programs, a full time program coordinator and one full time administrative assistant.

The **OSU-CIBER** serves as the central vehicle for the Fisher College to focus its international activities and to build its strength in global teaching and research. The continuation of the **CIBER** through this proposal will allow the College to expand research in areas such as the market determination of U.S. companies (Dept. of Geography); the transportation and distribution infrastructure of foreign markets (Center for Transportation and Logistics); and the sourcing of production facilities in other countries (Center for Excellence in Manufacturing Management). Mirroring the mandates stated within the national legislation and statute, the **OSU-CIBER** is designed to achieve six primary objectives:

1. To internationalize the Fisher College curriculum across disciplines at the undergraduate, masters and Ph.D. levels, and ultimately to serve as a national resource for improved techniques, strategies, and methodologies in international business education. More specifically, to develop learning

- materials and programs required for understanding the business environment in fast-growing emerging markets (including China, S. Korea, Indonesia, Mexico, Chile and Russia).
2. To create and provide international business training to undergraduate students enrolled in OSU's diverse foreign language and area studies programs. Such training will provide these audiences with the necessary understanding to succeed in career environments strongly influenced by global business activity.
  3. To implement a variety of innovative and far-reaching initiatives for small and medium-sized central Ohio businesses, as well as many of the world's multi-national corporations. Ohio and its immediate neighbors are a rich resource in the numbers of America's leading international corporations operating here, and which provide meaningful expertise and audiences for **CIBER's** many outreach programs.
  4. To establish collaborative programs with other institutions in Ohio and in the Midwest region served by The Ohio State University. These programs illustrate the myriad issues involved in international business, and will continue to be aimed at a cross-section of industry and academe.
  5. To support high quality basic and applied research on international business topics with an emphasis on promoting interdisciplinary, cross-functional investigations. Research programs will emphasize information and production technologies necessary for sustained competitive advantage within the companies, which sponsor and attend our programs, as well as those that recruit and employ our students.
  6. To provide increased opportunities to Fisher College and OSU faculty for development of sustainable, meaningful research on the multi disciplinary aspects of international business, especially as it relates to the competitiveness of U.S. firms. Also critical is the **CIBER's** ability to ably gather and disseminate this knowledge, either through traditional articles, working papers and textbooks, or through increased usage of electronic and distance learning technologies.

Toward meeting these objectives, we will initiate a variety of curriculums, research, and outreach activities. Many of these have been designed to build upon the existing strength of OSU's international programs, including those in the Fisher College of Business. Others are creative new additions designed to enhance or leverage ongoing initiatives or to develop new areas of global competence for the College and for the university.

What follows are the names and brief descriptions of programmatic initiatives planned within the **CIBER**, as well as labels describing which of the above six mandates and objectives they serve, and the time frame planned for their implementation.

**Note: Time Frame =**  
**1998-1999 Year 4**  
**1999-2000 Year 5**  
**2000-2001 Year 6**  
**2001-2002 Year 7**

## **MASTER'S ACTIVITIES**

**1. Initiate "International Tycoon" Simulation Course.** Using software simulation course developed by The Ensar Corp., establish full quarter MBA elective that will allow students to play role of CEO as they develop the international trade of a fictional company, along with other class teams who act as competitors. Winter quarter course will include lecture and project content in international finance and ethics, and will be taught by an OSU faculty member, with the game portion administered by Ensar professionals. **Meets mandates 1, 4. Time Frame: Year 4 and continuing.**

**2. Expand Emerging Markets Field Study Course.** Leveraging CIBER's experience in the current Emerging Markets Field Study Course; establish second section of course to run simultaneous with current winter quarter section. Course would involve four OSU faculty, two per section, to teach and conduct possible research

during quarter of study. Course also involves as many as eight companies per section that serves as site visit hosts during field study experience. Sections would run concurrently, studying and researching two different parts of the world. This will allow College to meet current demand for the course, which at this time far exceeds the seats available. **Meets mandates 1, 3, and 6. Time Frame: Year 4 and continuing.**

**3. International MLHR Program to Create International Human Resources Management (IHRM) Track within Degree.** Capitalize on strong faculty core and interest in Human Resources to internationalize a track within the current highly rated MLHR program. Initiative would include updating current courses with new international content and additional degrees of freedom for students in selecting international electives throughout the University. **Meets mandates 1, 2, and 4. Time Frame: Year 5 and continuing.**

**4. Establish Dual Degree Program with Denmark's Odense University.** Create international dual degree program with University of Odense. Three-year program would facilitate student taking core year at OSU, second year completing Master of European Studies in Odense, and third year completing OSU MBA. **Meets mandates 1, 2, and 4. Time Frame: Year 4 and continuing.**

**5. Peace Corps MIP Program.** Establish MIP program at Fisher College in collaboration with U.S. Peace Corps. International Professional program would call for student to enter four-year association with College and Peace Corps, taking first and fourth year to do MBA, and second and third years with Peace Corps in business-related work. Program would allow for students entering MBA program to leave with degree and two solid years of international work experience. **Meets mandates 1, 2, 3, 4, and 6. Time Frame: Year 4 and continuing.**

**6. Increase Reach of Foreign Language Tutorial Programs.** Use CIBER resources to leverage highly popular foreign language tutorial program by offering more language choices to students, and by offering limited placement in tutorials to business professionals. **Meets mandates 2, 3. Time Frame: Year 4 and continuing.**

**7. Establish Certificate Program for MBA Students with Dept. of Geography.** Establish certificate program for MBA students that would allow them to complete series of course work within Dept. of Geography in high demand area of site selection and location decision making. **Meets mandates 1, 2, 4, and 5. Time Frame: Year 5 and continuing.**

**8. Establish Certificate Program for MBA Students with Dept. of Agriculture.** Establish certificate program for MBA students that would allow them to complete series of course work within Dept. of Agriculture in high demand area of agri-business. **Meets mandates 1, 2, 4, and 5. Time Frame: Year 5 and continuing.**

**9. Expand Distinguished International Speaker Series.** Leverage popular Distinguished International Speaker Series by attracting "less local" executives and by the addition of an annual dinner/keynote lecture by a "known" international executive nominated by faculty or other College constituents. **Meets mandates 1, 5. Time Frame: Year 5 and continuing.**

**10. Expand Number of MBA International Summer Internships.** Using CIBER resources, expand available offering of global internships to MBA students. Facilitate offers of internships through business community and alumni, and offer internship grants through CIBER competition. **Meets mandates: 1, 3, 5, and 6. Time Frame: Year 4 and continuing.**

**11. Leverage Current Exchange Programs through Distance Learning Initiatives.** Encourage further internationalization of College curriculum through the addition of distance learning in international business course-work. Possibilities for "real time" exchange and enhanced multi-media learning will be available through CIBER support and because of new College facilities to be open in spring 1999. **Meets mandates 1, 2, 4, and 5. Time Frame: Year 5 and Continuing.**

## **Ph.D. PROGRAM ACTIVITIES**

**1. Expand CIBER Travel/Research Grants for Ph.D. Students.** Utilize CIBER resources to expand grant competition for summer travel/research awards for Ph.D. students from College of Business and from other OSU departments. **Meets mandates 4, 5, and 6. Time Frame: Year 4 and Continuing.**

**2. Support Faculty Research through Sponsorship of Graduate Assistants in International.** Initiate matching program within College departments to support the addition of graduate students for faculty doing international research or teaching. **Meets mandates 4, 5, and 6. Time Frame: Year 4 and Continuing.**

**3. Initiate New Ph.D. Colloquia Program at Professional Meetings.** Recruit other CIBERs to share Ph.D. colloquia program at Professional Association Meetings not normally associated with "international". Select one organization's annual meeting each year to attend and deliver, with two other CIBERs, an international Ph.D. Colloquium. Organizations such as American Marketing Association, American Accounting Association, Decision Sciences Institute, etc. **Meets mandates 1, 4, 5, and 6. Time Frame: Once Each in Year 4-7.**

**4. Leverage DISS to Ph.D. Students.** Create avenue through CIBER for Ph.D. students to leverage Distinguished International Speaker Series into independent study and possible research. Students would "package" DISS series in disciplinary way to reflect research interest and support learning objectives. **Meets mandates 1, 5, and 6. Time Frame: Year 4 and Continuing.**

**Emerging Markets Enrichment Program.** CIBER to provide supplemental funds to encourage all College departments to admit highly qualified international students. This program will boost the quality and quantity of international research of the multi-cultural environment at the College. **Meets mandates 1, 5. Time Frame: Year 4 and Continuing.**

**6. Ph.D. Support for AIB Membership/Meetings.** Encourage Ph.D. Students from all disciplines to think more about the international aspects of their research by supporting AIB membership and attendance at annual AIB meetings. **Meets mandates 4, 5. Time Frame: Year 4 and Continuing.**

## **UNDERGRADUATE PROGRAMS**

**1. Leverage Current Exchange Programs through Distance Learning Initiatives.** Encourage further internationalization of College curriculum through the addition of distance learning in international business course-work. Possibilities for "real time" exchange and enhanced multi-media learning will be available through CIBER support and because of new College facilities to be open in spring 1999. **Meets mandates 1, 2, 4, and 5. Time Frame: Year 5 and Continuing.**

**2. Initiate Summer Study Program in Latin America.** Leverage experience with long running and successful Nantes, France (ESC) relationship with by creating program and relationship with selected school in Mexico or Latin America. This program will deepen OSU students' knowledge of area rich in emerging markets and provide relevant language and learning experience. **Meets mandates 1, 2, and 4. Time Frame: Year 4 and Continuing.**

**3. Extend Foreign Language Tutorial Program to Undergraduates.** Building on successful MBA Foreign Language Tutorial Program, offer sections tailored more specifically to undergraduate business students (non-IB majors). **Meets mandates 1, 2. Time Frame: Year 4 and Continuing.**

**4. Initiate and Staff IB Course in New College-wide Honors Program.** Utilize CIBER support to initiate an Honors Seminar course in emerging markets topic, taught by IB or area studies faculty member. **Meets mandates 1, 4, and 5. Time Frame: Year 5 and Continuing.**

**5. Initiate Summer International Internship Grants Program.** Support grants competition for undergraduate students in business and elsewhere to have secured international internship opportunities during summer. Leverage University's AIESEC chapter in enhancing internship opportunities abroad for OSU students. **Meets mandates 1, 2, 3, and 4. Time Frame: Year 4 and Continuing.**

**Increase Regional Programming Plans with Wright State University.** Continue shared programming initiatives with

Wright State University in Dayton. Initiative includes building on a WSU program already in place that teams students from Ohio with students in emerging markets in Junior Achievement-type course work. **Meets mandates 1, 2, 4, and 5. Time Frame: year 5 and Continuing.**

## **OUTREACH PROGRAMS**

**1. Create and Implement Global Best Practices Symposium.** Implement Global Best Practices Symposium: Strategy and Marketing, a national symposium highlighting four corporations doing best business practices in these global disciplines. Cases will be written and published by four faculty, including one from OSU. Symposium goal is to attract a national audience of 400 to first academic conference in new Fisher College building complex. **Meets mandates 3, 4, 5, and 6. Time Frame: Year 4 (November 1998).**

**2. Create and Implement Second Ohio Global Trade Conference.** Building on success of December 1996 OGTC, implement second conference to build relationships with Ohio export businesses and legislators. **Meets mandates 3, 4, and 6. Time Frame: Year 4 or 5.**

**3. Continue China Executive Training Consortium Efforts.** Working with CIBERs at MSU, Connecticut and Washington, continue efforts to assist American business in China with executive development and management training initiatives. Faculty from all four CIBER institutions will share teaching and research responsibilities and opportunities in short, intensive courses in China, particularly Shanghai and Beijing. **Meets mandates 1, 3, 4, 5, and 6. Time Frame: Year 4 and Continuing.**

**4. Continue TARGET Program.** Building on success of initial two years of TARGET (To Aim and Realize Global Expansion Together) program, increase numbers of "learner" and "mentor" companies participating. Utilize alumni of program in continuation of offshoot activities in order to maintain relationships and assist in the global development efforts of these organizations. **Meets mandates: 1, 3. Time Frame: Year 4 and Continuing.**

**5. Continue Support of MSU CIBER FDIB Program for Community College Faculty.** Assist MSU in implementing this large, highly successful FDIB program targeted to community college faculty from throughout U.S. Program runs every other year, in late May. **Meets Mandates 1, 3, 4, 5. Time Frame: Year 4, Year 6.**

**6. Establish FDIB Program for Ohio Liberal Arts College Faculty.** Partner with CIBER at University of Connecticut to implement FDIB program targeted to private liberal arts college faculty in (primarily) Ohio and Connecticut. Program will be staffed by both CIBERs, and will take place in late May or early June in Ohio one year, Connecticut the next. **Meets mandates 1, 3, 4, and 5. Time Frame: Year 4 and Continuing.**

**7. Create and Implement Manufacturing Site Selection Conference with Dept. Of Geography's Global Mapping Institute.** Partner with nationally renowned Institute for Global Mapping to create symposium on international site selection, targeted to manufacturing companies throughout the Midwest. **Meets mandates 1, 3, 4, and 6. Time Frame: Year 5.**

**8. Create Summer Workshop for High School Teachers in IB Teaching Resources and Methodologies.** Implement weeklong program for high school teachers in how to use currently available multi-media and community resources to bring international business into the classroom. **Meets mandates 1, 3, and 5. Time Frame: Year 5 and Continuing.**

**9. Create and Support Corporate Residency Program for Fisher College Faculty.** Utilize CIBER resources to supplement sabbaticals with one quarter of research within international operations area of multinational corporations. **Meets mandates 1, 3, 4, 5, and 6. Time Frame: Year 5 and Continuing.**

## **RESEARCH PROGRAMS**

**1. Author, Create and Implement Interactive Atlas Program.** Create new and innovative Internet program that will assist students, faculty and business professionals in tracking worldwide investment of American and international business. High visibility program will be leveraged through Fisher College, OSU and CIBER-Web. **Meets mandates 1, 2, 3, 5, and 6. Time Frame: Year 4 and Continuing.**

- 2. Leverage Faculty Global Competence Awards (GCA) Program through RFP.** Utilize College Advisory Board and Councils to elicit specific topics to be addressed through faculty GCA proposals. This effort will further target and focus the popular GCA program to reflect needs of important College constituencies. **Meets mandates 1, 3, 5, and 6. Time Frame: Year 4 and Continuing.**
- 3. Initiate Business/Geography Brown-Bag Series.** Implement monthly brown-bag research series for shared discussion between College faculty, particularly those in supply-chain management areas, and faculty from Dept. of Geography. Alternate research presentations and location between both departments. Purpose is to find where shared teaching and research interests exist. **Meets mandates 1, 4, 5, and 6. Time Frame: Year 4 and Continuing.**
- 4. Create Central Depository of OSU Working Papers in International Business Topics.** Offer faculty small stipend through CIBER to submit electronic copy of working papers dealing with international business issues (direct or indirect) for posting to specific site on CIBER Web page. In this way, OSU faculty research in global areas will be identifiable through central location, and enhanced opportunities for shared research will be defined. **Meets mandates 1, 2, 4, 5, and 6. Time Frame: Year 4 and Continuing.**
- 5. Initiate Bi-Annual CIBER Research Lecture Series in Logistics and Manufacturing.** Implement lecture series targeted to logistics and manufacturing topics. Identify potential guests or individuals through College faculty nomination, and by using CIBER Advisory Council or other business feedback to verify meaningfulness of presentation. **Meets mandates 1, 4, 5, and 6. Time Frame: Year 5 and Continuing.**
- 6. Publish Casebook Text Based on November 1998 Symposium, “Global Best Practices: Strategy and Marketing”.** Using research and cases generated from 11/98 Symposium, edit and publish textbook. **Meets mandates 3, 4, 5, and 6. Time Frame: Year 5.**



**CENTER FOR INTERNATIONAL BUSINESS EDUCATION funded 1998-2002**  
**Purdue University-Krannert Graduate School of Management**  
**1310 Krannert Building**  
**West Lafayette, IN 47907-1310**  
**<http://ciberweb.mgmt.purdue.edu/>**

**Marie C. Thursby, Director**  
**Burton D. Morgan Chair of International Policy Management**  
**Professor of Economics**  
**Tel: (765) 494-4463**

**Nancy J. Bennett, Executive Director**  
**Tel: (765) 494-4467**  
**Email: [nbennett@mgmt.purdue.edu](mailto:nbennett@mgmt.purdue.edu)**

### **History and Mission**

Purdue University's Center for International Business Education and Research (CIBER) was established January 1, 1993, supported, in part, by funding under section 612 of part B, Title VI, of the Higher Education Act of 1965 as amended by the 1988 Omnibus Trade and Competitiveness Act. This proposal requests continued designation and funding of Purdue's CIBER as part of the national CIBER Program for 1998-2002. This request is based on a demonstrated ability to meet the purposes of the statute with creative and cost-effective programs, as well as a new agenda which builds on this success and responds to needs expressed by the educational and business communities.

The Purdue CIBER has and will continue to support a unique combination of academic, research, and outreach programs in collaboration with the Schools of Management, Liberal Arts, Agriculture, and Engineering, as well as representatives of the business community and the government of the State of Indiana. Significantly, these programs will integrate Purdue's institutional strengths in science, engineering, and agriculture with its management expertise. In so doing, the Purdue CIBER will improve U.S. competitiveness by effecting technology transfer that will enable American industries (and particularly those important to the Midwest) to more quickly and efficiently commercialize new products and processes.

Accordingly, many of the programs proposed reflect one or more of three themes—technological leadership, international entrepreneurship, and global agribusiness/food science. Thus, our diverse range of programs represents a cohesive approach to addressing the needs identified by the statute. While programs are categorized as to whether they primarily address teaching, research, or outreach objectives, we are committed to the principle that research and teaching are indistinguishable at Purdue. Moreover, our most important mission is to make the new models and processes we develop available to as wide a public as possible. Hence, we offer outreach programs that are significant extensions of our teaching and research initiatives.

Our overall objectives are to: (1) instill in students the motivation, confidence, ability, and knowledge to think and compete globally; (2) stimulate international research, with emphasis on issues of immediate relevance to firms trying to compete in today's global environment, as well as issues related to future competitiveness of the U.S. business community; and, (3) increase global awareness of the general public and educate managers (particularly in Indiana, but also throughout the nation) on ways to take advantage of the challenges and opportunities that exist in global markets.

### **CIBER Teaching Activities**

With respect to teaching activities that fulfill our mission, the Purdue CIBER has played a significant role in internationalizing the business curriculum in the school of management, most dramatically at the MBA level. We have also been involved in enhancing the quantity, quality, and variety of business and technical courses in foreign languages.

In the next cycle, CIBER will focus on increasing undergraduate participation in and travel associated with international majors, minors, or certificate programs such as the University's Global Studies Certificate. Thus, a variety of courses will be developed to benefit undergraduates across the campus, including courses on key technologies in the twenty-first century, international political economics, and global trade research methods. Furthermore, we expect our new CIBER Scholars Program and "Teaching International" Newsletter

to expand student and faculty participation, alike. The former will target participation by top-notch students early in their undergraduate careers, and the latter will serve as a resource guide for faculty wishing to internationalize core or mainstream courses in their discipline.

At the masters level, we will participate in the development of a variety of new courses with international emphases, including (1) experiential, international consulting project courses which will place our students in overseas manufacturing environments; (2) Innovation Lab projects as a part of the Technology Transfer Initiative; (3) agribusiness courses which will contribute to the development of an International Agribusiness/Food Science MBA; and (4) an integrated, cross-functional international management course.

At the doctoral level, we will host two national consortia on operations management and participate in a dozen consortia over four years, hosted by prestigious doctoral programs around the nation. These consortia target pre-dissertation Ph.D. students and provide them with access to resources necessary to internationalize their current research in functional areas. We will also focus on doctoral student recruitment to enhance the quality of our internationally oriented cohorts.

In the next cycle, foreign language faculty will continue course development in Business Chinese, Italian, Japanese and Portuguese to complement the seventeen business language courses currently available. New business language initiatives will focus on languages in emerging markets with a major thrust in Business Chinese and a secondary emphasis on Portuguese. Business Italian will be developed. Additionally, mini-courses will be prepared and offered to members of the business community and for master's students involved in our international consulting projects. The development of minors in Japanese and Chinese with emphases on business and technology is also proposed.

## **CIBER Research**

Purdue CIBER research programs are driven by two things: the need to encourage research that will increase our understanding of industrial and international competitiveness and the need to motivate "stars" in traditionally non-international disciplines to internationalize their research agendas. In terms of returns, the results have been excellent and suggest continued benefits in the next cycle. To date faculty receiving CIBER research awards have produced fifty-six working papers spanning the areas of accounting, economics, finance, marketing, strategy, organizational behavior and human resources, management information systems, and industrial engineering. Significantly, over half of these papers are by faculty who had not previously researched the international dimensions of their disciplines.

We therefore will continue the system of competitive faculty awards established under prior grant cycles. We will also continue to support and conduct research on the special challenges a global economy presents to companies whose competitive edge comes from technological innovation. This research will draw on our faculty's expertise in the area of policy research, focusing on such topics as:

- intellectual property issues in licensing new technologies across national borders;
- international regulatory obstacles to technology transfer; and
- the role of different standards policies in determining global competitiveness of businesses.

Additionally, CIBER will continue to take an active part in making relevant, scholarly work accessible to international business scholars and practitioners through a variety of strategic programs, including the CIBER Working Paper Series, CIBERWeb, and hosting research conferences, such as "Empirical Investigations in International Trade (EIIT)." All three mechanisms reach national and international audiences.

In the next cycle, we will expand the EIIT conference to include not only the yearly three-day event on the Purdue campus, but also two conferences in Western Europe. CIBER funds will sponsor a competition to include graduate student research in the conferences, as well as partially support travel for graduate student participation in the European conferences.

Additionally, the Technology Transfer Initiative will introduce a new "Innovation Lab," which will provide hands-on opportunities for multidisciplinary teams of faculty and students to explore real-world

issues related to the development of new technologies in today's ever changing global environment. In each year of the funding cycle, teams of Engineering Ph.D. students, Krannert master's students, and faculty from both schools, will be formed to focus on commercial potential for technologies being developed as thesis research in the Schools of Engineering. Teams will explore issues such as current and potential global competitors, potential markets, as well as issues related to the regulatory (international and national) environment for commercialization. In some cases, this assessment may lead to business plans for commercialization (by licensing or forming a start-up company); while in other cases a negative assessment may convince the engineering student and faculty to alter the direction of their research.

We will continue to make competitive awards to encourage management faculty and Ph.D. students to travel abroad for collaborative purposes and to make presentations at international professional functions. Awards will also be given to facilitate business language faculty's interaction with business and language faculty of other institutions. All of these strategies will be promoted so as to encourage an emphasis on international business issues in research agendas across the University.

Finally, two additional features of CIBER's research program will be: (1) the incorporation of working paper translations of general interest into corresponding business language course materials, and (2) continued publication and dissemination of *Global Business Languages*, a monograph series for business language instructors which incorporates teaching methodologies, technology developments, intercultural research as it applies to the business world, and international business and industry.

### **CIBER Outreach**

Purdue CIBER's outreach is organized to reach business and academic audiences. Within Indiana, our outreach will continue to build on earlier successes. For example, we will continue development of conferences and information resources to assist Indiana businesses in initiating or expanding their international business activities, including sponsorship of Purdue CIBER's Global Issues Fund (GIFt), which leverages the resources of economic development partners from around the state. In conjunction with the Technical Assistance Program (TAP) at Purdue, we will continue to identify and respond to international business needs of manufacturing firms within the State. This service employs one or more of Krannert's MSM students and is therefore a valuable part of their educational and professional development experience. Finally, at the request of the Indiana CPA Society, we will publish a revised edition of the *Indiana CPA's Guide to International Data and Services*. This version will be "virtual", as the Guide will be made available on the internet CIBERWeb.

At the regional level, Purdue foreign language faculty will continue to offer an annual workshop for Midwest teachers on the International Business German exam, and Purdue will continue to serve as a test site for this exam. Additionally, we will continue to work with Michigan State University in providing faculty development workshops in international business for community college and other faculty. We will also join the FDIB Mexico Program currently offered by the CIBERs of Texas A&M, University of Memphis, and San Diego State University.

Purdue CIBER was one of the first CIBERs to focus efforts on pre-college educators by offering workshops for high school teachers, distributing Purdue's publication *Trading Around the World*, and most recently collaborating with the National Council on Economic Education to develop the new curriculum, *Focus on International Economics*. We propose to continue to provide regional workshops for teachers, but also to significantly enhance our presence in that arena through a collaborative endeavor involving partnerships with the CIBER at Indiana University as well as the Indiana Center for Economic Education (ICEE) and the International Resource Centers at Indiana University. The project entails the revision and redistribution of *Indiana in the World*, a multi-disciplinary curriculum on international trade. This curriculum became a model for similar texts in other states but is in dire need of modernization, as significant global transformations have taken place since the curriculum was originally published in the 1970s.

The next cycle should also see the development of a unique, international Agribusiness MBA available through Krannert Executive Education. This program will bring Purdue's world-class Schools of Management and Agriculture together in an innovative partnership that will extend the reach of both to the food and agricultural business manager. This program complements existing undergraduate and non-degree professional development programs and will foster further collaboration across schools while

developing capacity for expanded distance-learning activities. The program will be loosely modeled on the existing International Masters program (IMaC) program and will consist of four modules, each of which will include a residency. Each module will run for 22 weeks with a four week break, making the total program 24 months. One of the four residencies will be hosted by an international partner, yet to be determined.

Finally, we will continue to support and enhance *CIBERWeb*, the internet hub of the nation's CIBERs. The *CIBERWeb* project was initiated by the Purdue CIBER and involves cooperation with all of the other twenty-five CIBERs. It is the only CIBER web site which provides continuously updated information on outreach, curriculum, and research activities of all twenty-six of the current CIBERs, as well as information on Department of Education grants available for international programs.

As part of our *ongoing*, major revision of the old *CIBERWeb* site, Purdue CIBER has aggressively targeted each of three obvious constituencies: teachers, students, and businesspeople. The strategy has been to anticipate the kinds of questions each group might have and establish the site as the premiere resource point on the web. This will necessarily involve a continuous commitment to the labor-intensive process of finding, verifying, organizing, updating, and marketing links, and Purdue CIBER has established one of the most comprehensive collections of international business links available, including connections to trade associations, departments of commerce, study abroad programs, regional data sites, and organizations such as AACSB. Additionally, we will use these networking processes to help other organizations to internationalize their web presence. (We will also collaborate with the Indiana University CIBER to refine the link system for professional associations related to international business and economics.)

We will also seek to make relevant information available in new internet-supported formats, as it becomes appropriate. At present, text is clearly most effective. However, as on-line audio and video clips become more efficient, we shall move to capitalize on those technologies as well. We will also continue to upgrade the search functions of the site to ensure its utility to end-users.

#### **Purdue CIBER's Competitive Advantage**

The teaching, research, and outreach functions of the CIBER are enhanced by being housed within a world class university such as Purdue. A member of the American Association of Universities, Purdue has over 36,000 students on its main campus and has graduated more than a quarter million students, including individuals from every state in the nation and from more than 102 countries. The University ranks 8th in the nation in terms of production of Ph.D. graduates and in the top one percent of all colleges and universities in terms of its research and development. The Purdue CIBER has additional strategic advantage in terms of its founding partners, nationally top-ranked schools that include the Schools of Management, Liberal Arts, Engineering and Agriculture.

The Krannert School's flagship degree program, the Master of Science in Management (MSM), has received highly favorable reviews:

- The Krannert School of Management was ranked in the Top 25 nationally by *U.S. News and World Report* (1997). The same study ranked our Production/Operations Management group third in the nation.
- *The Economist's* 1997 survey of "The World's Best Programmes" ranked Krannert in the Top 25 in the world in terms of "Programme Content," in the Top 20 in the world in terms of "Quality of Student Body," and Top 10 in the world in terms of "Career Services."
- In another very recent (1997) report by *The Princeton Review*, Krannert ranked in the top ten in "Overall Skills - Functional Areas" (9<sup>th</sup>), "Quantitative Skills" (5<sup>th</sup>), "Operations" (4<sup>th</sup>), "Computers and Data Management" (3<sup>rd</sup>), and "Placement" (3<sup>rd</sup>).
- Also in 1997, *Computerworld Magazine's* report on the "Top 25" Techno-MBA's rated Krannert's MSM twelfth.
- With a student body of executives from across the nation, Krannert's Executive Master's Program has been among the top ranked programs in each of the three *Business Week* polls of executive programs.

The Schools of Engineering continue to be ranked in the top three nationally, and the University's Center for Agricultural Business and Department of Agricultural Economics are among the top 5 in the nation consistently. The Schools of Engineering and Agriculture support a statewide network of extensions to facilitate outreach to small and medium sized businesses. Within the School of Liberal Arts, the Department of Foreign Languages and Literatures boasts one of the oldest Business Language Programs in the nation, with courses in Business German, French, and Spanish having been offered since 1976.

Each of these units represents a distinct set of resources that complement the CIBER's programs, and our ability to work effectively with them represents a crucial competitive advantage.

# **SAN DIEGO STATE UNIVERSITY CENTER FOR INTERNATIONAL BUSINESS EDUCATION AND RESEARCH 1998-2002**

**Dean, College of Business Administration: Michael L. Hergert**  
**Dean, College of Arts and Letters: Paul J. Strand**  
**5500 Campanile Drive – BAM 428**  
**San Diego, CA 92182-7732**

## **Co-Directors:**

**Steven J. Loughrin-Sacco, Chair, International Business, Professor of French**  
**Kenneth L. Marino, Associate Dean, College of Business Administration & Director, Graduate  
School of Business**

**Managing Director: David. Earwicker/Asst. Director: Tamara Dunn**  
**Operations Manager: Diane Coseo**

**Phone: 619.594.6023/ FAX: 619.594.7738**

[Ciber@mail.sdsu.edu](mailto:Ciber@mail.sdsu.edu)

[www.sdsu.edu/ciber](http://www.sdsu.edu/ciber)

The San Diego State University CIBER is engaged in an aggressive, balanced, and coordinated cohort of activities in response to the U. S. Department of Education mandate for CIBER funding for 1998-1999. These activities are undertaken at the local, regional, national and international level with an extensive and dedicated network of partners committed as much to the success of the SDSU CIBER as they are to our specific collaborative programs. The activities undertaken have been selected after significant consultation with each constituency of stakeholders comprising the SDSU CIBER network, including SDSU students and faculty, all major units of the university, the local business community, partner universities and agencies across the state and nation, and a host of individuals dedicated to CIBER's purpose and objectives.

Each of the activities have been structured to achieve clearly defined and delineated goals, with documented measures of success, in concert with the mission of San Diego State University and the U.S. Department of Education's *Goals 2000* project. From K-12 outreach to cutting-edge research, from community college partnerships that garner statewide awards to business language faculty training programs in France; from trade development and education missions to Africa, Ukraine, and Russia to "Doing Business in Chile" workshops on campus, the SDSU CIBER will fully commit its energies and resources to the attainment of each specific goal outlined.

The outline of our activities for 1998-1999 follows the six programmatic requirements contained in the CIBER mandate and which form the core of the SDSU CIBER's goals and programmatic infrastructure. We meet the mandate with a balanced and deliberate approach to the requirements while utilizing our institution's particular strengths in order to address the specific needs of our student, faculty, and business stakeholders, thereby striking a balance between the limitless and limited, between quantity and quality. Each new activity and area of emphasis will be meticulously documented such that the program serves as a model for our partner systems, the California State University, the California Community Colleges, and universities nationwide.

## **Programmatic Requirement One -**

In order to serve as a model for other institutions, the SDSU CIBER will provide for the most comprehensive and integrated interdisciplinary International Business undergraduate program in the U.S., meeting the accreditation standards of the AACSB and requiring verified foreign language exit proficiency. Through the development of creative linkages in Latin America, Cuba and Asia and a partnership with SDSU's Entrepreneurial Management Center, CIBER will ensure that SDSU faculty and curricula are current, responsive, and international. The SDSU CIBER will offer an expanded portfolio of transnational (dual-

degree) programs, both graduate and undergraduate, in international business and other professional disciplines with universities in Mexico, Chile, France, Spain, Germany, and Canada.

Nationally, SDSU CIBER will, through its IB Establishment Team (IBET) program, provide no-cost site visits and evaluations for universities which are investigating the development or enhancement of interdisciplinary IB programs. Regionally, CIBER will continue its efforts with the CIBER-founded CSU IB Consortium, which seeks to enhance the IB research and education agendas of each of the 22 campuses of the CSU system. In addition, CIBER will continue its award-winning outreach activities with the 108-campus California Community College system through the CIBER Community College Network, which works closely with the federal and state-funded Centers for International Trade and Development (CITDs), regional sites which serve as IB resource centers for businesses and colleges in their respective regions. Locally, CIBER will continue to focus its K-12 activities on upgrading the language and international capacities of curricula, with additional attention paid to the six area high schools offering the International Baccalaureate degree.

*List of Major Activities Under Programmatic Requirement One*

- International Business Degree Program Enhancement
  - MEXUS Program - Dual Degree Strategy
  - Graduate International Business Program
  - Business Plan Competition – Going International with the Entrepreneurial Management Center & Global Case Competition with Univ. of Washington
- 

**Programmatic Requirement Two -**

CIBER will sponsor a national training center for foreign language faculty in business French and languages for specific purposes. CIBER will serve as a system-wide CSU resource to coordinate business training for foreign language and international studies faculty at the 22 CSU campuses (17,500 faculty) and the 108-campus Community College network, the largest in the world. CIBER will also serve as a regional resource for the refinement and propagation of methods of teaching business Spanish, business French and business Japanese. CIBER will become a focal point for the coordination of IB collaborative activities in California. Locally, as with Programmatic Requirement I, CIBER's Community College and K-12 constituencies will be consistently involved in ongoing training and curriculum development workshops and conferences. For SDSU liberal arts faculty, the global issues seminar series will be offered by business faculty each semester with an expanded format which will involve greater participation by the local public and private sectors.

*List of Major Activities Under Programmatic Requirement Two*

- CIBER National Business French Seminars in Montpellier and Strasbourg, France
  - Community College/High School Business Language Workshops
  - FDIB Language and International Business with University of Memphis
  - FDIB Workshops for Community College faculty
  - CIBER National Business Language Conference at SDSU/UCLA
  - FDIB Business French and Canada
  - Language for Business and the Professions (formerly EMU) Conference at SDSU
- 

**Programmatic Requirement Three –**

SDSU CIBER will serve as a regional resource for the refinement and propagation of methods of teaching business Spanish, business French and business Japanese. We will continue to enhance local and regional partnerships which provide training and opportunities for present and future members of the international business community. We will promote a targeted program of in-company language, translation, and cultural background services at low cost and easy access. Locally, as with Programmatic Requirement I, CIBER's Community College and K-12 constituencies will be consistently involved in ongoing training and curriculum development workshops and conferences.

List of Major Activities Under Programmatic Requirement Three

- Language Programs for the Business Community
  - World Trade Month Activities with World Trade Center
  - Workshops on "Doing Business in \_\_(country/region)\_"
- 

**Programmatic Requirement Four -**

CIBER will approach this requirement from two distinct perspectives: offering a cohort of programs and services to the business community on one hand and, on the other, utilizing our distinctive competencies in interdisciplinary education and outreach to both "train the trainers" and pay particular attention to students about to enter the job market. Nationally, through its International Business Establishment Team (IBET) program, CIBER will assist host universities with a broad array of opportunities for collaboration and coalition building with local businesses and trade organizations. CIBER will provide leadership to infuse the entire CSU system with comprehensive interdisciplinary IB programs at all 22 campuses. In addition, CIBER has established a solid network of collaborating partners, including a close relationship with the World Trade Center (WTC) of San Diego and its member organizations. Numerous seminars, workshops and conferences are planned in partnership with the WTC and local agencies and individuals whose interests and objectives parallel CIBER's.

List of Major Activities Under Programmatic Requirement Four

- International Business Establishment Team Visits
  - CIBER Foreign Language Certification Centers (French and Spanish)
  - CIBER National Business Spanish Examination
  - CIBER/LARC Collaboration
  - Aix-en-Provence/IEMBA Program
  - Trade Missions with U.S. Department of Commerce and World Trade Center
- 

**Programmatic Requirement Five –**

CIBER will be recognized as a national leader in researching the design of interdisciplinary integrated IB degree programs. CIBER will provide support grants to faculty at SDSU and throughout the CSU system, the largest senior university system in the U.S., for research designed to strengthen and improve the international aspects of business and professional education. A similar initiative will be implemented with the 108-campus California Community College system. Through its CIBER Working Paper series, the Working Paper database, and the SDSU CIBER Press, we will disseminate as widely as possible the fruits of CIBER-sponsored research.

List of Major Activities Under Programmatic Requirement Five

- SDSU CIBER Faculty Research Grant Program
  - CIBER Working Papers Series
  - Transborder Research Initiatives
  - Business VOICI with National Language Resource Center at SDSU
  - French for Business and International Trade (FFBAIT) Newsletter
  - SDSU CIBER Press
- 

**Programmatic Requirement Six -**

CIBER will become an internationally recognized leader in the study of transnational, regional and border economic issues and how they affect international trade and American competitiveness. CIBER will continue



to promote the evolution of San Diego into an international city, one which incorporates a long-term vision of regional leadership into its international development plans. In addition to those mechanisms for research noted under the preceding programmatic requirement, we will create three trade and research-focused institutes which will be designed to attract faculty and resources with interests specific to these areas and to enhancing the competitive stance of U.S. businesses in these regions.

*List of Major Activities Under Programmatic Requirement Six*

- African Development Institute
- Canadian Studies Institute
- International Institute for Peace and Economic Development

Middle East Development Institute

## CENTER FOR INTERNATIONAL BUSINESS EDUCATION

TEXAS A&M UNIVERSITY  
Mays College of Business  
College Station, TX 77843-4116  
<http://cibs.tamu.edu>  
funded 1999-2002

Dr. Kerry S. Cooper- Executive Director  
Dr. Julian E. Gaspar- Director  
409/845-5234  
j-gaspar@tamu.edu

This nation's competitiveness in the global economy hinges on the ability of American managers to understand foreign cultures and business practices, to perceive and grasp overseas marketing and investment opportunities, to overcome language barriers, and to deal effectively with foreign governments and international institutions. American universities have a vital role to play in providing the business managers of today and tomorrow with these skills, and the Centers for International Business Education program is intended to help them meet this challenge. Since 1990 ? in capacity, vision, and accomplishment ? the CIBER at Texas A&M University has been a leader in this program. Funding is requested to allow the TAMU CIBER to continue its educational, research, and outreach programs during the 1999-2002 period, and thus continue its leading role as a regional and national resource for global economic competitiveness.

The TAMU CIBER is administratively housed in the Center for International Business Studies (CIBS) of the Lowry Mays College & Graduate School of Business Administration (CBA) at Texas A&M University. The TAMU CIBER is headed by the Executive Director of International Business Programs, who reports directly to the Dean of the Mays College and serves with the Dean, the Associate Deans, and the Department Heads on the College Executive Committee, thus assuring that the international dimension of the College's programs is never subordinated to the traditional academic business disciplines in college governance. The success of the CIBER stems from its integration into the structure of one of the nation's largest and best business schools, the programmatic and financial synergies gained from operation in tandem with CIBS other international business programs (such as the Center for the Study of Western Hemispheric Trade, with \$3 million of funding), and the strong university-wide support and extensive resource base for international programs, which in turn has facilitated effective partnerships with the Colleges of Liberal Arts, Agriculture, and Engineering in building CIBER programs. The CIBER has made the most of these favorable environmental conditions by adhering to the following fundamental organizing and operating principles:

- ? ***Utilize the strong commitment of the Mays College and the University to internationalization to promote the CIBER's objectives and secure administrative and financial support.***
- ? ***Build upon centers of excellence in the Mays College and other TAMU colleges in developing programs, fully utilizing the University's global resources such as the extensive international networks of the Colleges of Agriculture and Engineering.***
- ? ***Utilize Mays College and University resources where possible to promote internationalization and fund successful ongoing programs, while targeting CIBER funds to mount new initiatives, thus multiplying greatly the impact of CIBER funding. As a case in point, the salary of the CIBER Executive Director and most of the salaries of the other full-time CIBER staff are paid from nonCIBER funds.***
- ? ***Attract outside resources to supplement CIBER funds, including other governmental funds, private donations, and foundation grants, to carry on educational, research, and outreach programs that achieve CIBER goals. Since 1990, such external funding has amounted to \$4 million, of which \$2 million has been endowed, thus providing financial support in perpetuity.***
- ? ***Utilize existing institutional linkages and organizations and build effective***

**partnerships and strategic alliances with other CIBERs, foreign institutions, professional associations, and governmental agencies. At present, as examples, collaborative arrangements are in place with 17 of the other 24 CIBERs, the U.S. Department of Commerce, the National Association of Small Business International Trade Educators, and several international education consortia.**

- ? **Evaluate each and every proposed CIBER initiative in terms of the goals set forth in Title VIB of the federal legislation that guides the conduct of all CIBER programs across the United States. The mission statement of the CIBER is modeled on this statute.**

The TAMU CIBER's record of accomplishments is reflected along multiple dimensions:

- ? **Rapidly expanding research concerning significant issues involving key international business topics, conducted by some of the most accomplished research scholars in the Mays College of Business and including doctoral business students whose professional development as future professors of business is thereby enhanced and globalized.** A particularly notable accomplishment is the linking together of the extensive research programs of TAMU's Center for the Study of Western Hemispheric Trade and the North American Business and Public Policy Studies Program, thereby creating a CIBER-administered body of ongoing research focused on the nation's vital economic stake in this hemisphere.
- ? **A broad and growing menu of courses and curricula devoted to international business across graduate and undergraduate programs in all departments of the College, notably the international dimensions of accounting, information & operations management, finance, management, and marketing, as well as courses that combine cultural, governmental, economic, and social aspects of global business today and serve students in all avenues of study.** The Fall 1998, TAMU classes schedule lists 11 courses in the "International Business" section and the Spring, 1999 schedule lists 12. In 1990, the year of the TAMU CIBER's inception, there were 3 courses.
- ? **Outreach activities that respond to the growing international needs of businessmen and women, professors at other colleges and universities in the region, and teachers in public schools in the Southwest and the nation.** For example, the TAMU CIBER, in partnership with the University of Hawaii CIBER, organized the first CIBER-sponsored overseas study tour for faculty members, and the success of this Asian trip has inspired similar learning journeys to Europe, Mexico, and South America. Our Scholarly Assistance for Global Education (SAGE) program has helped hundreds of Texas public school social studies teachers expand their international economic, political, cultural, and geographic understanding and provide them with appropriate classroom materials to convey that knowledge to their students. In partnership with other CIBERs, the TAMU CIBER plans for SAGE to become a national program in the next few years.
- ? **Development of Texas A&M University as a global forum for discussion of critical international issues by visiting governmental leaders, academics and business executives from other nations, and scholars from a wide range of disciplines at the University.** Singly and in partnership with other TAMU entities, the TAMU CIBER organizes conferences that focus on vital national economic concerns around the world, particularly in the Western Hemisphere, Europe, and Asia, and continually hosts visiting professors from around the world.
- ? **A wide variety of student exchange and study abroad programs with universities in Canada, Mexico, Europe and Asia that allow TAMU students and faculty to develop and share their knowledge and experiences with people from other universities, cultures and nations.** Recognizing that there is no classroom

counterpart or any other substitute for overseas experience, the TAMU CIBER has developed a broad range of possibilities for students and faculty to gain this experience.

### **MEETING REGIONAL AND NATIONAL NEEDS**

At Texas A&M, like other educational institutions that have built broad and deep international programs, the University is responding to very real needs in its region and across the nation. The TAMU CIBER and its partner entities in the Center for International Business Studies are at the leading edge of the University's response to these needs. The need for the CIBER'S products and services in Texas is as great as it is apparent. Contrary to popular myth and cinematic depiction, Texas is an urbanized state with a globalized economy, with particularly close links to America's closest neighbors. The huge volume of Texas trade with Mexico is well known. Less generally known is that Canadian investment in Texas is greater than in any other U.S. state, and Texas trade with Canada is large and growing rapidly. Texas is also linked to Latin America, Europe, and Asia through the oil and gas, petrochemical, electronics, computer, and various other key world industries. Texas firms want to hire globally competent university graduates and have access to the expertise of a cadre of international business faculty.

The sheer size of Texas A&M University, with more than 43,000 students and almost 2,400 faculty members on its 5200 acre campus, allows the excellence of its international programs to meet regional and national needs. The University ranks seventh in the nation in annual research expenditures, and is a magnet for private sector firms and government agencies seeking expertise for applied research. The Mays College of Business is one of the nation's largest business schools, with more than 7,000 students, and has the same broad and deep capacity for useful research as does the entire University. More than 100 textbooks authored or co-authored by Mays College faculty are in use in college classrooms around the nation. This fact not only serves to indicate the high level of expertise of these faculty members, but also points out how the internationalization of the Mays College serves to meet the critical national need to internationalize business education. The TAMU business faculty members who author textbooks understand the international dimensions of their discipline and their books reflect that knowledge. The doctoral program in the Mays College is large (more than 100 students are enrolled) and is thoroughly internationalized. (One of the great barriers to internationalizing business education in the United States has been the vicious circle of globally unaware business faculty members training doctoral students; who then become globally unaware faculty members.) The national impact and prominence of the Mays College faculty is also evident in the fact that its members include the editors of more than a dozen of the most academically prestigious professional academic journals, the editorial boards of which include dozens more. The Departments of Management and Marketing both include two former presidents of the Academy of Management and the American Marketing Association, respectively. In short, the international **research focus** of TAMU business faculty has a national impact, just as does the international educational focus.

The TAMU CIBER has become a national resource for international business education and research by utilizing CIBER funding to organize and focus TAMU's extensive resources on the development and delivery of programs that accomplish the purposes of the CIBER legislation. CIBER program funding for the 1999-2002 period is requested for 40 proposed educational, research and outreach projects that will serve to continue this service to the region and nation. Most of these proposed projects are either new initiatives or significantly enhanced ongoing projects. It is useful to group the projects as education, research, and outreach, although it should be recognized that there are often large benefits to the education mission from research and outreach projects.

### **OUTLINE OF PROPOSED PROJECTS FOR THE 1999-2002 PERIOD**

**EDUCATION PROJECTS.** To significantly expand the number of students, faculty members, business professionals and community members attaining a high level of international business and cultural expertise is the fundamental educational goal of the TAMU CIBER for the 1999-2002 period and beyond. To meet this objective, the TAMU CIBER is proposing 22 new and enhanced educational projects: 7 undergraduate, 9 graduate and 6 for all levels of students. At the undergraduate level, our projects include the: **International Case Competitions, International Student Exchange Program, U.S.-Mexico Corporate Alliance Program, Certificate Programs in International Business, and Academy for Future International Leaders**, in addition to **Study Abroad** and **Interdisciplinary Undergraduate Degree Programs**. At the graduate level, our projects include the: **International Case Competition, MBA in International Business, Summer International Institute, Internationalization of the Executive MBA, CIBER Workshops in Internationalizing Doctoral Business Students, Transnational Doctoral Program in International Business, and Doctoral Student Exchanges**, in addition to new **Study Abroad** and **Interdisciplinary**

**Graduate Degree Programs.** Available to all students will be the ***New International Business Courses, Overseas Study Scholarship Fund, Business Spanish Immersion Programs, International Business Career Counseling, Student Development in International Business, and Russian Business Case Development.*** These projects develop innovative teaching techniques and academic programs that further the international business education of students from across the University. With more than 6,000 undergraduate students enrolled in the Mays College, internationalization of the undergraduate program is a huge challenge, but the sheer numbers demonstrate the importance to the nation of doing so. As for MBA students, the TAMU CIBER's objective is for all of them to attain a high level of competence in international business, with those electing the specialized IB track to become expert. In the case of doctoral business students, the TAMU CIBER is determined that they will, at a minimum, be able to teach effectively the international dimension of their discipline.

**RESEARCH PROJECTS.** By promoting international business research by faculty and doctoral students the CIBER can generate and disseminate new IB knowledge. Concurrently, the international business teaching and research skills of present and future faculty are strengthened, planting seeds for future contributions to IB educational and research advancement. We are proposing nine new and enhanced projects on IB research. Five of the research projects have specific themes: ***American Competitiveness, Emerging Capital Markets, Free Trade in the Americas, Corporate Governance in International Business,*** and the ***APEC Study Center.*** These themes respond to critical environmental issues facing U.S. businesses; they also build upon the core competencies and current research interests of international business faculty at Texas A&M University. Each of the specific theme projects has one or more faculty members who will coordinate research in that area, with the TAMU CIBER providing research support (e.g., graduate assistants, domestic and international travel grants and data base purchases) awarded on a competitive basis. The research results will be presented at scholarly conferences and published as working papers and journal articles. We also are proposing four broad-based research support projects: an ***International Business Colloquium, Doctoral Dissertations in International Business, the NAFTA Info Bank,*** and ***International Business Data Bases and Software.***

**OUTREACH PROJECTS.** The TAMU CIBER pledges its talent and resources to supply innovative outreach programs to U.S. citizens, businesses and professional groups. Through conferences, workshops, distance-learning media and other communication channels, the TAMU CIBER will design and implement international business, language and cultural programs that will provide the knowledge and skills needed to compete in global markets. For the next funding period, the TAMU CIBER is proposing 9 new and enhanced projects that will provide over 70 outreach programs, including innovative foreign language training, along with overseas programs, workshops and courses to meet the international training needs of regional businesses, educational institutions and other professional groups. The projects include ***Assisting SMEs to Penetrate Foreign Markets, International Training for K-12 Teachers, Export Certificate Program, Faculty Development in International Business, Internationalizing Business Education, International Distance Education,*** along with ***Workshops/Conferences for Regional Businesses and Foreign Language and Cross-cultural Training.***

"We develop high-potential individuals to serve the advanced management needs of international enterprises."

### **Thunderbird, The American Graduate School of International Management**

**University:** Thunderbird, The American Graduate School of International Management  
**Address:** 15249 North 59<sup>th</sup> Avenue, Glendale, AZ 85306  
**Website:** <http://www.t-bird.edu>  
**Director:** Robert E. Grosse, (602) 978-7716, e-mail: [grosser@t-bird.edu](mailto:grosser@t-bird.edu)  
**Executive Director:** Humberto "Bert" Valencia, (602) 978-7169, [valencib@t-bird.edu](mailto:valencib@t-bird.edu)

### **ABSTRACT**

Thunderbird, The American Graduate School of International Management proposes the continuation of its Center for International Business Education and Research (CIBER). Thunderbird has a long-standing history of educating individuals to work in global business enterprises, both in the United States and abroad. From its earliest years, Thunderbird has served as a regional and national resource for international business education and for collaborative work with many others furthering the United States' business interests worldwide.

The activities proposed for Thunderbird's CIBER are designed, so that the teaching techniques, the curriculum, and the research that have been and will be developed by Thunderbird's faculty, with input from many diverse groups, will be shared with other educational institutions, the business community, and government agencies. Specific activities proposed for the new CIBER funding cycle include the following:

Building our **International Campus Consortium** to include new member schools, in addition to the 14 existing members, and to involve their students and faculty in our overseas campuses and other overseas activities.

Creation of a **Trade Advisory Service** that specifically will assist small- and medium-sized firms in exporting and undertaking overseas business activities. This effort will expand our work to assist local firms in becoming international. It includes the launching of an Arizona Exporters Association and a variety of training, advisory and other collaborative services.

Greater CIBER collaboration with our **Executive Education** division. This will take place initially through a project to provide experience to executive education instructors in overseas assignments, so they gain direct insight into business in specific countries and in industry-level conferences and also so they gain greater insight into the needs and concerns of firms in specific industry sectors.

Building the **Thunderbird Research Center** to produce additional vital research on international business, international studies, and language for business. The Thunderbird Case Clearinghouse will develop cases in international management for web-based dissemination; the joint research program with Arizona State University will be used as a model for additional shared research projects; and a partnership with Wiley Publishers will produce a book series on Global Strategy. New research will build on our strengths of Global Strategy and Cross-Cultural Management.

Launching of a broad service of information and analysis of countries and regions of the world by our **International Business Information Center (IBIC)**. This internet-based service will provide US firms access to key up-to-date information on business-related topics on other countries, as well as advisory service. The IBIC will also build on its existing base of information services for Thunderbird students at the Arizona campus and at other Thunderbird facilities around the world.

Expanding the reach of our **Faculty Development in International Business** program to include new topics, more participants, and activities in more locations to serve other business schools. Scholarships will be offered to professors from our International Campus Consortium schools, local community college instructors, professors from Hispanic schools, and professors in our region. Programs will be offered in Arizona and Latin America, with possible expansion elsewhere.

Creation and development of a **Cross-Cultural Communication** Program based in the Modern Language department. This program will develop new course materials such as CD-ROM-based language/communication modules. It will also carry out research aimed at increasing firms' abilities to succeed in business across cultural barriers.

Development of **new courses** in international business, international studies, and languages for business, to serve our regular international management students, our executive program students, and new student populations. Some of these courses will include web-based modules and CD-ROM modules that will be made available to other schools as well.

Launching of the **Global Services Institute**, an umbrella organization that will provide support to our key service-sector projects: the International Trade and Finance Center (banking); the International Risk Management Institute (insurance); the Global Tourism Institute; the International Health Management Institute; and the Global Corporate Consulting Program (management consulting).

Development of additional **university outreach** programs, including the Maricopa County Community College project (expanding our existing program with Paradise Valley Community College), a program serving Hispanic universities throughout the United States, and joint projects with the Arizona state university system. These will complement our joint MBA/MIM programs with more than a dozen US business schools and other cooperative programs, including those with other CIBERs.

Building the scope and visibility of our **International Business Ethics Institute**. This institute will develop additional initiatives of both research on business ethics and conference/seminar projects in this area. In addition, the subject of sustainable development will be included in the program and built further. In each instance, new course modules will be introduced.

Student **overseas internships** will be expanded to cover more countries and more opportunities. These currently offer more than 100 overseas assignments per year. The number will be doubled during the next CIBER cycle, and assistance will be given to students from our partner schools in obtaining overseas internships.

Activities to be carried out under CIBER will be aimed at benefiting each of the following groups:

## **A. STUDENTS**

Students will benefit from:

Studying at the Archamps campus near Geneva, or the Tokyo or Guadalajara campuses, where both Thunderbird and International Campus Consortium students are able to attend for one semester.

The specially designed dual degree and post-MBA programs in which MBA students at other schools may also obtain international business education.

Expansion of the global internship program.

Expansion of the Master of International Management of Technology degree program

Active participation in the development of multimedia materials and in research projects in the Thunderbird Research Center.

The development of new courses to reflect changing world conditions. New courses on international business ethics, cross-cultural management, cross-cultural communication, and International Management of Technology will be offered.

Access to web-based services from the International Business Information Center, including the My Thunderbird (intranet) platform that provides extensive interaction with professors and access to course and research materials.

## **B. FACULTY AND ADMINISTRATION**

Faculty and administration will benefit from:

Additional training for Thunderbird faculty in the Executive Education program, to make them more familiar with key foreign countries and industry sectors.

Opportunities for Thunderbird faculty members to become involved in new course development in international business, international studies, and language for business.

The expansion of the Faculty Development in International Business (FDIB) programs to train more faculty members from other schools.

Development of multimedia materials for international instruction in languages, business and social sciences.

Based on membership in the International Campus Consortium or the Undergraduate Linkage Program, faculty members from other schools will be able to teach at our Archamps or other overseas campuses and participate in our other overseas programs.

## **C. RESEARCHERS**

Those involved in research will benefit from:

Research opportunities in Europe, Asia, and Latin America for faculty members from Thunderbird and other United States educational institutions, at the three main overseas campuses.

Establishment and/or expansion of centers or institutes whose major functions include research in the following areas:

1. International Trade and Finance
2. International Business Ethics
3. International Tourism Management
4. International Risk Management

Cross-Cultural Management

International Health Management

New research initiatives at Thunderbird, particularly in cooperation with Wiley Publishers, in the areas of Global Strategy and Cross-Cultural Management.

#### **D. BUSINESS COMMUNITY**

The business community will benefit from:

Participation in Thunderbird's many globalization executive programs, from the Executive MIM degree program to the range of one- and two-week globalization seminars.

Short, intensive language courses.

Joint research and training with business consortia or individual businesses.

Access to the extensive international business related resources accumulated at Thunderbird including:

1. Human resources
2. Databases
3. Computer bulletin boards
4. Journals
5. Library holdings
6. Library linkages

Multimedia materials

These resources are almost all available electronically through our web page or through the International Business Information Center

Short-term courses for Central European managers will make them more knowledgeable business partners for United States businesses.

Thunderbird's integrated curriculum has proven successful in producing graduates who can function effectively in international business settings. The new CIBER will be focused on extending existing programs to increase their benefits to faculty members and students from other schools and to business people as they seek to educate or re-educate themselves in international business. The ultimate goal of Thunderbird in seeking CIBER renewal is to go beyond the changes it has traditionally made in the attitudes, commitment, and knowledge of its own students with respect to international management. Thunderbird intends to educate faculty and students from our own and other institutions of higher learning and to train business people in innovative ways that will bring significant new short- and long-term benefits to United States businesses.

Thunderbird's CIBER will be under the direct supervision and coordination of Dr. Robert Grosse, Professor of World Business. It is estimated that fully one-third of his time will be devoted to CIBER activities. Associate Director of the CIBER will be Professor Humberto "Bert" Valencia, who also will devote one-third of his time to CIBER activities. Academic Vice President John Seybolt will oversee the CIBER program. Dozens of other Thunderbird personnel (many of them recently hired faculty to support Thunderbird's new initiatives) will actively participate.



**Center for International Business Education** FUNDED 1998-2002

The Anderson School at UCLA  
100 Westwood Plaza, Suite B307  
Box 951481  
Los Angeles, CA 90095  
ciber@anderson.ucla.edu  
[www.anderson.ucla.edu/research/ciber/](http://www.anderson.ucla.edu/research/ciber/)

**José de la Torre, Director**

Robert Spich, Faculty Program Director  
Sara Tucker, Associate Director  
sara.tucker@anderson.ucla.edu  
tel: 310-206-0062

The globalization of the world economy is one of the most significant economic and political events of the last half-century. From the signing of the 1944 Bretton Woods accords through recent international agreements such as NAFTA, APEC and the coming European monetary union, the integration of the world's economies has and will continue to change the way businesses must function in order to prosper. Whereas many US corporations have successfully adapted to these changes, others have remained indifferent to this process, arrogant in their technical superiority or fooled by the size of the US domestic market. However, the rapid growth of the world's emerging markets in Asia, Eastern Europe and Latin America, as well as the growing technological sophistication and investment strategies of European and Asian corporations, demand that US business remain most vigilant and proactive if they are to succeed in the new millennium.

The establishment of the CIBER program by Congress in 1988 contributed greatly to help prepare US industry and higher education for the global economy. Since its inception in 1989, the UCLA CIBER has attempted to fulfill these goals through a portfolio of academic, research and external programs based on four fundamental premises:

- UCLA and the Anderson School have outstanding research and teaching capabilities in a broad number of specializations relevant to our CIBER's mission;
- the Los Angeles basin's vibrant and growing international business community provides both faculty and students with a wealth of opportunities for research and study;
- conversely, the business community's access to CIBER's resources fulfills our mission to help American businesses succeed in the global market; and
- our location as the main gateway to the Pacific Rim nations of Latin American and Asia, allows us to build enduring relationships with multinational corporations and institutions of higher learning throughout the region, thereby capitalizing on opportunities to gain overseas collaboration for our faculty, student and business-oriented endeavors.

Prepared through a process of broad consultation with our Advisory Council and International Business Roundtable (INTable) members, the Anderson's Board of Visitors, faculty from our school as well as the wider UCLA community, with our students and other communities that we serve, this proposal encompasses both a series of successful programs, appropriately modified and improved on the basis of past experience, and a number of new initiatives aimed at filling the demand for new approaches or addressing new audiences. Below is a summary of our programmatic offerings in these three categories.

**Academic Programs:** These aim to increase awareness, expertise and skills to all students in our undergraduate, MBA and doctoral programs, as well as among faculty and doctoral students in other institutions across the country. They include the following programs:

A1. **Curriculum Development Retreats** where the faculty of the school's different functional areas meet with outside experts from both business and academia, exploring opportunities to bring more international content to their research and curriculum. These retreats are complemented by **Curriculum Development Fellowships** offered to the functional area in question to implement retreat.

A2. **Faculty Development Grants** awarded to faculty from UCLA and regional colleges for attendance at FDIB programs, conferences or workshops at in the CIBER network and beyond.

A3. **Doctoral Internationalization Seminars** offered by a consortium of six CIBERs, each one aimed at a group of 20-25 doctoral students from around the country, assembled around senior faculty to discuss research ideas pertaining to the international dimensions of their respective fields.

A4. The **International Management Fellows (IMF) Program**, a 24-month certificate programs which

combines language training and extensive overseas experience with the regular MBA program. This flagship program is being expanded and modified in response to student and business inputs.

A5. **International Field Studies** CIBER strives to increase the number of international field study projects undertaken by Anderson MBA students. Students benefit from gaining consulting experience on international issues, while the business community receives professional quality advisory services.

A6. Support for the **International Business Association (IBA)** at the Anderson School allows CIBER to fund activities designed specifically by and for the more than 100 student members of the IBA.

A7. **Student Exchange Programs** provide for a rich international experience, allowing MBA students to study and live abroad for an extended period of time, confront other cultures, develop language skills, and learn from their peers overseas. At the same time, foreign students at the Anderson School enhance the international flavor of the MBA program and offer different perspectives to those who remain behind.

A8. The **Masters of Science in International Management and Specialization in Emerging Markets** (new) combines a specialization in "Emerging Markets" during the second year of the MBA program with a degree program oriented at students from top-level institutions in emerging market economies.

A9. **Beginning Language for Business Purposes** are courses designed to reach business students and other members of the Anderson community who are unable to meet the entry language requirements of the IMF program with communication skills vital to international business success.

A10. **Development of Language for Business Purposes Materials and Tests** proposes to enhance our capability to provide meaningful feedback readily understood by test takers, educators and employers, and make these materials available to all interested parties.

A11. A **Clearinghouse for Foreign Language Business Materials** is a new program to help organize the preparation and collection of extensive bibliographies for language teaching.

**Research Programs:** As UCLA is primarily a research institution, the most effective means of increasing the international business content of our programs is through support of international research opportunities for our faculty. We also contribute to the development of faculty research skills in other regional institutions and among the next generation of teachers. Our programs include:

R1. **Faculty Research Grants**, which support faculty research in international business issues through a number of grants for travel, attending international conferences and research assistance, support on a competitive basis. Grants are available to all UCLA faculty and to selected institutions in the region.

R2. The **CIBER Working Paper Series** distributes the results of CIBER-funded research projects to other CIBERs, a number of leading US universities and top quality foreign universities.

R3. **Visiting Researchers and Scholars** bring provocative and useful insights to faculty who have not had the opportunity to work overseas, and offer courses markedly different in perspective to our students.

R4. **International Research Conferences** stimulate international research by UCLA faculty, bring together scholars for debate of key issues in international business, and elicit student and business community participation in research that can be applied in the classroom and the market place.

R5. **Interdisciplinary Doctoral Student Research Retreats** foster cooperative programs between CIBER and other area studies centers at UCLA, bringing together Ph.D. students in management and other disciplines.

R6. **Doctoral Student Dissertation Fellowships** encourage business specialists to add an international component into their research, and area study specialists to incorporate business components into theirs.

R7. **Other Research Programs** supported through the CIBER include faculty recruitment efforts and library support for special collections and foreign-language periodicals.

**External Programs:** CIBER's external projects serve both the business and academic communities in Los Angeles, Southern California and the Southwestern region of the US. In these efforts, CIBER seeks to collaborate with institutions and organizations that serve the community at large, such as University Extension, trade and business groups, and other universities in the region:

X1. The **CIBER Cross-Cultural Colloquium** provides a forum for researchers interested in cross-cultural phenomena which attracts more than 40 faculty from 22 schools in the region to its quarterly meetings.

X2. **Global Windows** is a proposal, modeled on a successful pilot, to develop Web sites designed to help users navigate the cultural complexities of doing business in several key markets of the world.

X3. **Collaboration with University Extension** proposes to target new audiences, particularly minority-owned small businesses, and develop new course offerings focused on export business development.

X4. **Business Education Tours** is another initiative first proposed by our Advisory Council and supported by California's International Trade Office, and would include information workshops and seminars followed by visits to companies and government agencies in key emerging markets on the Pacific Rim.

X5. **National, Regional and Local Event Co-sponsorship** forms a significant portion of CIBER's outreach to the local business community, through collaboration with trade organizations and local companies to

sponsor events including workshops, conferences and forum sessions.

X6. The **Southwest Regional CIBER Conference** provides an opportunity for all CIBERs in the region to meet with all two- and four-year colleges and universities in the Southwest for the purpose of sharing useful insights and strategies regarding the development of international components within our respective business programs.

X7. **International Management Seminars** are one-week seminars offered by CIBER to visiting graduate business students from a variety of universities throughout Europe and Latin America.

X8. The **UCLA/SDSU Annual Language Conference** brings together representatives of language programs from all CIBERs nationwide and other leading international business education programs, to share new advances in the field of language instruction for business purposes.

X9. **Distance Learning for Languages** is a proposed new project part of a larger initiative to integrate multimedia, distance learning, and self-access learning into the business language learning experience, providing opportunities for authentic language use without having to travel to a foreign country.

X10. **Business English as a Second Language** is also a new proposal to explore the possibilities for the design and implementation of intensive English for Business and Economics courses for graduate foreign students.

In order to execute this ambitious plan, CIBER counts on the contribution of many key faculty. Ten senior faculty members at the Anderson School will play a major role in these programs. In addition, at least another 20 members of our faculty will participate in teaching and/or research activities that are intimately related to our mission. Our financial commitment is significant, and many of these programs are either self-sufficient or partially funded from their own fees or contributions. Furthermore, an increasing number of activities have been institutionalized into the Anderson School's regular activities over the years. Consequently, the potential for a significant multiplier effect and leveraging of DOED funds has already been demonstrated and will continue into the next funding cycle. In conclusion, this is an ambitious, multi-faceted proposal that stretches our capabilities while challenging our faculty. UCLA's CIBER is ready and enthusiastic to build and deliver on ambitious programs.

CENTER FOR INTERNATIONAL BUSINESS EDUCATION  
Funded 1999-2002  
University of Colorado at Denver – Institute for International Business  
Campus Box 195 – P.O. Box 173364  
Denver, Colorado 80217-3364

[http://www.cudenver.edu/public/inst\\_intl\\_bus/main.html](http://www.cudenver.edu/public/inst_intl_bus/main.html)

Dr. Donald L. Stevens, Managing Director,  
303-556-4738

[Donald.Stevens@cudenver.edu](mailto:Donald.Stevens@cudenver.edu)

Ms. Jana Blakestad, Assistant Director

[Jblakest@carbon.cudenver.edu](mailto:Jblakest@carbon.cudenver.edu)

The University of Colorado's Institute for International Business was first designated as a Center for International Business Education and Research (CIBER) in 1993, and renewed in 1996. This proposal request that the Department of Education continue the designation and funding for CU-Denver's CIBER for 1999-2002. The University of Colorado is one of 28 public university members of the American Association of Universities. Four campuses have 44,500 students and 3493 faculty and have awarded over 6000 bachelors, 3025 masters and 408 doctoral degrees in 1997. CU is a world-class research institution, ranked fifteenth among research universities in overall research expenditures.

The University of Colorado at Denver (UCD) is in its twelfth year of focused activities to globalize its faculty, programs and students. The first milestone was the establishment of the Institute for International Business (IIB) in 1988 by the Regents of the University of Colorado to be a "center for the advanced study and teaching of international business." We have distinguished ourselves with the breadth and depth of the global expertise of our faculty, the extent of global content in our curriculum and the extensive working relationships we have with businesses.

#### **Globalization in Colorado**

Dynamic change has moved Colorado out of its isolated boom-and-bust past to become the leading economy in the U.S. for the last six years. With ten consecutive years of economic growth, Denver, together with the Front Range of Colorado, is arguably the most rapidly globalizing area of the U.S.

While today Colorado is important in international terms, it is poised to be a world city in the new information-based global economy. The new global infrastructure that depends upon telecommunications, information technology, fiber optics and satellite technologies allow companies instant contact with any and all markets worldwide. Colorado is the hub of global telecommunications, and the Colorado Technology Corridor is home to over 2900 companies producing these enabling technologies of the global economy, with most of these technologies emerging in the last decade. Together these technologies have collapsed the traditional barriers of time and space (barriers that made cities like Denver remote), enabling direct access to global markets.

The University's Denver campus is home to a major part of the University of Colorado's professional and graduate programs. The College of Business and Administration itself enrolls 1000 undergraduate and over 1400 graduate students in eleven graduate degree programs. These programs, working with CIBER, directly engage Colorado's high-tech sector and are the catalyst for research and outreach.

#### **College of Business and Administration**

The dynamics that are making Denver a world city have dramatically changed the College of Business and Administration at UCD. Dean Yash Gupta's leadership has positioned the College as the region's key resource for globalization, technology and management. In 1996, he restructured the College, changing faculty groupings from disciplines to programs. He prioritized three crosscutting themes: international, information technology and entrepreneurship, for faculty teaching, research and outreach activities.

Partnerships with business resulted in private support for three new centers: the Bard Center for Entrepreneurship Development, the Center for Information Systems and Management Development (CISMD) and the Center for Integrated Environmental Management and Leadership (CIEML).

#### **CIBER**

For the new grant period, CIBER will respond to Colorado's leading role in globalization, business and technology with a program of 42 activities that leverages the world-class resources of CU and builds upon the twelve years of international achievement of the IIB and UCD's College of Business and Administration. The program plan addresses the globalization needs inside the university to further develop the intellectual capital of its faculty, to build curricula across academic boundaries, and to collaborate broadly with local, national and international business and educational entities. The program plan responds to the rapid emergence of the Colorado Technology Corridor as a key producer of the technologies and expertise

for the new information-based global economy. In several of our initiatives, our own experience can be a template for other cities, states and regions.

Our activities include nationally significant initiatives such as: 1) the only Global Executive Forum in the U.S. to assemble CEOs and faculty and regularly address international business and geopolitics; 2) a new 5-year joint degree, BA/MSIB, offering international studies undergraduates a "fast track" combination with a masters in international business; and 3) targeted research and outreach efforts to the Colorado Technology Corridor companies which lead the U.S. in supplying technology and expertise to the new global economy. Many programs are designed specifically to serve a national audience, including: 1) six specialized faculty development in international business programs; 2) a master of science in international business program that will double over the next three years; 3) a Global Executive Forum 2001 that will bring together faculty and CEOs from advisory boards of all CIBERs to address global business, geopolitics and the linkage of business and business schools; and 4) new teaching materials designed for broad and timely dissemination to schools without direct access to international executives.

The 42 proposed activities are designed to achieve eight objectives, each discussed separately below:

- 1. Strengthen and expand the partnership between UCD's College of Business and Administration (CBA) and the College of Liberal Arts and Sciences (CLAS) at the Denver and Boulder campuses.** The most comprehensive of these partnerships is the new five-year BA/MS degree (BA in International Studies and MS in International Business) at CU's Boulder and Denver campuses. This new BA/MS degree provides a "fast-track" format for an undergraduate degree in international studies and a graduate degree in international business. This addresses a national need identified by liberal arts undergraduates who seek a competitive edge in their job credentials.  
CIBER will support three new joint studies programs on emerging markets (China, Russia, and Argentina) that address the dynamics of doing business in emerging markets. These four-to-six week summer intensive programs will be taught by faculty teams and conducted on-site. In response to the need identified by CLAS faculty and graduate students for greater exposure to business and familiarity with the language of business, CIBER will support summer business externships for CLAS faculty, business internships for language majors, and develop language courses for business professionals.
- 2. Deepen and extend the internationalization of nine graduate and executive masters degree programs in business at the University of Colorado.** The graduate business programs (MBA and MS) have an enrollment of over 1400 students, making them the largest in Colorado and one of the largest graduate business programs in the United States. CIBER support of internationalization across the graduate programs in business means that virtually all of the 1400 graduate business students will take core courses in international business and in their areas of concentration. CIBER will assist the new MSIB program to double in enrollment, add elective courses, and develop a minor in area studies. CIBER will support added international content across the graduate degree programs. We will also support a diploma program with Asian schools, a new certificate program for executive MBAs, and three new distance learning-based courses.
- 3. Broaden the internationalization of programs to reach all undergraduate students with a new global competency program and new study abroad options.** CIBER will support a new "Global Competency Program" for undergraduate business students, who will be required to develop expertise about a region of the world other than North America. An "International Business Competency" program for undergraduate students in international studies will produce a competitive edge in understanding the tools of international business. CIBER will add a study abroad component and three new electives: global information systems, international business logistics, and international human resource management. A Summer Institute in International Business that combines a six-week program of study in Denver with two weeks overseas addresses the needs of our working students who cannot do a semester abroad. A "Summit of the Eight" course on the Internet for the 2000 Summit (G-8) in Japan will build upon a three-year effort to connect students around the globe to these summits.
- 4. CIBER will promote the international competitiveness of the U.S. high technology industry whose companies have a strong concentration in the Colorado Technology Corridor, with a series of applied research, teaching and outreach programs in international business.** While these firms have world class skills in technology development, they usually lack international backgrounds and managerial skills needed to be successful. CIBER can play a major role in this area. CIBER will assist these firms in sharpening their knowledge, skills, and abilities in international business, and addressing the range of internationalization issues resulting from the globalization of business and technology. Three "Parallel Applied Research Programs on International Competitiveness" will link CIBER with the

centers of the CBA and the high-tech sector. CIBER will sponsor "International Business Readiness Workshops" with these industry groups to focus on the "nuts and bolts issues of international business."

5. **Establish the Global Executive Forum as a national resource for CIBERs in strengthening linkages with the international business community.** The Global Executive Forum (GEF) has become the key business outreach activity of the CU CIBER. In the new grant period, we will broaden the impact of the Forum by including other CIBERs and their executive board members; sponsoring a landmark Global Executive Forum 2001 for all CIBERs; establishing ties to the World Economic Forum in Davos, Switzerland; and rotating Forum venues to include world cities. The Global Executive Forum 2001 will be a joint forum for all CIBERs and their board members who are international business executives. The agenda will address competitiveness issues in business and geopolitics chosen by CEO participants. This landmark conference will be the first all-CIBER event linking the practice with the teaching of international business.
6. **CIBER will use the Global Executive Forum to develop new teaching materials and extend to schools with limited exposure to international business executives, timely access to lectures, interviews and other materials on global topics.** CIBER recognizes the great national need for faculty and students to get more direct exposure to the practices and experiences of U.S. executives in global markets. Each Global Executive Forum will be used to produce an innovative series of one-on-one interviews with Forum members and guests, "Briefings in Global Strategy." An expanded "Global Executive Forum Report" will target faculty and students across the U.S. who could rely on a set of timely teaching materials twice each year to integrate into their courses. We will work with the CU Media Center to produce videos focusing on international business and geopolitical topics from each Global Executive Forum.
7. **Contribute to the internationalization efforts at other colleges and universities in the United States by offering specialized programs for faculty development in international business.** Since 1994, UCDCs CIBER has played a major role in strengthening and intensifying the internationalization efforts at other American business schools; particularly smaller schools without direct access to international resources. Our strategy of offering specialized faculty development programs in international business has worked well for our CIBER in the past, enabling us to deliver high-impact, leading programs without duplicating the efforts of other CIBERs. We will offer a "National Workshop on International Entrepreneurship" and a faculty development program on global information systems and one on the legal and ethical environment of international business. CIBER will spin off two new modules from our successful "Faculty Development in Human Resource Management" (FDIHR) program on (1) "International Training and Management Development," and (2) "International Compensation."
8. **Extend NAFTA/Latin America and emerging markets efforts in teaching, research, and business and academic outreach, and coordinate a new research effort in emerging markets: Adaptive Strategies in Emerging Markets.**

The study of NAFTA and Latin America has emerged as an area of regional specialization of our CIBER, including: a major conference on NAFTA in 1994, a delegation of U.S. business leaders to Latin America in 1995, the Hemisphere Trade Summit held in Denver in 1995, and a faculty development program in Latin America. For the next grant period, CIBER will sponsor a major "Conference on Cuba" and lead a business delegation to Cuba following the format of our six emerging market delegations dating back to 1987. A research project, "NAFTA After Six Years" will provide a progress report on NAFTA. CIBER will support an internet-based, three-country course (Canada, Mexico, and the U.S.) on International Electronic Commerce in NAFTA.

The emerging markets research initiative address the changing business climate in emerging markets and how this impacts U.S. business. The current financial crises in emerging markets will be investigated to assess how companies detect, process and react to turbulence. The political risk dimension of country risk management will be studied across emerging markets. We also will sponsor a research volume specially addressing the changes in the East Asian economies.

## CENTER FOR INTERNATIONAL BUSINESS EDUCATION

(Funded 1999-2002)

[www.ucc.uconn.edu/~cibadm01](http://www.ucc.uconn.edu/~cibadm01)

Subhash C. Jain, Director  
School of Business Administration  
University of Connecticut  
Box U-41C  
Storrs, CT 06269-2041

Phone: (860) 486-4134 Fax: (860) 486-5497

Email: [subhash@sba.uconn.edu](mailto:subhash@sba.uconn.edu)

### **1. THE UNIVERSITY**

The University of Connecticut (UConn) is the flagship university of the State of Connecticut and the largest state research university in New England. UConn, with over 22,000 students and 1200 faculty, offers undergraduate, Masters, and Ph.D. degrees through its College of Liberal Arts and Sciences and six professional schools. **U.S. News and World Report (September 1, 1997) rank UConn among the top 20 national public universities.** UConn's School of Business Administration (SBA) is accredited by the AACSB/International Association for Management Education for undergraduate and graduate programs. It is rated among the top five business schools in New England by Arco Publishing and *Princeton Review* and one of the top 70 business schools nationwide by *Business Week* (October 21, 1996). In 1997, UConn received external grants in excess of \$125 million.

### **2. PURPOSE OF THE PROPOSAL**

The purpose of this proposal is to seek funding for the UConn High-Tech Center for International Business Education and Research (CIBER) for the three-year period 1999-2002. **The focus of the UConn CIBER is to serve as a national resource center to increase U.S. global competitiveness in high technology products, services, and processes.** High technology products and services are those requiring relatively intensive research and development inputs. High technology development is a requisite for the economic future of the U.S., and especially Connecticut and other states in the New England region.

### **3. OBJECTIVES OF THE CENTER**

The following goals have been set for the UConn CIBER so that it can serve as a national resource for excellence in global technology competitiveness:

- Provide educational opportunities for students with a focus on global business and high technology;
- Provide professional development and research opportunities for faculty (in business and non-business areas) in the area of global technology management;
- Provide training programs/information/research services on issues of technological competitiveness to business, government, and professional organizations;
- Share our experience with private and public educational institutions in the region.

The programs proposed to achieve these objectives are outlined below. They are organized under the six mandates outlined in the authorizing legislation. The philosophy underlying the proposed programs is based on the conviction that the competitiveness of the United States lies in high technology industries. To effectively compete in global markets, the U.S. must put resources into enhancing these industries.

### **4. PROPOSED PROGRAMS OF THE CENTER**

The programs listed under each mandate will be developed by interdisciplinary teams composed of faculty from liberal arts and sciences (e.g., languages, area studies, political science and others), business, engineering, and members of the business community.

#### **Mandate 1: Interdisciplinary programs for students**

The thirteen programs listed below are designed to fill the needs of students at all degree levels:

- 1a. Undergraduate Minor in Global Technology Management for business students

- 1b. Certificate program in area studies for undergraduate students
- 1c. Fully globalized MBA program with emphasis on technology aspects
- 1d. Hands-on Export Counseling projects for MBA students
- 1e. MBA and undergraduate courses at overseas locations (Bombay and Lyon)
- 1f. Distance learning project with overseas institution (Bombay)
- 1g. International Negotiation Project (INP) leading to course development at all levels
- 1h. Linkage through Languages program
- 1i. Enhancement of the Global Business Issues course in the Executive MBA program
- 1j. Internationalization of Ph.D. seminars in five departments
- 1k. International business Ph.D. dissertation proposal review workshops
- 1l. Ph.D. dissertation research support in the area of global technology management
- 1m. Post-MBA seminars in Global Technology Management

## **Mandate 2: Interdisciplinary programs for faculty and advanced degree candidates**

A forum called the Academy of Global Economic Advancement has been established to open communications and a dialogue among faculty and advanced degree candidates from different disciplines to expand their understanding of the business aspects of technology in the global context. The programs consist of:

- 2a. Roundtables on global economic issues
- 2b. Seminars on cross-cultural research
- 2c. Symposiums on international business for non-business faculty and students
- 2d. International Retreat Program to dialogue on current issues

## **Mandate 3: Programs for the business community**

These programs will be geared towards increasing the business community's competence in the languages and culture of important trading partners, and the knowledge of business skills required to compete globally, especially in high technology industries. The programs will address the needs of large MNCs as well as small and medium-size companies, and include both managerial and language/cultural components. The programs include:

- 3a. Forums for large, high-tech multinational companies (Global Business Consortium)
- 3b. Global business workshops for small to medium-size companies
- 3c. Industry-specific programs focusing on exporting high-tech products
- 3d. Country seminars with a focus on language and culture

## **Mandate 4: Collaborative programs with other educational institutions and professional associations**

These programs involve working closely with public and private educational institutions nationwide, especially in the Northeast, and with professional associations and organizations. The collaboration requires both sharing our experiences with these institutions and calling upon them to participate in various activities of the Center. The programs include:

- 4a. Workshop on the certificate program in Global Technology Management for New England business schools
- 4b. Workshop on global management with technology focus for New England community/technical college faculty
- 4c. Roundtable discussions on international business teaching and research
- 4d. On-site faculty development program in global business for business schools nationwide
- 4e. Faculty development program in international business (FDIB) at UConn
- 4f. Faculty study abroad program with focus on high-tech companies, in Lyon, France
- 4g. International business workshop for language teachers in universities and colleges nationwide
- 4h. High school Academy of Global Business
- 4i. Faculty development program in international business (FDIB) in Memphis
- 4j. Faculty study abroad program in international business (FDIB) in Antwerp, Belgium



- 4k. Faculty development program in international business (FDIB) for small/liberal arts colleges with Ohio State University
- 4l. International business institute for community college faculty at Michigan State University

#### **Mandate 5: Research programs designed to promote international aspects of business and integrated curricula**

These programs develop a knowledge base for curriculum development on culture, languages, technology, and international business. They are also closely linked to the new academic initiatives described under Mandate 1. The following programs are proposed:

- 5a. Curriculum development research study on Global Technology Management
- 5b. Curriculum development grants for faculty, e.g., internet cases
- 5c. Instructional materials development grants, e.g. CD-ROM
- 5d. Repository of information for research and teaching

#### **Mandate 6: Research programs to promote international competitiveness**

These programs advance the state of the art in integrating culture, language, technology, and business through academic and applied research. Included are:

- 6a. Faculty grants competition for applied research on global technology management
- 6b. Faculty international travel grants
- 6c. Small grant competition for academic research on global technology management for non-UConn faculty
- 6d. Project to establish a database on high-tech MNCs, with Roper Center Archive
- 6e. Publication of CIBER Working Paper Series
- 6f. Publication of semi-annual CIBER newsletter

### **5. UNIQUENESS OF THE UCONN PROPOSAL**

The following components of the programs discussed above make the UConn CIBER proposal especially unique:

- **Revitalization of the entire curriculum to focus on global and technology** (Mandate 1): We propose to fully overhaul the MBA curriculum to become a truly global high-tech management program.
- **International Negotiation Project** (Mandate 1): A multicultural simulation course will be developed to offer instruction in business negotiations across borders for both undergraduate and MBA students.
- **Academy of Global Economic Advancement** (Mandate 2): An interdisciplinary faculty group has been created, with "Fellows" from across the campus, to gain insights into various aspects of international business and global competitiveness, and to initiate new research projects in these areas across academic fields.
- **Consortium of MNCs and Council of International Business Organizations** (Mandate 3): A consortium of high-tech companies (General Electric, Xerox, United Technologies, etc.) has been planned to develop programs for large MNCs. For smaller firms, Connecticut organizations active in promoting and supporting international business have been organized into a Council of International Business Organizations to develop and offer programs for smaller companies. These organizations include: CT District Export Council, Connecticut Technology Council, Connecticut Economic Resource Center, Connecticut Innovations, CT Department of Economic & Community Development, Connecticut Business & Industry Association, and the CT Small Business Development Center, among others.
- **FDIB Program in Lyon, France** (Mandate 4): We plan to organize an FDIB program for U.S. faculty to visit Lyon, France and learn about global competitiveness in high-tech industries, with a special focus on the high-tech sector in the European Union and its competition with U.S. firms.
- **FDIB Program for Small/Liberal Arts Colleges** (Mandate 4): This program will enable liberal arts faculty and administrators to better understand the global business environment and add global business components to the curriculum.
- **High School Academy of Global Business** (Mandate 4): This program addresses the need to expose high school teachers and students nationwide to international business issues and the importance of high technology for the U.S. economy.

- **Use of Emerging Technology** (Mandate 5): Internet cases and distance learning modules will be developed to phase emerging technologies into the curriculum.
- **An International Business Computerized Board Game** (Mandate 5): As part of the curriculum development mandate, the UConn CIBER plans to develop a computerized board game similar to Trivial Pursuit, so that students can learn about the cultural, social, economic and political challenges of doing business in a global environment.
- **Focus research on an area that is relevant to U.S. competitiveness for three years of in-depth examination** (Mandate 6): We plan to emphasize one area of research and probe it deeply, thus making a substantive contribution to enhancing U.S. global competitiveness.
- **Business Database using Roper Center Archive** (Mandate 6): Using the files in UConn's Roper Center Archive, the largest repository of opinion poll data in the world, we will extract information relevant to high-tech firms and organize it into a database for the use of researchers at the University and elsewhere.

## **6. CONSTITUENCIES TO BE SERVED**

The Center will serve the following target audiences: students (undergraduate, graduate, and Ph.D.) and faculty from business, liberal arts and sciences (e.g., languages, area studies, political science, and others), and engineering, at UConn and other private and public institutions in the New England region and nationwide; businesses (small, medium-sized, and large) in the New England region and throughout the U.S.; professionals in the service sector (both profit and non-profit), professional and trade organizations in the New England region; researchers nationwide in global business with an interest in technology matters such as technology transfer, electronic commerce, etc.

## **7. UCONN SBA'S STRENGTHS IN THE HIGH-TECH AREA: EXPERIENCE THROUGH CIBER FUNDING DURING 1995-98**

During the 1995-98 grant period, the UConn SBA gained several distinctive competencies through its CIBER funding\*. These include:

- New MBA concentration in Global Technology Management; offered beginning Fall 1998;
- Wide-reaching effort to internationalize SBA faculty's teaching, outreach and research activities – today three-fourths of our faculty of 82 have some international teaching and/or research orientation;
- Close working relationship with the Connecticut business community and other professional associations, as noted under Section 5 above; and
- Network of partnerships with other universities and colleges in the Northeast.

## **8. UCONN SBA'S STRENGTHS IN THE HIGH-TECH AREA: NEW COMPETENCIES**

Over the last several years, the UConn SBA has made a concerted effort to strengthen the areas of global business and technology beyond the 1995-98 CIBER funding. These efforts include:

- *SBA: Plan for Excellence, 2007*: ten-year plan committing the SBA to developing and/or strengthening programs in global business and technology on a schoolwide basis;
- GE Capital Global Learning Center (GECGLC): a new center established through a corporate endowment from GE Capital. Its programs are designed to complement those of CIBER, e.g., offering scholarships to select students for global projects, inviting international scholars to campus, etc.
- M.S. Program in Technology Management: a post-baccalaureate program jointly developed by the Schools of Business and Engineering;
- Connecticut Information Technology Institute (CITI): a university-business partnership offering academic and training programs in information technology; and
- Global Technology Alliances: Alliances created with two prestigious overseas institutions with established technology programs: one in Western Europe (EM Lyon, France) and one in Asia (Indian Institute of Technology/Bombay).

## **9. EFFECTIVE USE OF RESOURCES**

The UConn CIBER will make effective use of resources by leveraging the existing strengths of the University of Connecticut. In addition, the budget shows a substantial commitment on the part of the UConn business school, since the federal funds are matched beyond the requirements of the statute as shown below:

---

\* The UConn SBA did apply to continue the CIBER grant in 1998-2002, but was not funded. Hence, this reapplication for funding during 1999-2002.

## **Contribution**

| <u>Year</u> | <u>Federal Requirement</u> | <u>Proposed</u> |
|-------------|----------------------------|-----------------|
| First Year  | 100%                       | 118%            |
| Second Year | 100%                       | 118%            |
| Third Year  | 100%                       | 121%            |

The share of administrative costs of the federal funds requested does not exceed 20% of the total budget, so that 80% of the federal money will be spent on the Center's program activities. The CIBER grant is considered the seed money for the formation of long-term projects.

### **10. ELIGIBILITY REQUIREMENTS**

The following information is provided to fulfill the eligibility requirements specified by the statute for the Center:

#### **a. Date of Establishment of Advisory Council**

The UConn CIBER Advisory Council was established on October 14, 1994 as we prepared to apply for the CIBER grant for 1995-98. It has been continuously active since that date.

#### **b. Membership of Advisory Council**

Advisory Council members have been selected for their individual expertise in different aspects of international studies, and for their institutional responsibilities and experience in specific industries and professions. Their diverse backgrounds have promoted an interdisciplinary orientation of activities and programs. Appendix A contains the resumes of the Advisory Council members.

Chair:

- Thomas Gutteridge, Dean and Distinguished Professor of Management, School of Business Administration

Representatives of administrative departments:

- Boris Bravo-Ureta, Executive Director, International Affairs and Professor, Agricultural & Resource Economics
- David Herzberger, Professor and Head, Department of Modern and Classical Languages

Faculty representatives of the business school:

- Richard Dino, Assistant Professor of Management and Director of MBA and Entrepreneurship Programs
- Subhash C. Jain, Professor of Marketing; Director, Center for International Business Education and Research; and Director, GE Capital Global Learning Center
- James R. Marsden, Professor and Head, Operations and Information Management Department
- David D. Palmer, Associate Professor of Management and in charge of MBA course in Maastricht
- John F. Veiga, Professor and Head, Management Department

Faculty representatives of international studies:

- William H. Berentsen, Professor, Geography/European Studies
- Richard Vengroff, Professor of Political Science

Representative of other professional schools:

- Amir Faghri, Dean, School of Engineering and Professor of Mechanical Engineering
- Ross MacKinnon, Dean, College of Liberal Arts & Sciences and Professor of History

Representatives of local businesses:

#### *Large High-tech Companies*

- Scott Frame, Vice President, Xerox Corporation
- Oumar Nabe, Senior Vice President/Global Consumer Finance, GE Capital Corporation

- John Tranter, Vice President of Human Resources, Pratt and Whitney Aircraft Engines

#### *Small to Medium-size Companies*

- John P. O'Connor, Small Business Consultant; former Director, CT Small Business Development Center
- Gary Wilmarth, President, Wilmarth & Associates/Trade Advisory Services

#### *Professional Organizations*

- Louis J. Auletta, Sr. President, Connecticut District Export Council
- Jeffrey W. Blodgett, Director of Information Resources, Connecticut Economic Resource Center
- James Nicholas, President, Connecticut World Trade Association

#### *Other*

- Donald L. Borod, Attorney-at-Law, Pepe and Hazard LLP

Representative appointed by the governor:

- Dawn S. Rodriguez, Director/Latin America, International Division, Department of Economic and Community Development

Considering the potential and diversity of the Center's proposed programs, the prestige of the Advisory Council's members is crucial to the successful achievement of its mission, particularly because the resources available from the Title VIB program can be considered only start-up funds. The Advisory Council will facilitate securing additional funds to design and implement the CIBER programs.

#### **c. Description of extensive planning by the Advisory Council**

As mentioned above, the UConn CIBER Advisory Council was formally constituted on October 14, 1994. The first meeting of the Council took place on October 26 on the Storrs campus of the University. At that meeting, the Council reviewed the draft proposal and made a number of suggestions to enhance it. Subsequently, a subcommittee of the Advisory Council met on November 3, 1994 at the Hartford Campus of UConn to review the final draft of the CIBER proposal. Ideas from the subcommittee were duly incorporated into the final proposal submitted to the U.S. Department of Education.

We received the CIBER grant for the period 1995-1998 beginning October 1, 1995. The Advisory Council met on September 7, 1995 to recommend how the new Center should initiate its programs. Thereafter, the Advisory Council has been meeting regularly twice a year. The Council met most recently on July 20, 1998 to discuss and review proposed programs for the 1999-2002 grant period, and on September 23, 1998 to review the final proposal.

The Advisory Council has played a crucial role in setting the direction of the UConn CIBER by providing a wide range of contacts to reach out to the external community and to monitor the Center's programs. Above all, the Council has been involved in extensive planning, which was essential to launch the Center with well-focused programs and resources.

The Advisory Council will continue to meet during 1998-99 to help us implement CIBER-related activities (see Exhibit 17), and will meet within one month after receipt of the award for 1999-2002 to set plans for the implementation of the Center's programs during the new grant period. The Advisory Council will then continue to meet at least twice a year to review progress and offer advice on future programs. In addition, the Director and Assistant Director of the UConn CIBER will be in constant touch with individual members of the Advisory Council to keep them informed of the Center's programs and seek their advice on specific matters.

## **CENTER FOR INTERNATIONAL BUSINESS EDUCATION funded 1998-2002**

**University of Florida, Warrington College of Business Administration  
224 Matherly Hall; P.O. Box 117140; Gainesville, FL 32611-7140  
web address: <http://bear.cba.ufl.edu/centers/ciber/>**

**Carol T. West, Professor of Economics and CIBER Director  
(352) 392-0151; [ctwest@ufl.edu](mailto:ctwest@ufl.edu)**

The University of Florida (UF) CIBER supports programs in curriculum, research and outreach that enhance the international business (IB) capacity of the university, the state, the region and the nation. Curriculum programs provide a broad introduction to IB for many students and intensive opportunities for a few, serve undergraduates and graduates, modify existing courses and create new majors and degrees, impact business students and non-business students, and are delivered on the UF campus and at sites abroad. Building on expertise in multiple colleges at UF, a research initiative support basic IB academic studies, applied studies and studies that support curriculum and outreach programs. Research output is disseminated in professional meetings and publications, in business meetings and publications and in campus-based seminar and working paper series. Outreach programs enhance existing extension activities at UF and develop new conferences, workshops and publications. Some serve faculty while others serve regional businesses and national industry groups.

UF CIBER programs particularly emphasize specialized UF expertise in Latin America, infrastructure industries and agribusiness. They do this in cooperative initiatives with the Center for Latin American Studies (CLAS), the Public Utility Research Center (PURC) and the Institute of Food and Agricultural Science (IFAS). UF's CLAS is a renowned Title VI Center that integrates the expertise of over 130 UF Latin American specialists in 40 different departments of ten colleges, the Library and the Florida Museum of Natural History. PURC is a leading research and training center on infrastructure industries. Its largest training program, the International Training Program on Utility Regulation and Strategy, is conducted in collaboration with the World Bank and draws executives and regulators from around the globe to two-week intensive courses on international regulatory and business issues. IFAS serves Florida's agribusiness, human and natural resource needs and has conducted extensive research in the Caribbean and Latin America.

The following sections summarize UF CIBER plans for the 1999-2000 year. While they are categorized into curriculum, research and outreach programs, many initiatives in fact are combinations of these activities. The year 1999-2000 will be only the second year of existence of the UF CIBER. The first year utilized CIBER funding primarily to (1) introduce programs that built readily and directly on existing courses, research agendas and outreach channels and; (2) study and/or develop new programs that will address needed IB enhancement, but ones for which specific approaches emerge less naturally from existing UF resources. In the second year, the UF CIBER will (1) refine programs introduced in year one; (2) move year one studied or developed programs into their implementation phases and (3) provide funding for initiatives not envisioned at the inception of CIBER, but that have emerged as IB programs progressed under CIBER auspices.

### **I. Curriculum Programs**

As in the first year, curriculum initiatives in the second year will address both undergraduate and graduate programs at UF and will impact courses both within the Warrington College of Business Administration (WCBA) and outside the business college. However, relatively more attention will be given in the upcoming year to programs that draw upon and integrate resources across campus as opposed to programs that primarily focus on developing existing resources within the WCBA. In addition, year one funded study or development of numerous curriculum initiatives and year two will undertake the difficult implementation phase.

#### **A. Undergraduate programs in WCBA**

The primary programs for the first year were internationalization of Principles of Macroeconomics and development and execution of a new International Business track within the economics major. The

second is expected to operate without CIBER assistance in year two. The first will receive on-going support to fund graduate assistants to grade and proctor in the program. Principles of Macroeconomics are taught by TV replay at UF to approximately 1,400 students each term. Increased emphasis on international topics was introduced in year one by a set of seven "rainy day lectures," extra credit live lectures. Each lecture on an IB topic was delivered three times to permit smaller live classes. Linking "internationalization of content" with "personalizing impersonal TV" was enormously successful, attracting approximately 700 students per topic.

This approach was feasible, however, because of the willingness of the instructor to assume the 21 additional live classes. Internationalization of the other TV business core courses requires focusing effort on developing IB materials that can be effectively delivered in the TV medium. Material development was supported in year one and pilots will be tested in year two.

### **B. Graduate programs in WCBA**

A new Master's in International Business (MAIB) program was developed in year one with implementation scheduled for year two. The one-year MAIB program was designed to augment IB education opportunities for UF undergraduate business students before they leave campus. It combines class work, study abroad and individual projects. It will be piloted in 1999-2000 and based on the pilot results, CIBER will develop projects that enhance or correct any emerging weak aspects of the experimental program.

CIBER last year funded IB enhancement of specific courses within the traditional MBA program. It also funded study of how to introduce effective business language components into that program, development of a Latin American Business concentration within the MBA and foreign travel to establish summer programs in Latin America that combine language training, business courses and internships for MBA students. Year two will focus on the challenging problems of implementing the programs that emerge from the year one study.

### **C. Joint programs and programs outside WCBA**

Similar to IB curriculum programs within WCBA, many CIBER initiatives in this category move from a study to an implementation phase during year two. They include a joint MBA/MALAS (Master of Arts in Latin American Studies) for students who want a stronger combination of business and Latin American skills than is provided by the Latin American concentration within the MBA program.

Year one funded faculty research and travel to develop IB components for courses offered at UF, but outside WCBA. Both WCBA and CLAS students participated in one course that was implemented in 1998-1999, the Latin American Business Seminar. During the 1999-2000 academic year courses offered in the colleges of Liberal Arts and Sciences and Journalism will pilot IB enhancements that derive from year one CIBER-supported research. Impacted courses are three upper division undergraduate courses-- Politics of the World Economy, Rich and Poor Nations in the International System and International Advertising--and the graduate course on International Political Economy.

Although year two is primarily a year of implementation of initiatives in this category, it also initiates new program study/development. Year one brought PURC IB expertise into the classroom in development and use of international case studies in the MBA course on Strategies in Evolving Infrastructure Industries. Numerous year one and year two initiatives develop curriculum synergies between WCBA and CLAS. Year two will begin the final component of creating curriculum programs that build on specialized UF strengths by funding study and development of IB components for the IFAS Masters in Agribusiness degree.

## **II. Research programs**

CIBER research initiatives primarily focus on expanding IB components of studies on infrastructure industries, agribusiness and Latin America and on facilitating greater multidisciplinary research. Year two will continue both, but increase emphasis on the latter.

### **A. Infrastructure industry research**

CIBER-supported research programs and joint CIBER/PURC research programs on infrastructure industries yielded a large volume of high profile studies in year one. Research outputs ranged from broad studies on how government regulatory and competition policies affect the development of global telecommunications businesses to country-specific analyses of how regulation impacts potential business investment in infrastructure industries and potential cost of purchasing services from those industries. Research was theoretical and empirical, was presented at numerous international conferences and symposia and is scheduled for publication in journals, books and conference proceedings.

In year two, CIBER will again support this area of high productivity UF IB research. Studies will develop formal models of global network rivalry, empirically test the models and extend to additional countries and infrastructure industries earlier specific analyses of the interaction between regulation and development of IB opportunities.

### **B. Latin American research**

Year one CIBER support of IB research on Latin America encouraged linking area studies expertise with WCBA industry expertise, funded development of materials that could be used in curriculum and outreach programs and augmented resources available in the library Latin American collection. A CLAS study on regulatory reform in Latin America was delivered at the Institute of Developing Economies in Tokyo in December 1998. CLAS faculty and graduate students also developed a business publication, *The Latin American Business Environment*. Year two will continue CIBER subsidization of the latter while it develops a subscription base. New scholarly IB Latin American research in WCBA and CLAS will be funded based on proposals prepared in year one.

### **C. Agribusiness research**

CIBER supports agribusiness research that enhances global competitiveness of US agriculture and that provides basic market information to US agribusiness firms considering expansion abroad. Studies funded for year one and scheduled for funding in year two focus on opportunities afforded by current global developments in free trade policies and on transportation bottlenecks that may impede expansion of US agricultural industries in the former Soviet Union.

### **D. Multidisciplinary research**

CIBER programs stimulate multidisciplinary research through bringing scholars from different fields together in informal exchanges on research interests, through funding presentations by IB scholars and professionals who address issues from a multidisciplinary framework and through funding specific research projects that are multidisciplinary in nature. In year one, CIBER organized a luncheon seminar for faculty and students from the WCBA, international studies, IFAS, and other professional programs. Regular monthly meetings of the seminar will begin in 1999-2000. The format features presentations, by both UF and visiting specialists, and discussants (one business and one non-business), alternating between a business topic and a non-business topic. CIBER also brings IB speakers to other university workshop and lecture series that do not necessarily have an interdisciplinary IB focus. Consistent with the exploratory nature of research and the on-going need for that research to incorporate new techniques and to address new issues, the CIBER research program includes funding for competitive research grants. Preference in the grant competition is given to interdisciplinary projects, especially those building on the area and industry emphases of the UF CIBER.

## **III. Outreach Programs**

Outreach programs disseminate IB materials developed in UF CIBER programs, add IB components to existing extension and outreach programs at UF, develop new channels of outreach to enhance university/business linkages and fund faculty development. Many outreach initiatives are on-going—regular dissemination is necessary for overall CIBER program effectiveness and utilization of on-going extension and outreach programs is cost-effective. Outreach in year one emphasized establishing CIBER channels of product dissemination and information flows—web sites, list serves, working paper series, mailing lists, etc. Year two will shift focus more to business outreach programs.

## A. Dissemination

The IB working paper series developed in year one will become on-going in year two, disseminating CIBER-sponsored research and related studies from WCBA, CLAS, IFAS and other professional programs at UF. In year one, a basic UF CIBER web page was established and in year two, a program of regular updates and enhancements in both content and technology will be initiated.

### B. Conferences and business outreach

The UF CIBER will again co-sponsor IB conferences with other organizations both on and off campus. The signature CIBER conference, however, will continue the 1998-1999 emphasis on international infrastructure markets. That conference, scheduled for October 1999 in Orlando, brings together domestic and international speakers from industry and government to address critical issues on Latin American infrastructure industries—issues of anticipated regulatory changes, links between changing politics and changing regulation, investment potential for US businesses and deal restructuring strategies. The conference is co-sponsored by PURC and anticipated attendees are drawn from national and international utility businesses and regulatory agencies.

Publication of a first issue of *The Latin American Business Environment*, edited by the Director of the Latin American Business Program in CLAS, was funded by CIBER in year one. The publication uses economic and sociopolitical analysis and statistical tables to provide an annual overview of the current business climate in Latin America. CIBER will fund research that contributes to the analysis and publication costs in 1999-2000.

CIBER will again link with IFAS to develop and disseminate IFAS extension fact sheets on international trade opportunities. These are specifically distributed to the agricultural extension offices in the 67 counties of Florida, but are more widely available electronically. CIBER will continue collaboration with UF's Center for African Studies in delivering a series of business workshops throughout Florida on business opportunities in Africa. These are organized through local chambers of commerce and world trade centers.

Based on the final tabulations of the year one survey of Florida businesses, new outreach programs will begin development in year two to address identified IB needs within the state.

### C. Faculty development

For a second year, the UF CIBER will co-sponsor two programs for Faculty Development in International Business—the Antwerp, Belgium program organized by the University of Memphis and the South American program organized by Florida International University.

At the secondary education level, CIBER will fund further development of IB modules for training high school teachers through CLAS and African Studies outreach programs. CIBER sponsors two workshops per year at different locations in Florida for social studies and economics teachers.

**In summary**, WCBA CIBER plans for 1999-2000 constitute an extensive and coordinated set of initiatives that continue programs introduced in 1998-1999, implement programs studied in 1998-1999 and introduce new curriculum, research and outreach programs. Together they enhance the IB capacity of the University of Florida, the State of Florida and the nation.



## University of Hawaii

Dr. Shirley J. Daniel  
Director, CIBER/PAMI  
(808) 956-3249  
[daniel@pami.cba.hawaii.edu](mailto:daniel@pami.cba.hawaii.edu)

Susan M. Kanagawa  
Assistant Director, CIBER  
(808) 956-3250  
[susan@busadm.cba.hawaii.edu](mailto:susan@busadm.cba.hawaii.edu)

### **The Pacific Rim in the Global Economy: an Educational, Technological and Commercial Network for American Competitiveness Center for International Business Education 1998-2002**

Today's global marketplace offers exciting opportunities for American companies and their managers, but it also presents new challenges. Because the world is changing, international education in the US must adjust to meet these changing needs. As economic strength rivals military might in terms of power, influence and security around the globe, there is a need for US business and higher education to acquire a better understanding of the interrelationships between cultural, political and economic structures of our current and potential trading partners.

Tremendous growth opportunities in less developed countries have prompted the US Department of Commerce to designate several Big Emerging Markets as regions on which to focus attention for export development in the future. Ten of these BEMs are located in Asia, which gives some indication that a significant part of America's future prosperity involves building stronger ties, economically and culturally, in the Asia-Pacific region.

The University of Hawaii aims to serve as a bridge to Asia for American businesses, educators and policy makers. Many of its colleges and schools have distinguished themselves because of their acknowledged world class expertise in the Asia-Pacific region. The School of Hawaiian, Asian and Pacific Studies (SHAPS), for example, is the largest academic unit for Asian and Pacific studies in the world, with over 200 faculty affiliates throughout the university specializing in various aspects of the region. SHAPS coordinates the work of ten regionally focused centers, including the Centers for Japanese, Chinese, Korean, Southeast Asian, and South Asian studies. The UH College of Languages, Linguistics and Literature offers instruction in more languages than any other US institution outside the Department of State and is a National Foreign Language Resource Center. With this wealth of expertise, the UH offers over 1,000 courses on Asia and the Pacific to its 18,000 students on the Manoa campus and 50,000 students system-wide.

The UH College of Business Administration (CBA) is a pioneer among US business schools in international business education. The entire curriculum at the undergraduate and graduate levels integrates international business issues with particular emphasis on the Asia-Pacific region. A significant objective in faculty recruitment is the selection of individuals with international experience and cross-cultural competence. Within this environment, the Center for International Business Education and Research (CIBER) at UH strives to provide insight and understanding about developments in the Asia-Pacific Region within the context of global business, focusing on the interrelationships between the Asia-Pacific region and other major regions of the world. The UH CIBER has positioned itself to play a strategically important role in the national CIBER network.

#### **MEETING THE PURPOSES OF THE AUTHORIZING STATUTE:**

Consonant with the CBA's strategic thrust on international business with an emphasis on the Asia-Pacific region, the UH CIBER meets the statutory purposes of the national CIBER program through extensive curriculum offerings, faculty development programs, thematic research projects and programmatic outreach. Figure 1: Overview of Activities, illustrates the broad range of projects the UH CIBER will undertake in 1998-2002 to meet the purposes of the statute. To implement this extensive plan of work, the UH CIBER works very closely with the Pacific Asian Management Institute (PAMI), the Asia-Pacific Center for Executive Development (APCED), and other global business resource centers at the UH College of Business Administration. An interdisciplinary approach is also achieved through cooperative efforts with the School of Hawaiian, Asian and Pacific Studies, the College of Languages, Linguistics and Literature, the College of Engineering, and the Schools of Law, Medicine, and Public Health.

## PROJECT DESIGN

The projects being undertaken by the UH CIBER integrate US business education with vital regional economic organizations such as the Asia-Pacific Economic Cooperation forum, the Pacific Basin Economic Council, state and county economic development agencies, and US multinationals doing business in the region. The UH CIBER capitalizes on the expertise of the University and the College of Business Administration, as well as the cultivated network of relationships with collaborating faculty in partner institutions throughout the Asia-Pacific. The UH CIBER initiatives provide a comprehensive and coordinated approach to increasing America's understanding of international business and economic enterprise through research, outreach and training programs.

### Mandate 1: National Resource

The University of Hawaii serves as the Secretariat of the Pacific Asian Consortium for International Business Education and Research (PACIBER), which provides a forum for exchange of ideas throughout 29 member universities in the Asia-Pacific region. The UH CIBER will be assisting in PACIBER's development of the innovative Pacific Asian Management Schools (PAMS) Diploma. The PAMS diploma represents a substantial addition to the activities of the consortium, and will present new opportunities for faculty and student collaboration in the Asia-Pacific region and US.

The APEC Chief Human Resource Officers Network provides a mechanism for closer cooperation with industry, and a way to stay abreast of the needs of businesses in the Asia Pacific Region. Through cooperation with the UH/East-West Center APEC Study Center and the consortia of U.S. APEC Study Centers, the UH CIBER will continue to serve as a link for the CIBER schools to access the vital insights from this industry source.

The development of a Minority Faculty Communication Network to specifically reach minority group faculty and students in the US is a positive step that allows the nationwide CIBER network to serve these groups, thus enriching programs and building capacity for the future.

Other activities will include the expansion of the PACIBER membership to include Latin America, and the creation of linkages with the European CEMS consortium. These efforts will help provide a more global outlook; as well as enlarge the pool of resources for collaborative projects.

### Mandate 2: Foreign Language and Area Study Initiatives

The UH CIBER business language and area studies initiatives represent an innovative approach to meet the need for interdisciplinary curricula and language learning materials for business professionals and students. Regional Graduate Certificates are currently available to students from across campus and build on the University of Hawaii's formidable strengths in Asian and Pacific language and area studies. The UH CIBER seeks to expand the number of students enrolled in these certificate programs, as well as provide support for the research and curriculum development initiatives of faculty involved with the programs.

The Alphabetically Based Computerized Chinese-English Dictionary project builds upon an on-going project of the UH Center for Chinese Studies. Incorporating business and technical terms into this new 150,000-word Chinese dictionary will expand this innovative tool to better serve the needs of business and technical professionals and students. When completed, the dictionary, along with new Language Learning Materials for Business Korean, Thai, Indonesian, and Malay may easily be integrated into a variety of language learning programs both at UH and institutions of higher education throughout the nation. The UH CIBER will also work with industry representatives to Articulate the Fluency Requirements needed to function in the global business environment. Such efforts will better link the university and its students with industry to yield long-term results such as targeted educational programs, successful career placement, and increased trade and prosperity for the region.

### Mandate 3: Research

The proposed research agenda represents a set of initiatives, which builds upon prior work, while expanding into new industries with a direct connection to the needs of businesses in Hawaii and the Asia-Pacific Region. The project-team approach employed by the UH CIBER builds upon on the expertise of the UH CBA senior faculty, while developing the knowledge and skills of the junior faculty and Ph.D. candidates. The

results of the research will contribute to the body of international business knowledge, in particular providing insight into the impact of new technologies and economic developments in the Asia-Pacific region on global business.

#### Mandate 4: International Business Curriculum

The UH CIBER's curriculum initiatives are designed to leverage resources and expertise relating to the Asia-Pacific region to offer a full array of training programs for students from the undergraduate to the doctoral level. Previous experience and success in the Japan- and China- focused Executive MBA programs will be used to develop a new Asia-focused Executive MBA program that allows students to specialize in additional countries in this fast-growing region. The Ph.D. in International Management draws on existing resources throughout the university, providing an interdisciplinary program for highly qualified specialists who are not only experts in a functional business discipline, but also have an in-depth knowledge of the history, culture and language of the region or country they choose to study. Graduates from this program will contribute to America's capacity for expertise in the Asia-Pacific region over the long-term, and will serve in a variety of future roles in academia, business and government. A new Certificate in Global Business will fill the need for interdisciplinary programs at the masters level, and allow an alternative pathway for students in area studies, engineering, healthcare, and other non-business majors to obtain the skills and knowledge to function and succeed in international business and the global economy.

The UH CIBER will continue to support the highly successful PAMI Summer Program and Pacific Asian Lecture Series (PALS), which annually bring together faculty and students from the US and abroad for two six-week sessions of Asia-focused international business classes and lectures. Other curriculum initiatives, such as the Healthcare Executive MBA, innovative Internship Programs, and the Industry in Asia Field Study will continue to provide specific linkages between the university curriculum and industry needs.

#### Mandate 5: Outreach to Business

The UH CIBER business outreach projects present a comprehensive array of programs designed to help link the research and training capabilities of the University of Hawaii with the needs of the community. Economic Development Initiatives with Hawaii Industry Clusters will expand on past efforts to serve the needs of Hawaii's industry and to promote economic development and diversification into higher value-added industries. While building on past work with local industry groups and the Oahu Economic Development Board, the UH CIBER is expanding business outreach to the western region of the United States, through partnerships with the US Department of Commerce and the CIBERs at the University of Southern California, BYU-Utah, University of Colorado at Denver, and Thunderbird. Partnering with economic development agencies and federal organizations will better position the expertise of the university to provide the most benefit, while allowing partner agencies to provide additional follow-up for individual firms.

Other initiatives to develop linkages between the university and local industries will build capacity for sustained economic development in Hawaii's budding technology-driven industries. Specifically, the UH CIBER is cooperating with the University Connections program to foster collaboration between faculty and industry experts and scientists. Additional training programs such as the Export Readiness Seminars in Hawaii and the Training Seminars for Healthcare Service Providers can be replicated in other industries and in other locations. The UH CIBER business outreach initiatives complement its research and curriculum initiatives, allowing efficiency and effectiveness in serving as a resource to businesses.

#### Mandate 6: Faculty Development

The UH CIBER faculty development initiatives are designed utilize the University's wealth of resources on the Asia-Pacific region and provide effective opportunities for faculty throughout the US. The Asia-sited Faculty Development in International Business and the Summer Workshop on the Development of Intercultural Coursework are open to faculty from throughout the US, and special efforts are made to encourage participation of minority faculty. These programs will also be offered to select Ph.D. candidates and non-business faculty from professional and technical disciplines. The annual PACIBER Workshop features an update on regional economic issues, and provides participating faculty with opportunities for collaborative projects using innovative technology. This workshop will also be enhanced by the extension of

the network to include Latin American universities, and the effort to link with the European CEMS network. The UH CIBER's Short-Term Faculty and Administrator Exchanges, which provide for greater collaboration of faculty and new perspectives for students, will serve as a model for similar exchanges between institutions throughout the region.

## OUTCOMES

The above initiatives comprise an innovative approach for the improvement of teaching international business techniques, strategies and methodologies. The national impact of this program can be seen in the number of classes and students that benefit from the increased knowledge of Asia that participants in the program acquire. The UH CIBER's efforts will increase knowledge and skills in international business, foreign languages and cultures, update research in international business, and increase access to the services and resources of the University of Hawaii. The magnitude of these results at the UH CIBER, in concert with our CIBER affiliates, will have a multiplier effect which will add to the competitiveness of companies all across America. The wide range of curriculum development, research and outreach programs undertaken by the UH CIBER will serve the needs of US business, internationalize business education, and build America's capacity to compete successfully in the global economy.

UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN

CENTER FOR INTERNATIONAL BUSINESS EDUCATION FUNDED 1999-2002

UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN  
College of Commerce and Business Administration

430 Commerce West  
1206 S. Sixth Street  
Champaign, IL 61820

<http://www.cba.uiuc.edu/research/>

Joseph Cheng, Director  
Professor of International Business  
(217) 333-2963  
[jlcheng@uiuc.edu](mailto:jlcheng@uiuc.edu)

Lynnea Johnson, Associate Director  
(217) 333-8335  
[lsjohnso@uiuc.edu](mailto:lsjohnso@uiuc.edu)

**ABSTRACT OF CIBER ACTIVITIES OCTOBER 1, 1999 - SEPTEMBER 30, 2000**

The Illinois CIBER draws on the international expertise and resources of the University of Illinois to enhance business education and research and to assist businesses as they address the challenge of competing in the global marketplace. With the guidance of its Advisory Council, Illinois CIBER designs and implements activities for local, regional, and national impact. Its beneficiaries include students, faculty, practicing managers, and public policy makers. A major part of CIBER's mission is to train future business leaders to compete in the global marketplace by equipping them with the tools they need: foreign language, knowledge of foreign culture, familiarity with the business environment abroad, and fundamentals of international business, management, marketing, and strategy. In Year I of the funding cycle, CIBER plans to continue and expand many of the programs launched in the previous years and to initiate some new activities. These programs are described below under the broad categories of Business Course/Curriculum Development and Enhancement; Foreign Language; Faculty Development; Academic and Business Outreach; and Research.

**BUSINESS COURSE/CURRICULUM DEVELOPMENT AND ENHANCEMENT**

**New and Revised Courses in IB** CIBER will sponsor a course development competition in Year I during the spring semester. As in previous years, the RFP will call for proposals for innovative courses in areas that incorporate the use of technology or explore other nontraditional delivery methods; target nontraditional as well as traditional learners; involve the participation of international business practitioners along with faculty in instruction; or use team-teaching across departments to achieve a truly interdisciplinary focus. Last year, the course development award went to Professor Ruth Aguilera, a newly hired IB professor who developed the course over the summer and offered it this fall. The course is Business Administration 490, Managing International in the Third Millennium, and it addresses the challenges managers face when working in global environments.

**CIBER Student Travel Awards** CIBER will continue to award \$10,000 annually to undergraduate and graduate students participating in exchange and study abroad programs. Awards are made through a semiannual competition. Only business students participating in academic programs at institutions in countries whose primary language is not English are eligible.

**MBA Study Trip** CIBER supports student-initiated study tours to regions around the world. Participants arrange to visit U.S. subsidiary sites in a chosen part of the world in order to compare and contrast operations in the U.S. and abroad. Faculty advisors, supported by CIBER, will accompany students and structure their learning experience abroad then they will create and evaluate a follow-up project when they return.

**Web Site of International Employment Opportunities** CIBER plans to team up with the MBA Career Services Office to develop a web site of international internship and career employment opportunities. The International MBA Placement office has already begun working on this project and has hired a research assistant to build the site and begin gathering information from employers. The initial phase of development consists of compiling a listing of overseas job opportunities for foreign nationals with links to

employer contact information. The CIBER contribution will be to add listings of international positions in U.S. companies for our domestic students. These positions can be either in the U.S. or at an overseas location of the parent company. Links to employer contact information and to other international career sites will be provided. We will initially solicit job listings from the hundreds of companies that participate each year in the Commerce Career Fair and on-campus interviewing.

#### **FOREIGN LANGUAGE**

**Business Spanish** The new fourth semester business Spanish course, Spanish 160, designed with CIBER funds will continue to be offered through the Department of Spanish, Italian, and Portuguese in addition to the two intermediate-level business Spanish courses that were also developed with CIBER funds. For the first time, Spanish 160 will be available to UI students in Barcelona, Spain. The College of Liberal Arts and Sciences in collaboration with the campus Study Abroad Office is offering 16 courses overseas in Summer 2000. Students earn UI credit while attending classes, visiting companies, going on field trips, speaking Spanish and living in another country.

**Multimedia Software for Business Chinese** Phase I, the online Chinese language learning modules will be complete and ready to be marketed as a stand-alone program or as part of an online workshop. Work on phases II and III is currently underway. These two phases of the project involve the development of an advanced simulation that enables students to use Chinese language in the context of realistic business tasks associated with establishing a joint venture in China. Year II and much of Year III will be devoted to gathering and/or producing Chinese-language print, audio, and video materials; designing the content for each lesson/task; and completing the programming and other technical work associated with each task. We hope to collaborate with UI Online in order to bring additional resources and expertise to the project, particularly to the Chinese language content development and the development of audio/video materials. CIBER will fund a half-time programmer in the Language Learning Lab to assist with technical development.

#### **FACULTY DEVELOPMENT**

**Faculty Development at UI** Two new IB faculty members were hired in Spring 2000. Hamish Gow holds a joint appointment in the Department of Business Administration and the Department of Agricultural Economics. His research interests are international food industry and agribusiness management, foreign direct investments, and rural financial markets. Thailan Chi, an associate professor of business administration, was at the University of Wisconsin-Milwaukee for ten years before coming to Illinois. His research interests include interfirm organizations for the transfer of technology, organizational structure of multinational enterprises, and modeling of technology and innovation processes from a strategic option perspective.

**The Internationalization of Doctoral Education in Business (IDEB) Initiative** Cosponsored by a number of CIBERs in the MidAmerica CIBER Consortium and hosted by Ohio State University, this workshop will be held in August, 2000. The goal is to attract doctoral students from all functional disciplines to concentrate on taking more international coursework or to encourage them to focus on the international dimension of their discipline. Other workshop objectives include seeking to help students perceive the interdisciplinary nature of significant issues in international business and to increase their understanding and respect for research in business disciplines other than their own.

**Summer Workshop in International Business for Foreign Language Instructors** CIBER will continue to offer its annual summer workshop for foreign language specialists. Last year, forty foreign language instructors from universities across the U.S. attended the workshop. Sessions on the global economy, international finance, and cross-cultural issues in management and marketing are combined with presentations and discussions of business language pedagogy.

**Satellite Uplinks for Community College Faculty and Staff** CIBER will continue to work with the Illinois Satellite Network to offer international business programming to community college faculty and staff via satellite. The courses are offered in real time and provide for interactions via phone, fax or email.

**Doctoral Internationalization Consortium in Accounting** CIBER is supporting a Ph.D. student in accounting, Ying Shen, to attend this program at the University of Washington in March 2000. She will spend three days with twenty-five other accounting PhDs from institutions across the US to focus on research with implications for international accounting.

#### **ACADEMIC OUTREACH**

**Workshop in International Economics for K-12 Teachers** CIBER can have an impact on large numbers of college-bound students by helping secondary school teachers internationalize their traditional

economics courses. Together with the UI Center for Economics Education and the Foundation for Teaching Economics (FTE) in Davis, California, CIBER will offer a one-day workshop for high school teachers on development economics, international economics and international finance. FTE brings both financial resources and qualified high school teachers to assist in the delivery of the program.

**Cosponsored Conferences and Seminars** Each year, CIBER cosponsors lectures, seminars, and conferences with other units on campus. For the past four years, we have worked with the Title VI African Studies Center to host an African Business Conference. The event has grown from a one-day workshop for area business people to a two-day conference and workshop featuring both academic papers and practical, hands-on sessions about doing business in Africa. We also sponsor programs with the other area centers, The European Union Center, The Eastern Europe and Russia Center, and The Center for Latin American Studies. "Russia After Yeltsin" will take place on March 4, 2000 in Urbana, Illinois and will provide a forum for discussion about the upcoming election as well as exploring various aspects of contemporary Russian politics, economy, society and culture.

**CIBER Distinguished Lecture Series** CIBER plans to host three seminars in international business and related fields in 1999-2000. We will invite a prominent speaker from academia, industry and government to speak about their experiences in international business. All seminars will be widely advertised across campus and among faculty and also to students and faculty at other Illinois institutions. We have invited Secretary William Daley, U.S. Department of Congress to campus in April 2000 as our speaker from government. John Child, Guinness Professor of Management Studies at the University of Cambridge, will be our speaker from academia. He will be on campus in August 2000 to discuss joint venture operations in China. We are negotiating for a third speaker from industry.

## **BUSINESS OUTREACH**

CIBER provides outreach to the business community through direct export assistance and education and training.

**Export Assistance** CIBER continues to operate an international trade center (ITC) in conjunction with the state of Illinois and the U.S. Small Business Administration. Tess Morrison, a full-time trade specialist with extensive background in international banking, importing and exporting, and small business consulting, directs the ITC. Morrison provides one-on-one counseling to area businesses; assists companies with market research; advises companies on export finance options; and helps locate export-related resources and services. The ITC currently serves 138 registered clients. CIBER supports half-time research assistance to help with trade center activities, including research and planning special events.

**Education and Training** CIBER and the ITC regularly offer workshops and seminars on exporting and doing business in various world regions. In Year I, the CIBER ITC will host a NAFTA documentation seminar, basics of exporting seminar, an e-commerce seminar and additional seminars/workshops focusing on doing business in different countries and specific aspects of exporting. CIBER, the Illinois Department of Commerce and Community Affairs, and other ITCs cosponsor workshops and seminars. Director Tess Morrison is a frequent presenter at workshops and seminars sponsored by the Central Illinois Exporters' Association, area chambers of commerce, community colleges, local banks, business and technology incubators, and other business development groups.

**Foreign Language Training** The new online business Chinese course will be disseminated via the World Wide Web, making it accessible in companies as well as in classrooms. The content of the course specifically targets professionals with no prior study of Chinese who need to develop "survival" business language skills. We will be designing and implementing a marketing plan for this innovative online training.

**Online Certificate Series in IB** In Year I, the Illinois CIBER will work with Bradley University and the State of Illinois to develop a State of Illinois certificate in international business. The format will be a combination of classroom sessions delivered via compressed video and off-line assignments. The target audience is small- and medium-sized businesses in Illinois. Proposed modules include Today's International Environment, International Economics, Cultural Environment, International Marketing, Information Resources, International Finance, International Taxation and Accounting, International Legal Considerations, International Human Resource Planning, International Documentation and Logistics and International Strategic Planning. CIBER will use funds for to pay faculty for module development.

**Publications and Dissemination of Materials** Publications, both electronic and print, serve as a form of outreach to the academic and business communities.

- ***CIBER Working Papers in International Business*** disseminate results of CIBER-sponsored research projects to faculty and students at other business schools. Ten papers were published in 1999.
- ***A CIBER Survey Report*** will be issued in summer or fall 2000. The report will analyze the results of the CIBER survey of women in international business taken at the *wbusiness* conference in March 2000.

## Research

**CIBER Research Grants Competition** CIBER will continue to sponsor this annual grant competition to foster international research within the College of Commerce. We plan to open this competition to other colleges as well. In the past we have been able to fund students and faculty in all departments in the college: Accountancy, Business Administration, Economics and Finance. Doctoral students may use funds for overseas travel related to their dissertation or for data and materials purchase. Faculty is encouraged to use awards for graduate research assistance in order to involve additional students in international research projects. The CIBER Executive Committee, composed of faculty members from the four departments, evaluates proposals. Five to ten awards are made each project year. Results of CIBER funded projects are published in the CIBER working paper series, presented at national conferences, and published in academic journals. Preference will be given to those who propose research the areas of women in international business and incorporating the use of technology into their courses.

**CIBER Fellowship in International Business** In the past year CIBER sponsored a new fellowship to support meritorious graduate students in the IB doctoral program. We plan to continue this program. One fellowship will be awarded each year to a second- or third-year student selected by a faculty committee. Because the IB program is small in terms of faculty and number of core courses available, faculty mentoring is a critical component of students' training. Financial constraints often require doctoral students to teach service courses unrelated to their field rather than engage in IB research and teaching. The CIBER Fellow will be released from teaching responsibilities to spend the year working closely with an IB faculty member on an international business research project while completing coursework for the Ph.D. The experience will help doctoral students understand the research process and identify important issues in the field.

**Research Conferences** CIBER will begin planning for a new faculty development program for faculty members in areas outside of IB who wish to learn how to incorporate international dimensions into their research. It will be called "Faculty Development in International Business Research." Most of the faculty development programs currently offered by CIBERs are designed to help professors develop new international courses or incorporate international dimensions into existing courses. While these efforts represent an important step toward internationalizing business faculty, they address only one component of faculty activity--teaching. We believe that it is equally important to help faculty internationalize their research. The proposed FDIB program will deliver a two-to-three-day program to help faculty incorporate international dimensions into their research and publication efforts. We will invite leading researchers in various international business areas (international marketing, international finance, international accounting, international management, etc.) to conduct research workshops. These research workshops will focus on topics related to firms' competitiveness in global markets and the generation of business management knowledge that can be applied across diverse national and societal settings. These workshops will be open to faculty members from the U.S. and abroad.

**Undergraduate Research Award** CIBER is starting a new award competition at the undergraduate level in an effort to increase awareness of the international business curriculum and build enthusiasm for the IB program. Awardees chose from a list of pre-approved topics, work with a faculty mentor on structuring the research project, and make their final presentation to the Advisory Council thus gaining experience in doing research, writing scholarly papers, and making oral presentations.

**Women in IB Research** CIBER has been awarded a grant from the Association of International Education Administrators to conduct the "MBA Student Attitudes toward American Women in International Business Survey." We will develop a questionnaire for incoming and outgoing MBA students to determine whether (1) male and female students share stereotypes and prejudices towards women in IB (2) whether, as new managers entering the world of global business, graduating MBAs continue to harbor such stereotypes; and (3) whether the MBA curriculum has any impact on their perceptions of women's success in the international business arena. The survey will be conducted in year II. In year III, we will publish the survey results and, in conjunction with participating institutions, attempt to address the curriculum implications that arise from them. We hope that this project will shed light on ways in which business schools can enhance women's chances for success in the international business arena



CENTER FOR INTERNATIONAL BUSINESS EDUCATION  
funded 1999-2002

The University of Kansas  
School of Business  
218 Summerfield Hall  
Lawrence, Kansas 66045-2003  
<http://www.bschool.ukans.edu/kuciber>

Melissa H. Birch-Director  
Phone: 785-864-7879  
Email: [mbirch@eagle.cc.ukans.edu](mailto:mbirch@eagle.cc.ukans.edu)

Clyde D. Stoltenberg-Co-Director  
Phone: 785-864-7533  
Email: [cstoltenberg@bschool.wpo.ukans.edu](mailto:cstoltenberg@bschool.wpo.ukans.edu)

Carol C. Rose-Executive Director  
Phone: 785-864-4583  
Email: [crose@ukans.edu](mailto:crose@ukans.edu)

***Proposal Abstract***

The CIBER proposed for KU, reflecting trends in economic activity and global commerce, the nature of proximately located businesses, and the expertise of its faculty will focus on issues related to the international competitiveness of U.S. business in the services sector. Services (such as telecommunications, contracts for engineering and construction, and professional services including consulting, auditing, and information processing) are being exchanged across national boundaries in an unprecedented volume, with growth rates exceeding those for merchandise trade. To enhance the economic welfare of the U.S., the international competitiveness of U.S. firms engaged in the provision of tradeable services must be assured. The KU CIBER's goal is to become a national resource for students, faculty, and business practitioners for state-of-the-art, in-depth knowledge of international business issues as they relate to trade in services, and to be a resource for the curricular and training innovations and applications derived from this focus on service competitiveness.

The plan for a KU CIBER brings to bear a set of exceptional international resources to develop new insights into the factors that affect international trade in services. The University of Kansas (KU) is located in a region with a high proportion of internationally active service industries, and with extremely rapid growth in the number of new service firms with international potential. Large-scale local and national efforts are under way to develop the region as a hub of international transportation, information technology, and communication. The KU CIBER will be positioned to play a major role in these developments.

The KU School of Business excels in important areas related to trade in services. It has offered telecommunication executive programs for 40 years and teaches telecom management in the MBA program. KU's Center for Management of Technology has a fully developed curriculum leading to an MBA concentration and a program of research on strategic dimensions of managing technology in organizations. The School's Division of Accounting and Information systems offers a degree in Information Systems and has an active research agenda that includes contracted projects for Boeing and cutting-edge research on accounting and auditing systems through the Ernst & Young Center for Auditing Research and Advanced Technology. The School's ability to provide information on international service issues is enhanced by the International Business Resource Connection, one of the top-rated international business sites on the Internet.

In channeling our resources towards services, we have drawn in as partners the School of Engineering, with its ties to the construction, transportation, and telecommunication industries; the School of Law, with its expertise on international regulations and laws affecting trade in services; and the School of Journalism, with its highly ranked media programs and new Center for Global Marketing Communication and Journalism. At the same time, KU's area studies (including three USDE National Resource Centers) and foreign language programs will provide the crucial cultural and linguistic knowledge that will be as important to the KU CIBER's success as the technical knowledge brought to bear by the four professional schools.

During the grant period, the KU CIBER will develop programs related to trade in services, including interdisciplinary courses for students from business, engineering, law, journalism, area studies, and foreign language; international business curriculum designed for working professionals in service industries; research on international harmonization of regulatory issues and engineering standards; and executive education directed towards telecom managers, journalists, and municipal development officials from the

NAFTA countries. The KU CIBER's program will include a focus on international business ethics, an area that is intricately tied to international regulatory issues. Since the provision of services is necessarily language-intensive, we have also chosen two complementary areas of research related to business translation and language proficiency. The KU CIBER's initiatives in curriculum, research, and outreach are outlined below.

## **CURRICULUM**

- 1) Development of four new cross-disciplinary curricular initiatives:**
  - a) a special course sequence leading to an International Business Certificate for engineering, law, journalism, area studies, and other non-business majors
  - b) joint MBA/MA degrees with KU's three National Resource Centers
  - c) a new doctoral seminar in international business for graduate students in engineering, law, journalism, area studies, foreign language, and business
  - d) delivery of business culture/language courses to working graduate students in professional programs.
  
- 2) Training in areas of strategic importance to U.S. service firms, including:**
  - a) a new MBA course in international telecommunication management
  - b) new exchange programs with the Universities of Hong Kong and British Columbia, for graduate students and faculty in Information Systems.
  
- 3) More hands-on international experiences for KU business students, by:**
  - a) expanding internship and study abroad opportunities for all students
  - b) providing overseas experiences for working graduate students enrolled in part-time (evening) programs
  - c) significantly revising the MBA Immersion Week in international business
  - d) establishing international business internships in regional development organizations
  - e) developing a global fields projects course.
  
- 4) Greater international emphasis in the Ph.D. program in business, including:**
  - a) incorporation of international modules into the Ph.D. research seminars
  - b) a new international business seminar for faculty and Ph.D. students in the region.
  
- 5) Support for business faculty for:**
  - a) new course development and research related to international business
  - b) presentation of research at international conferences
  - c) attending workshops and conferences sponsored by other CIBERs.
  
- 6) Support for language faculty for:**
  - a) attendance at business-language conferences and seminars
  - b) development of Internet-based resources in specific foreign languages
  - c) development of new culture and language courses for graduate professional students.

## **RESEARCH**

**Priority for competitive funding will be given to multi-disciplinary projects and collaboration with industry and colleagues at foreign institutions. The KU CIBER will sponsor:**

- 1) Research with a special focus on trade in services, including:**
  - a) harmonization of international regulatory and professional standards
  - b) international business ethics and
  - c) international accounting and auditing standards.
  
- 2) Research on problems of legal and commercial translation and the acquisition of language for business.**

- 3) **Regional workshops or seminars based on, or leading to, research on trade in services and international business ethics, followed by one national-level conference in each of years two and three to disseminate the research.**

#### **OUTREACH**

- 1) **Expansion of the International Business Resource Connection (IBRC) website and related training; development of a parallel site for academic researchers.**
- 2) **Innovative executive education programs on:**
  - a) international business ethics
  - b) telecommunication management
  - c) negotiating with the Chinese, utilizing a training simulation.
- 3) **International business training for:**
  - a) judges, including development of a pilot program for foreign judges
  - b) journalists, through the Ford Fellows in Journalism program
  - c) NAFTA Corridor municipal officials.
- 4) **Mobilization of regional development organizations to educate firms and entrepreneurs about international business.**
- 5) **Collaboration with other educational institutions in the region, including:**
  - a) an interdisciplinary seminar on international business for faculty and Ph.D. students from Kansas Regents universities
  - b) a two-week faculty development workshop on international business ethics
  - c) scholarships for language and business faculty to attend CIBER-sponsored workshops.

In the last five years, The KU School of Business has hired nine new faculty, seven of whom have international experience; obtained seven Federal grants to strengthen its international business capacity; raised private funds to support IB initiatives; assumed leadership of a large international business study consortium in Italy; and developed strategic alliances with area firms engaged in international businesses and with faculty across the University. To lead the new CIBER, the School has selected **Professor Melissa Birch, Director**, and **Professor Clyde Stoltenberg, Co-Director**, both of whom are internationalists with extensive experience administering international business programs, including U.S.D.E. grants. The Advisory Council established for the KU CIBER consists of a strong and diverse group of international business practitioners, many with experience in service industries, who are enthusiastic about the KU CIBER and eager to begin the project.

Based on the University's commitment to international studies, the Business School's current level of international development, the experience of the CIB, and the well-established cooperation of the entities mentioned above, KU is ideally positioned to host a new CIBER that will enhance American competitiveness in global commerce. Title VI funding will be utilized to develop new, cross-disciplinary programs involving business, language, and the professional schools; to build international expertise in the fields critical to U.S. business, especially in services; to increase opportunities for hands-on international experiences for students and faculty; to generate research that will have a national and international impact; to promote outreach and cooperative initiatives with firms, organizations, and academic institutions regionally, nationally, and abroad; to develop Internet, case study and language resources; and to continue our unique contribution to the region, the nation, and to American education.

**Wang Center for International Business (CIBER)  
The University of Memphis**

**Fogelman College of Business and Economics  
220 Fogelman Executive Center  
Memphis, TN 38152**

**<http://www.people.memphis.edu/~wangctr/>  
1999-2002**

Ben L. Kedia  
Director  
E-mail: [bkedia@memphis.edu](mailto:bkedia@memphis.edu)

Judy Scales  
Associate Director  
E-mail: [mscales@memphis.edu](mailto:mscales@memphis.edu)

Memphis CIBER sponsors an integrated core of activities that support the mission and the mandate of Title VI legislation. These high performing initiatives are the foundation for a continuing process of strategic growth and development. In each new funding cycle, CIBER's core activities are carefully supplemented with new value-added programs that enlarge the scope and enrich the substance of our active program agenda.

**CIBER Grant 1999-2002: *New Focus on Information Technology***

Today's digital revolution is making information technology the lynchpin for globalization. Therefore, in the next funding cycle Memphis CIBER will make *information technology (IT)* the focus of new value-added CIBER programs. These initiatives will incorporate the energy and resources of four new technology centers located in the Fogelman College of Business and Economics. Just as information technology is a driver for globalization, information technology also is the foundation for a new learning infrastructure that draws its capabilities from digital technology and the Internet. CIBER and the University of Memphis recognize the power and potential which exist in the digital learning infrastructure, i.e., Internet technology and the convergence of computing and television capabilities, and are preparing to fully incorporate these capabilities into the University's learning environment.

The Fogelman College of Business and Economics, in collaboration Federal Express Corporation -- one of the world's most sophisticated users of information technology, are developing a new \$23 million *FedEx Emerging Technology Center* that integrates many of the latest digital learning applications into a coherent electronic learning environment. These tools will allow Fogelman faculty and students to engage in and benefit from a full range of teaching activities and pedagogies, e.g., search tools, Web-enabled presentation software, hybrid CD-ROMs, real-time audio, interactive data bases, Web-based audio and video conferencing, etc. It also will provide students with continuous exposure to cutting-edge technologies, the opportunity to use these technologies in designing business programs, and increased interaction with business partners during the design and implementation phase. In the development stage for the College is a jointly administered, inter-college degree -- *Master of Science in Electronic Commerce* -- designed to address the severe shortage of trained personnel qualified to fill existing and future job positions. CIBER will provide funding resources to support faculty research and training that fully utilize the new technology center.

CIBER is implementing plans to extend the *information technology* focus to the International MBA (IMBA) program by adding *global information technology* as an area of concentration in the IMBA curriculum. Memphis CIBER's annual workshops on Faculty Development in International Business (FDIB) also will be expanded to include a workshop on *Information Technology*, examining its role and impact on international business, including application and management of global information technology, new corporate forms, and industry transformations. (CIBER will conduct this training in collaboration with the new *SCB Global Information Technology Center*, which operates under the administrative leadership of the CIBER.) Today's business organizations must be re-conceptualized to successfully implement global technology functions and manage new digital knowledge. Area business firms will experience long-term and short-term benefits from CIBER's information technology initiatives. In addition to training global managers (i.e. IMBA graduates) skilled in the management of digital knowledge and functions, Memphis CIBER will offer four business conferences and training workshops on global information technology, electronic commerce, digital technologies, etc, to help area businesses compete more effectively in a global/cyber marketplace.

**Other New CIBER Initiatives**

Memphis CIBER will continue to support a unique combination of academic, research and outreach programs that help to meet the human resource, training and informational needs of the business and

academic institutions in the Delta region and throughout the nation. In today's rapidly expanding global business environment, our geographical approach is to concentrate on two or three countries in Latin America and Asia -- especially the emerging markets of China, India, and Brazil. This approach allows us to stay focused and to plan a long-term strategy. Also, we are continuing to enrich and expand our programs in Western Europe (France, Germany), as well as adding new partners and activities in Scandinavia.

**New Academic Programs:** At the University of Memphis, our educational goal is to impact all students in business (as well as interested students in arts and sciences and other professional schools) with respect to international knowledge. New CIBER initiatives will further strengthen and expand international business education at all levels. To enrich undergraduate business education, CIBER shall provide leadership for the development of an undergraduate *major* in International Business (IB), and support the IB undergraduate major by organizing *internationally oriented internships*, and new *undergraduate study-abroad* opportunities. In addition, a new multi-disciplinary course on *Global Interdependence* will be offered to juniors and seniors in the University Honors Program.

**Expansion of International MBA Program:** To continue our expansion of the International MBA (IMBA), CIBER is developing two new IMBA business tracks, new summer study abroad opportunities in Mexico, Europe, and Asia, and adding new countries and companies to the *internship* program. (1) IMBA students in the new *World Region Business Track* study the social, cultural, economic and political diversity of a distinct global region to learn how *regional* characteristics influence business in that part of the world. India and southern Asia have been selected for the implementation of this track. Because many firms are taking a regional approach for promoting trade and for managing operations, *Regional Specialists* can be expected to make a unique contribution to the development and management of global business operations.

(2) The second new IMBA track, *International Sport Business Track*, is a joint collaboration between IMBA and the Department of Human Movement Sciences. Sport has become a complex and highly commodious global product. The global context of sport management makes a compelling argument for integrating international business skills and sport management into a new professional curriculum. The new track will allow students to pursue an International Master of Business Administration with a specialization in international sport management and commerce.

To further internationalize the IMBA curriculum, a new *summer study abroad* program will be added to the program. IMBA's study abroad program will focus on area studies, culture and language, the summer immediately preceding the fall internship. Memphis CIBER is implementing plans with partner institutions in Mexico, France, Germany, Japan, and China, to serve as host institutions and deliver the program. IMBA students will spend a minimum of six months overseas before returning to Memphis to complete their degree.

An *MBA/ Post-MBA program* of intensive summer study will be established in three countries where the U.S. has increasing trade and investment opportunities: India, South Africa and Indonesia. This is a collaboration with four other CIBERs: South Carolina, Michigan State, Texas A&M, and Pittsburgh. Memphis CIBER is taking the leadership role for developing a program in India and has identified the Indian Institute of Management in Bangalore as the host institution for the summer program.

**Research:** We shall continue our thematic research comparing the global performance and growth of U.S. firms, and expand our research on emerging markets and on information technology. Thematic studies will focus on the concepts of "born global firms" and "global leadership/global mindset." The emerging markets research, which lies at the heart of CIBER's *raison d'être*, examines strategic questions relating to market assessment and entry, as well as risk assessment, distribution/ logistics, and transference of knowledge. CIBER will be a partner in a major applied research collaboration with the Federal Express Corporation, analyzing U.S. strategies and approaches for doing business in China, India, and Brazil. The research will identify those factors (and actions) considered essential for achieving sustained success in each of these highly challenging, highly promising, world markets. Results will be published and distributed through jointly sponsored training seminars. Also, CIBER will collaborate with a National Resource Center to develop handbook materials for infusing and integrating international business with area and cultural studies -- a much-neglected area of applied research.

**Outreach Programs:** *Academic* outreach programs are designed to advance faculty and institutional development; outreach to regional business firms help to expand international skills, knowledge, and leadership; and outreach to foreign academic institutions enable CIBER and the U of M to develop important working partnerships.

- CIBER's outreach to other colleges and universities currently includes seven (7) faculty development programs offered on an annual basis. In the next grant initiative, Memphis CIBER will develop a new cross-disciplinary workshop for area studies faculty, plus a faculty workshop on Information Technology - bringing the total to nine faculty workshops. We also will sponsor a *President's Leadership Forum* on

*the Internationalization of the University* for college and university Presidents in the Lower Mississippi Delta, and co-sponsor with Michigan State University, a biannual institute on international business for community college faculty.

- New outreach initiatives to business firms are substantive and significant. They include: (1) executive study abroad/trade mission to Brazil, (2) creation/sponsorship of an International Executive Roundtable, (3) development of a management training program in China to assist employees of U.S. joint venture firms, and (4) a statewide training program for developing export readiness and international competencies, done in collaboration with the Tennessee Quality (Malcolm Baldrige) Award and the Tennessee Association of Business. The latter is expected to become a prototype for other states. Memphis CIBER will continue to provide company-based foreign language training to area business firms -- another unique and highly successful CIBER program. To expand this initiative, CIBER will develop a *Foreign Language and Cultural Learning Center* to provide instruction in less commonly taught languages.

In conclusion, for the next three-year cycle we have proposed a rich array of innovative programs with proven success, plus value-added initiatives that expands technological competencies for today's global environment. These activities deepen our international involvement and reinforce our regional commitment.

University of Michigan Business School  
Center for International Business Education  
701 Tappan Street  
Ann Arbor, Michigan 48109-1234  
Tel 734 936-3917 Fax 734 936-1721  
Web Site: <http://www.umich.edu/~cibe>

Bradley D. Farnsworth, Director  
[bradleyd@umich.edu](mailto:bradleyd@umich.edu)

Anne Preston, Associate Director  
[apreston@umich.edu](mailto:apreston@umich.edu)

#### PROPOSAL ABSTRACT

Few universities possess the resources in business, international, and area studies that are found at the University of Michigan, including: (1) six national resource centers for Japan, China, the Middle East/North Africa, Russia/Eastern Europe, South Asia, and Southeast Asia; (2) five foreign language departments teaching more than thirty languages annually; and (3) hundreds of faculty conducting international and comparative research in professional schools and the social and behavioral sciences. The University of Michigan has more professional schools ranked in the top ten nationally than any other University, including its schools of business, law, public policy, engineering, environmental studies, and public health, all of which are important resources for meeting the requirements of the enabling legislation. The nucleus of these resources is a library system that contains one of the largest international and area studies collections in the world.

Even more exceptional is our capacity to match these University resources with one of the world's premier institutions for business training and research. The undergraduate (BBA) and MBA programs at the University of Michigan Business School (UMBS) are among the best in the United States as measured by national magazine rankings, our doctoral program trains the faculty who join the world's top business schools, and our executive training programs are ranked second among all university-based programs. We have a distinguished international business department and an additional forty faculty who are active in international business teaching, research, and consulting. Our business school library houses one of the most comprehensive international business collections in the United States.

During the new grant period, we will require less than \$400,000 annually in federal funds to implement more than thirty-five activities. This cost-effectiveness is made possible by leveraging the large, unique infrastructure described above and by using matching financial support from three sources: (1) the University of Michigan Business School, which provides financial assistance to the Michigan CIBE in the form of salary and program support, (2) financial support in the form of fees paid by program participants, and (3) financial support from the Michigan CIBE itself, which has the capacity to augment federal funding using the surpluses from its own executive education programs.

While we will continue some existing programs during the new grant period, we will introduce programs that will target new audiences, address existing audiences with new solutions for meeting their needs, and create new models that can be readily transferred to other institutions. Our programs will leverage the unique institutional resources described above, resulting in such nationally significant programs as: (1) the only business degree in the United States that focuses on Southeast Asia; (2) a new program to develop curricula and teaching materials for the Thai language, (3) business language courses in seven different languages--more than any other university in the United States, and (4) a focused research program on the U.S. multinational experience in emerging markets. Many activities are explicitly designed to serve national audiences, for example: (1) an annual conference on the automotive industry in Asia; (2) outreach activities with historically black business schools; (3) teaching materials on international business and foreign languages, and (4) the training of doctoral students in international business.

Our proposed activities for the new grant period are grouped into nine major objectives, each discussed separately below:

1. Internationalize the undergraduate business curriculum at the University of Michigan and throughout the United States. We have consistently defined one of our key constituencies--the undergraduate business student--in the broadest possible terms. Our existing programs are directed toward any student on the

University of Michigan campus with an interest in international business, regardless of the degree program they are pursuing. Many students in the College of Literature, Science, and the Arts (LSA), for example, arrange international business internships, take business school courses, enroll in CIBE business language courses, and enter business careers upon graduation.

Our efforts in meeting this objective will include: (1) the development of a new fellowship program for business and liberal arts undergraduates, designed to give them the language, area studies, and management training to be successful managers in emerging market environments; (2) a new undergraduate seminar on business issues in emerging markets, designed to complement the fellowship program; and (3) a new Summer International Business Institute (SIBI), organized for the purpose of providing management training to undergraduate students from around the United States, particularly those from liberal arts colleges that do not have business schools. The SIBI will also have a research component that will assess the effect that the institute has on career paths.

2. Strengthen and accelerate the internationalization of the Michigan MBA degree. Our international business curriculum at the MBA level is one of the strongest in the United States as measured by the expertise of our faculty and the disciplinary and geographic diversity of our course offerings. In addition, we are one of only a handful of top MBA programs in the country requiring an international business course in the core curriculum. Because of this very substantial progress over the current grant period, we will place less emphasis on curriculum development in the new grant period, focusing instead on the following activities:

*Joint degree.* We will strengthen our joint MA/MBA program (covering South Asia, Southeast Asia, Japan, China, Russia/Eastern Europe, and the Middle East/North Africa) through an enhanced financial aid program and investment in the development of additional internship opportunities for these students.

*Teaching materials.* We will continue to strengthen the business curriculum through the development of additional teaching materials, primarily teaching cases.

*Study tours.* Building on successful study tours in 1994 and 1996, we will begin to offer study tours annually during the new grant period, focusing on Asia.

*Korean studies.* We will continue to support the development of a nationally prominent program in Korean studies, which now includes a permanent, tenure-track position in the business school.

*Public programs.* We will continue to support public programs organized by our students, which now includes a major annual conference on doing business in Asia.

3. Create opportunities for graduate students to live and work abroad by developing a new model for collaboration between U.S. and foreign business schools. Exchange programs are cost-effective, provide excellent cross-cultural learning and networking opportunities for students, and often lead to closer ties between the institutional partners, including collaborative research, joint degree programs, and faculty exchanges. We propose to introduce an option to a carefully selected subset of our current exchange partners, enabling them to send additional students to Michigan in exchange for their sponsorship of field projects in their home countries. We will also increase our efforts to enable University of Michigan students to experience overseas internships through enhanced advising, financial support, and further development of a reference library.

4. Organize, fund, and administer research on the U.S. multinational experience in emerging markets. We will continue to support academic research that contributes to the international competitiveness of American business. The intellectual center of the University of Michigan CIBE remains the Business School's international business group, but other important contributions come from sociology, political science, economics, anthropology, and foreign language departments; the professional schools of law, public policy, public health, environmental studies, engineering, and education; and within the UMBS, finance, accounting, marketing, production, and corporate strategy. During the new grant period, we propose to concentrate the energies of this diverse group of scholars on a more cohesive program of academic research. All new faculty research will be on the multinational experience in emerging economies. Our new research questions will focus on ways that U.S. companies have met--and failed to meet--the competitive challenges in



emerging markets by studying their association strategies, their internal organizational adaptation, their human resource development processes, and the overall evolution of their strategic capability.

Other research activities during the new grant period will include: (1) enhanced research linkages to the business community through two human resource roundtables, one on East Asia and the other on Eastern and Central Europe; (2) new research conferences on distribution networks and business-government relations in emerging markets; (3) continuation of the *Journal of Asian Business*, one of only two scholarly journals in the world that focuses on business issues in this region; (4) continuation of our bi-annual research conference on Southeast Asian business; (5) continuation of our visiting scholar program, which facilitates research linkages between our own faculty and collaborative partners around the world; and (6) financial support to strengthen our information resources infrastructure, including library support and the acquisition of new research data.

5. Internationalize doctoral training at the University of Michigan and other American business schools. The UMBS has an internationally recognized doctoral program where seventy-five students focus on seven business concentrations, including international business. In addition, many doctoral students in economics, political science, sociology, psychology and other contemporary social science disciplines focus on research questions with significant international business content. As is the case with all of our student programs, our focus is on any doctoral student with career and academic interests in international business, regardless of their degree program or home unit within the university.

The activities that will fulfill this objective during the new grant period will include: (1) continued dissertation support for doctoral students researching international business topics; (2) a new research assistance program designed to encourage pre-candidates to focus on the study of emerging markets; (3) enhancement of the Doctoral Internationalization Consortium, a group of six CIBERs that sponsors international research workshops in functional business areas; (4) financial support for doctoral students to attend research conferences, participate in study tours, and deliver research presentations.

6. Increase opportunities for executives and business students to learn the languages of critical emerging markets. The University of Michigan is one of only a handful of universities in the United States that is ideally suited for the development of language instruction materials designed for business students. The University teaches more than thirty languages annually, including those of forty-seven of our top fifty trading partners. The instructors for these languages are held to very high teaching standards, which stimulates innovative thinking about the language curriculum and the teaching materials that support it. The University of Michigan is one of the top institutions in the country for developing multimedia applications for the language classroom, and particularly for products that take advantage of computer technology.

Activities that will fulfill this objective during the new grant period fall into three categories:

*Teaching materials.* We will create new teaching materials for Business Thai, including a business module for a new textbook and a video that will be produced in Thailand. The video will eventually be developed into multimedia courseware using a CD-ROM format. Similar products will be developed for Business Chinese.

*Business languages courses.* We will continue to offer business language courses in seven languages: Japanese, Chinese, Russian, Arabic, Spanish, German, and French. These courses are offered at the advanced level and are open to business, undergraduate, and professional school students.

*Intensive language sequence.* In cooperation with Indiana University, we will introduce a seven-month intensive language sequence that will enable beginning-level Russian speakers to acquire high intermediate or advanced proficiency in seven months. This program will include a summer language component and a four-month internship in Russia.

7. Assess the effectiveness of international business training at the University of Michigan and develop recommendations for its strengthening and improvement. Our joint degree program is among the oldest in the United States. This cohort offers a unique research opportunity, offering both geographic diversity and a rich longitudinal sample. We will conduct structured, in-depth interviews with every graduate of the MBA/MA program in the past fifteen years. The results will offer valuable insights into the career trajectories of

business students with area studies training, suggesting possible improvements in the design of our existing joint degree program and for other, similar programs nationwide. We will also begin to use our newly established human resource roundtable on Central and Eastern Europe for research on international business training, particularly in the area of executive and continuing education.

8. Strengthen and intensify the internationalization process at other American business schools. We propose to expand and strengthen a long-term collaborative effort with a group of historically black business schools consisting of Central Ohio State University, Clark Atlanta University, Florida A&M University, Hampton University, North Carolina A&T University, Prairie View A&M University, South Carolina State University, and Tuskegee University. Activities we will undertake with the Consortium for Training and Research in International and Multicultural Management (CTRIMM) during the new grant period will include: (1) a visiting scholar program enabling CTRIMM faculty to visit the University of Michigan for periods of up to one month; (2) a program to fund, develop, and publish teaching cases based in Africa and other emerging markets; (3) a series of faculty workshops, co-funded by the Educational Testing Service, to train CTRIMM faculty in the use of international teaching cases and to eventually train them to research and write cases; (4) fellowships enabling CTRIMM students to attend our Summer International Business Institute; and (5) a program that will team CTRIMM faculty with Michigan MBAs conducting technical assistance projects in Africa.

Additionally, in order to fulfill this objective we will (1) host visiting scholars from other U.S. business schools, who will visit Michigan for the purpose of further developing their international business research and teaching capabilities and (2) aggressively disseminate curricular materials through our web site and other traditional means, including international business teaching cases, teaching bibliographies, and course syllabi.

9. Promote the international competitiveness of American business by increasing its international business knowledge, skills, and expertise. The Michigan CIBE sponsors the only conference in North America that covers the automotive industry for the entire region of emerging Asia, including India, greater China, Korea, and all of Southeast Asia. This conference will continue to be offered annually during the new grant period. Spinoff activities for 1998-2002 will include (1) intensive Thai language instruction for automotive executives, and (2) organization of an automotive subcommittee of the U.S.-Thai Business Council.

During the new grant period we will also conduct several other programs designed to meet this objective: (1) the creation of a human resource roundtable for Eastern and Central Europe, which will enable multinational and regional executives to exchange information and best practices; (2) the continuation of executive education courses on emerging Asia and on doing business with Japan; (3) a new executive education course on developing and managing infrastructure projects in emerging markets; (4) enhanced cooperation with the Ann Arbor Export Assistance Center, a branch office of the Commercial Service of the U.S. Department of Commerce, including the establishment of new web sites, closer coordination of research resources, and student training opportunities.

## **CENTER FOR INTERNATIONAL BUSINESS EDUCATION at UNC-Chapel Hill**

**Kenan Flagler Business School  
McColl Building CB33490  
Chapel Hill, NC 27599-3490**

**Temporary Web site:** <http://itr.bschool.unc.edu/oip>

**Contact** Theresa S. Esposto, Associate Director CIBER

**Phone:** (919) 962-2625 **Fax:** (919) 962-8836

**E-mail:** [theresa\\_espосто@unc.edu](mailto:theresa_espосто@unc.edu)

### **UNC CIBER Abstract**

Our CIBER takes advantage of the exceptional resource base offered by Kenan-Flagler, which has continually ranked among the top-20 business schools throughout the 1990s. The world-class KFBS teaching and research faculty is supported by an extraordinary array of technical resources, housed in the new McColl Building, recognized as one of the most technologically advanced facilities on any campus worldwide. Several of our initiatives are designed to take advantage of our expanded information technology capabilities to develop new tools for teaching, research, and outreach with nationwide application. Our CIBER initiative is further distinguished by the singular capabilities of the Kenan Institute for Private Enterprise, a privately-supported institute within KFBS established in 1985 to promote collaboration among academia, government, and the business community. Since 1990, the Kenan Institute has developed a truly unique portfolio of collaborative programs linking the business community and US foreign affairs agencies for joint initiatives in international business and development. The Kenan Institute's involvement in joint international activities with KFBS was strengthened by our first CIBER grant and has continued in the intervening period, giving KFBS a window into emerging market societies and small exporter needs that cannot be matched by any other program nationwide.

This program addresses what we define as the two generations of challenges to US competitiveness. First generation challenges encompass US corporations' need to develop the international market analysis, language, logistical, and financial skills to succeed in exporting. While many small and midsize companies still face these challenges, we are convinced that US competitiveness is more seriously tested by a new, second generation of problems caused by globalization. Companies can no longer take a static approach to internationalization, layering skills on an essentially domestic structure, but must instead address the much more complex challenges of globalization. These challenges require US companies, large and small, to make fundamental changes in their methods of operation to stay ahead of the game. They must increasingly restructure their operations both internally and externally to take a global approach to managing relations with companies in their global supply chain, to dealing with corporate customers that are themselves truly global, to managing legal, regulatory, and tax environments that have trans-border implications, and to getting the most from their own highly diverse global workforce. Our CIBER is designed to develop programs to meet this second generation of challenges, incorporating but going beyond programming designed for the first generation of challenges. The latter has been a mainstay of CIBER programming for the past decade, and still serves an important purpose, but we are committed to playing an active role in bringing the CIBER program forward to meet the needs of US competitiveness in the next century.

UNC's ambitious CIBER program includes 35 programmed activities in support of five program components:

- 1) Expanding Global Learning Opportunities in the University, the State, and the Region;
- 2) Experiential Global Learning;
- 3) Information Technology for Management Education and Global Business
- 4) Global Supply Chain Management; and
- 5) International Business and Global Sustainability.

Each of the activities making up these components has been planned in detail by the faculty and staff responsible for implementing them in cooperation with CIBER Director Kenneth Hoadley, the Office of International Programs (OIP) staff, personnel in the area studies and language departments, and in our

collaborating partner institutions. Each activity has a timetable for achieving the programming outputs and budget and staff committed to carrying it out.

**Component 1, Expanding Global Learning Opportunities in the University, the State, and the Region,** includes teaching, research, and outreach activities to integrate international business skills, foreign languages, and understanding of global societies into programs at KFBS and region-wide. Activities in this component will focus on infusion of international content into existing courses and curricula, but will also develop new courses with an international perspective to fill specific needs identified. In the area of teaching and curriculum development, a new Global Business Environment Course will be developed based on Dr. Hoadley's MBA core course, offered to area studies graduate students, and then modified with Dr. Niklaus Steiner of UCIS to serve area studies undergraduates. OIP and UCIS will collaborate to encourage MBA students to qualify for one of UNC's four Area Studies Certificates and to facilitate integrating the relevant coursework into the MBA program structure. OIP will develop printed and Web-based materials and conduct briefings to promote foreign language and area studies opportunities more aggressively to KFBS students.

To promote greater professional collaboration across disciplines, Dr. Steiner will work with area studies and KFBS undergraduate faculty to develop a modules exchange program under which KFBS and area studies faculty will be paired to develop and teach a two-week unit in each other's courses. Dr. Hoadley and the KFBS department chairs will undertake a systematic, course by course review of the status of global content in KFBS coursework and develop an action agenda for deepening internationalization of the core KFBS curriculum, beginning with the MBA program and progressing to the other main curricula. Dr. Mabel Miguel and her colleagues will receive assistance to expand their support to North Carolina's AISEC Chapter, which was established by KFBS students to serve both the university and the state. CIBER funding will support expansion and promotion of the International MBA Speakers Series and encourage greater participation by area studies and other students.

In the area of outreach and applied research, faculty will develop four executive education modules with international content, projected to reach 240 professionals during the CIBER grant period. In partnership with the North Carolina Global Center, a non-profit housed in the Kenan Institute at KFBS, UNC's CIBER will develop a statewide program of Global Center Grants to encourage student and community initiatives including business briefings, trade conferences, and international education.

**Component 2, Experiential Global Learning,** will give students, faculty, and business people increased opportunities to gain global business skills by direct experience in international business environments. Teaching and curriculum initiatives will support full institutionalization of several major programs begun with CIBER and/or private funding since 1993, as well as two important new initiatives. KFBS will continue and expand its Global Immersion Electives, a major focus of our internationalization efforts to date, with a goal of reaching 150-180 MBAs each year. CIBER will support expansion of student exchange programs, with a target of sending at least 25 second-year students abroad annually (10 percent of the class) through PIM and other partnerships. The International Practica program will be institutionalized, with at least two teams completing international projects as part of this required MBA2 activity. International Summer Internships have been a major element of our internationalization program to date, but lagged due to decreased demand in our Southeast Asia partner economies. Under CIBER, OIP will target placement of 10 percent of the first year MBAs in summer internships abroad. To provide much-needed understanding of government-business interaction in the trade arena, Dr. Jennifer Bremer of the Kenan Institute will develop and deliver an immersion-style MBA course module on the Free Trade Agreement of the Americas in Washington. CIBER will support incorporation of area studies material into the Transnational Leadership Program, a new executive MBA program being developed by Dr. Richard Bettis to serve executives in global corporations.

Five initiatives will make up Component 2's outreach and applied research portfolio and build on KFBS and Kenan's reputation for innovation and service. CIBER will support development of three new immersion language offerings for students and business, as part of the LINKS Program partnership with N.C. Global Center under the leadership of Center executive director Lynne Gerber. CIBER will support extension of the MBA Enterprise Corps into new country and regional markets by funding feasibility studies and program marketing by Dr. Jack Behrman in order to enhance the MBAEC's post-MBA international experiences, which has been used by students at more than 40 business schools nationwide. Building on this success, Dr. Behrman, founder of the MBAEC, will work with our strategic international partner schools to establish a Doctoral Student Teaching Corps to match doctoral candidates at U.S. schools with short-term teaching opportunities. This program will be implemented on a pilot basis in Year One for rollout nationally by the end

of the grant period. UNC will support CIBER FDIB programs by funding UNC system faculty participating in programs sponsored by the CIBER network and by developing two offerings under a new model for Faculty Summer Institutes in International Business, interdisciplinary "faculty-teach-faculty symposia combined with in-country programs. Finally, Dr. Hoadley will conduct an annual International MBA Case Writing Practicum, directing a team of MBAs in development of new cases in a selected country.

**Component 3, Information Technology for Management Education and Global Business**, will utilize KFBS's world-class information technology facilities and faculty/staff leadership in IT applications to develop new offerings for international business and to expand the impact of ongoing Kenan and UNC system business outreach programs. In the area of teaching and curriculum development, the core initiative will be development of a series of Web-based, multi-media course modules, termed Regional Business Environment Courses (REBECs). Four REBECs will be developed under the leadership of Dr. Robert Connolly to support the immersion electives and for use throughout the curriculum, on Northern Asia, Southeast Asia, Latin America, and the Caspian. Lynne Gerber will expand the offerings in the Working Languages series, producing CD-ROM multimedia versions of four language programs, designed to fit around existing MBA curricula and for self-study. CIBER will support expansion of Dr. Mabel Miguel's highly innovative Cross-Cultural Internet Project, which currently involves 450 students at eight universities in the United States and four other countries.

Outreach and applied research initiatives will include graduate research assistance to the NC Global Gateway, a project of UNC/Greensboro under the Governor's Global Forum, which provides access to the full range of international business, cultural, and language support in North Carolina as a service to business, government, and the community. CIBER will also support research assistance for Kenan's Dr. Jennifer Bremer to identify additional trade opportunities for NC firms under the Department of Commerce-supported Export 99 program and to expand services to exporters nationwide under the USAID-funded MATCH Program, both of which use the Internet to link U.S. small businesses directly with potential customers and partners in emerging market countries.

**Component 4, Global Supply Chain Management**, will center around development and testing of a new approach pioneered by KFBS that uses information technology to integrate teaching, applied research, and outreach to the business community. Dr. Al Segars will lead a team of KFBS and Kenan personnel, corporate leaders, and partners in business organizations to build a Learning Laboratory in Supply-Chain and Information Management for the Global Corporation. This program will use Web and distance learning technologies to bring applied research with corporations into the classroom by organizing research, outreach, and teaching around business roundtables with leaders in developing and applying supply-chain and enterprise-technology tools. This work and the research of Dr. Noel Greis's team at the Kenan Institute's Center for Logistics and Global Strategy will form the basis for a Multimedia Case Series, to be developed by doctoral students.

Parallel applied research initiatives in Component 4 will include support to research and publications by Dr. Segars's team and by Dr. Greis's multi-university Global Logistics Research Initiative (GLORI). CIBER will support the North Carolina Consortium for Logistics Education (NCCLE) initiative, led by Dr. Greis, a highly innovative partnership with secondary schools and community colleges to develop simulations and multimedia educational material to support a seamless curriculum for logistics management across skill levels. CIBER funding will enable Dr. Bremer and her partners in U.S. government agencies and the Organization for American States (OAS) to expand their work in Electronic Networks for Global Entrepreneurship and Trade, exploring the use of Internet technology to directly link small entrepreneurs in the US with potential counterparts in Latin America. Dr. Bremer will also develop the UNC CIBER's second initiative in corporate partnering, the corporate partnership program in community development linkages, through which the Kenan Institute will continue its highly innovative collaboration with major US corporations to help them build international community development initiatives that provide a strategic competitive advantage in emerging market countries.

**Component 5, International Business and Global Sustainability**, furthers the work of Dr. Stuart Hart, Dr. Dennis Rondinelli, Dr. Bremer and others at KFBS, to promote corporate strategies that use environmentally sustainable technologies for competitive advantage. The core initiative in this area will be the development of a Sustainability Learning Laboratory. Following a parallel model to the Learning Laboratory in supply-chain management, the Sustainability Learning Laboratory will build a highly collaborative program with major

corporations and strategic partners including the World Resources Institute (WRI) to manage an integrated program of applied research, business participation in the classroom, and support to corporate problem-solving. This collaborative institutional learning program will use distance communications and Web-based technologies to bring into the classroom US-based and overseas managers from corporate partners in the Sustainability Business Roundtable. Dr. Hart will also manage a Sustainability Speaker Series to make these activities available to a broader audience in cooperation with UNC's Carolina Environmental Partnership Initiative. Finally, Dr. Bremer will manage our CIBER's fourth innovative corporate partnering activity, which will complement and support the two Learning Laboratories and the community development partnership by conducting a Business/NGO dialogue program based in Washington.

**CENTER FOR INTERNATIONAL BUSINESS EDUCATION funded 1998-2002**  
**University of Pittsburgh, Katz Graduate School of Business**  
**355 Mervis Hall**  
**Roberto Clemente Drive**  
**Pittsburgh, PA 15260**  
**<http://www.pitt.edu/~ibcm>**  
**Andrew R. Blair, Director**  
**(412) 648-1570**  
**e-mail: [blair@katz.business.pitt.edu](mailto:blair@katz.business.pitt.edu)**

**INTERNATIONAL BUSINESS CENTER**  
**UNIVERSITY OF PITTSBURGH**

The University of Pittsburgh's Center for International Business Education (hereafter referred to by its working designation "International Business Center," "IBC," or simply "the Center") has accomplished a great deal during the period it has been funded by the US Department of Education under Title VI, part B of the Higher Education Act. That progress continues during the first year of funding in its new funding cycle. The Center is sponsored by two major units of the University of Pittsburgh -- the Katz Graduate School of Business (Katz Business School or KGSB) and the University Center for International Studies (UCIS). The relationship to UCIS has given IBC especially good access to the University's rich array of international resources in support of the mission envisioned for the "CIBERs" in the Title VIB legislation.

Since its founding, the Center has been functioning within an evolving strategic framework. Starting from a strong institutional base, a major initial priority of the Center was the implementation of a set of programs and activities aimed at achieving a high degree of internationalization within the Katz School, while simultaneously addressing all activity components specified in the Legislation. The totality of these activities has positioned the IBC as a **supra-organization, which forms alliances and mobilizes resources both within and outside the University in support of programs germane to international management education and related services. The supra-organization concept had served as the Center's strategic decision-making framework throughout the recently completed funding cycle and continues during the new cycle.**

The IBC's broad record of accomplishments, and its proven ability to work with a variety of University units and regional service organizations, augur well for the continued success of this strategic approach. The IBC has established strong cooperative relationships with three of the University's professional schools and the UCIS area-study centers. Through various language programs, the IBC has formed close ties with four FAS language departments. The Center has also formed strong partnerships with the Pittsburgh district office of the U.S. Department of Commerce, the Western Pennsylvania District Export Council and the World Trade Center of Pittsburgh.

The membership of the International Business Center's Management Committee consists of IBC Director Andrew R. Blair, Katz Business School Dean Frederick Winter, UCIS Director Burkhart Holzner, and UCIS Assistant Director Wolfgang Schlor. The University's four area studies programs (also organized within UCIS): Asian; Latin American; Russian and East European; and West European are the Center's most immediate partners. (All four of these centers are also recipients of funding under Title VIA.) Additionally the Center works closely with many of the Language and Literature Departments of the University as well as the Schools of Law, Engineering, and the Graduate School of Public and International Affairs.

The Center is supported by a distinguished Advisory Council consisting of business leaders, University educators and the Governor of the Commonwealth of Pennsylvania principal advisor for international programs. The Advisory Council has provided valuable suggestions and insights on the development of both academic and business community outreach activities. Throughout the IBC's existence, a highly qualified Evaluation Committee has provided assistance in developing and guiding the Center's activities.

Under the leadership of the Center Director, the Katz School is currently engaged in a wide-ranging international strategic planning process, focusing on a set of School-wide internationalization activities as well as a strategy for positioning the Schools programs internationally.

Much has been accomplished in the initial years of the Center's existence, as its strategic framework and set of specific objectives have been translated into a variety of coordinated initiatives, activities and programs. For a number of years now, the IBC has operated as an established, dynamic, full service Center. The Center continues to strengthen existing programs and mount new initiatives in the first year of its new funding cycle. The following are the major programs currently being strengthened and/or developed:

- C Continual development of the International course/curriculum grants program at the master's level for support of the globally oriented MBA curriculum. Course development support is also being provided for the undergraduate College of Business Administration (CBA) in the development of a program that will lead to an "Honors Track" for highly qualified students interested in International Business;
- X The development of a new Katz International Executive MBA (IEMBA), which is currently targeted at managers working and living in Central and Eastern Europe, but which will eventually be extended to countries in Latin America and Asia.
- C Evaluating and strengthening of the Katz Schools international dual-degree programs (MBA/MA, MBA/Master of International Business, MBA/Master of Public and International Affairs);
- C New methods of administering foreign language instruction for MBA students, Katz faculty and undergraduate business students. In addition to language support in Japanese and Spanish for MBA students, the IBC has also supported language programs in Spanish for faculty, German for Professionals for a larger university audience, and a grants program to allow business undergraduates to study overseas and enhance their language skills.
- C The continuance of an international business research support program for Katz School faculty and doctoral students, as well as other University faculty focused on the development of an IBC thematic research program on the unique problems related to management in firms operating in emerging market countries;
- C The enhancement and continued offering of a well-received interdisciplinary, University-wide faculty seminar series on topics relevant to international business;
- C Further development of the Consortium for International Business Exchange (CIBEX) in association with 12 Western PA business schools. In addition to the twice-yearly conferences on international business topics, the Consortium will continue to develop external sources of financial assistance to support international faculty research and student exchange.
- C Fostering productive relationships with the Western Pennsylvania District Export Council (DEC), the Pittsburgh office of the US Department of Commerce, and other regional business community service groups, resulting in such services for the regional international business community as:
  - X Publication of the Western PA International Business newsletter (jointly with the DEC);
  - C Design and maintenance of Western Pennsylvania International BusinessNet, an information source for regionally-based businesses interested in participating in international trade and investment, including a calendar of upcoming events under the auspices of local service providers and a list of international visitors to Pittsburgh (another joint program with the District Export Council and maintained at the University of Pittsburgh);
  - C Support for a luncheon briefing series on international business topics for key executives at member companies of the Katz Business Alliance;



- C Co-sponsorship with the U.S. Department of Commerce, the District Export Council, and the Global Trade Institute of Pennsylvania of a regular Breakfast Briefings Series. During the current academic year, the focus has shifted to an examination of various aspects of the European Union, utilizing the University of Pittsburgh's distance learning technology to reach business audiences throughout Western Pennsylvania;
- C Support for the Global Trade Institute, established by representatives from the International Business Center, Duquesne University, the World Trade Center of Pittsburgh, Mellon Bank, PNC Corporation (as well as other businesses), to offer or coordinate a variety of export-oriented programs for regional businesses of varying sizes and export sophistication. A major new Institute initiative is the Western Pennsylvania International Trade Fair, to be held in Pittsburgh in May 1999. IBC is a major sponsor of this event.
- C The creation and continual development of the Global Emerging Markets database (GEM). The GEM database was created to meet an expressed need by the business and academic communities for an easy-to-access information site covering various features of the emerging markets;
- C Continued development of relationships with foreign business schools and management centers and facilitation of faculty and student opportunities abroad (student exchanges, internships, faculty teaching and research. Affiliations have been established with the Czech Management Center in the Czech Republic, the University of Augsburg, the European Business School and Pforzheim Fachhochschule (the latter three all in Germany), Comenius University in the Slovak Republic, and the Universidad Tecnica Federico Santa Maria in Valparaiso, Chile. During the current funding year, several relationships will be explored for the purpose of facilitating student and faculty exchanges, joint faculty research and executive education opportunities.

The set of programs and activities the Center has initiated and implemented are designed to enhance in varying degrees the international awareness, understanding or competence within its several constituencies. The IBC undertakes these varied endeavors because it wishes to reach a broad population (students, educators and business practitioners) with ultimately very different international performance needs and goals. The Center is committed to providing opportunities to raise the relevant level in some significant way for each group it seeks to serve.

## **CENTER FOR INTERNATIONAL BUSINESS EDUCATION (funded 1999-2002)**

### **University of Southern California, Marshall School of Business**

625 Childs Way, Suite 204

Los Angeles, CA 90089-0462

(telephone: 213 740 2852, fax: 213 740 2858)

Richard Drobnick, Director

John Windler, Associate Director (windler@usc.edu)

## **1. Introduction**

Ninety-seven professors have been the leaders of 93 CIBER-supported teaching, research, and outreach projects since the Center was established at the University of Southern California on October 2, 1990. 575 experts from academia, business, and government have participated in CIBER-sponsored events at USC as speakers, panelists, and authors. Another 3,400 business managers and non-USC academics have attended CIBER's annual conferences on Pacific Rim business issues; about 40 percent of the participants have been from California and 60 percent from other states.

In its first eight years, USC's CIBER has supported three themes of activities: (1) internationalizing the educational experience of USC students by creating new international courses, bringing international experts to campus, and by sending students abroad for internships, research, and field-study visits; (2) developing professional relationships with international associations and universities, as well as with academic, business, and government experts via conferences, visiting expert seminars, and consulting projects; and (3) supporting the internationally-oriented teaching and research activities of individual USC faculty. By helping to develop increased faculty expertise in international business issues and by creating faculty allies for internationalization, CIBER stimulated major institutional changes within the Marshall School of Business and throughout the entire University of Southern California.

USC's CIBER has also had noticeable effects on the internationalization of American firms in California and throughout the United States. Tangible evidence for this is provided by strong letters of support for USC's CIBER from regional and national leaders (Appendix D).

- **California Governor Pete Wilson**, "...The training provided by CIBEAR to the Golden State's international business community is an invaluable resource for the future development of California."
- **California Commerce Secretary Lee Grissom**, "...For California, the nation's largest and most diverse exporting state, the education provided by CIBEAR to train the Golden State's international business community is an invaluable asset to the future development of California."
- **Los Angeles Mayor Richard Riordan**, "...The University of Southern California's CIBEAR is an essential program for our citizens and businesses to remain competitive in the international marketplace."
- **Los Angeles Area Chamber of Commerce President Ezunial Burts**, "...the University of Southern California's CIBEAR has made a very positive contribution to the international business education of the Los Angeles Area business community, enhancing the competitiveness of local firms."
- **President William Clinton**, "...Warm greetings to all those gathered in Los Angeles for the tenth annual Asia/Pacific Business Outlook Conference, hosted by the University of Southern California and the United States Department of Commerce.... By doing business beyond our borders, you keep our nation engaged in the front lines of the global economy...."

## **2. CIBER's Stimulus to Strategic Change at USC: FY 1990-1999**

CIBER activities have had a substantial effect on shaping and accelerating the internationalization of USC's Marshall School of Business as well as upon the entire University of Southern California. In 1997, the Marshall School adopted a Pacific Rim/Latin America MBA initiative which included three interrelated components: a new course titled "**Pacific Rim Education (PRIME)**" which is **required** for all 280 day-time MBA students, optional Pacific Rim language programs, and optional internships and semester abroad opportunities (Appendix F.1 & J.5). The University adopted a strategic plan in June 1994, which includes, as one of its four primary initiatives, the further internationalization of USC with a focus on the Pacific Rim and Latin America, as summarized below:

*Build upon USC's strong international base of alumni students, and established relationships and Southern California's position as an international center to enhance future global opportunities for education, research, and career development. Because of the characteristics of Southern California and of our students and alumni, focus efforts on the countries of the Pacific Rim and of Central and South America.\**

In 1994, the University appointed CIBER Director Richard Drobnick to the newly created position of Vice Provost for International Affairs (a half-time appointment) in order to stimulate university-wide efforts to expand teaching and research activities on Asia and Latin America. Drobnick utilized CIBER networks of academic, business, and government partners in Asia and Latin American to assist the deans of some of USC's 18 professional schools initiate new Pacific Rim-oriented teaching and research activities. CIBER networks have also been utilized to support the Provost's Distinguished Visitors Program, which brings about seven Asia and Latin America experts per year to USC for ten-day visits with students, faculty, and Southern California executives (Appendix A.3). CIBER networks have also been helpful in implementing the Provost's Asia/Latin America Experts Program, which provides 50% "bridge funding" to subsidize USC schools that will recruit senior-level Asia or Latin America experts to their tenured faculty (Appendix A.4).

USC's strategic focus on Asia and Latin America enables the University to provide research and policy advice to APEC (Asia-Pacific Economic Cooperation), the consortium of government officials from 21 Asia-Pacific economies. This occurs because Drobnick, as vice chairman of the U.S. National Committee of the Pacific Economic Cooperation Council (US-PECC), is able to facilitate connections between CIBER projects and four PECC research/policy advisory task forces: "Pacific Economic Outlook," "Pacific Economic Structural Project," "Telecommunications Outlook," and "Financial Market Developments." In turn, these PECC task forces provide research/policy advice to APEC task forces. (See Appendix A.5 for a description of PECC task forces, networks, and interaction with APEC.)

### **3. CIBER's Themes for the Period Ahead: FY 2000-2002**

In the next three years, CIBER will focus on three themes, which are described below:

➤ **Expanding Experiential, Cross Cultural Learning Opportunities.**

The principal activities are to consolidate and improve the international teaching and research activities in the Marshall School's "PRIME" course, which is **required** for all 280 day-time MBA students (Projects A.1, A.2, E.4); to introduce a modified version of PRIME's activities to all 250 part-time MBA students in a new **required** course titled "PM.Globe" (A.3); and to create an Asian language immersion program for a select group of undergraduate business majors who will take 24 units of Asian Studies courses in the College of Letters, Arts and Sciences (in addition to the language immersion program), along with their 52 units of business courses (C.1).

➤ **Researching Asian Financial Market Reforms.**

The principal activities consist of: an annual Pacific Rim financial markets research conference which supports PECC's Financial Market Developments Task Force (F.1; see Appendix H.6 for a prospectus of the US-PECC research project), a research conference on financial reforms in Japan (F.2), the acquisition of comprehensive, up-to-date financial markets data (F.6), and the international finance visiting experts series (F.4).

➤ **Strengthening USC's Pacific Rim Alliances.**

The principal activities include: establishing USC representative offices in Asia (D.1), doing collaborative trade promotion and research projects with California Trade and Commerce Agency offices in Asia (D.2) and with U.S. Department of Commerce Commercial Service offices in Asia (D.3), and building collaborative teaching and research relationships with the 34 leading research universities around the Pacific Rim, which in 1997 established the Association of Pacific Rim Universities (APRU) (D.4). USC President Steven Sample serves as chairman of APRU and CIBER Director Richard Drobnick serves as secretary of the Association. (See Appendix A.6 for information about APRU membership and its activities to become the scientific advisory council to APEC's presidents and prime ministers.)

---

\* "The Strategic Plan of the University of Southern California," June 1994, p.2 (copy enclosed in Appendix A.2).

CIBER will continue to support new internationalization activities in some of USC's other professional schools. For example, the School of Architecture's "Asian Special Topic Studio," a new course for advanced undergraduate students in Malaysia (A.9); the School of Policy, Planning, and Development's (SPPD) "Asian Field Study Laboratory" (A.8), and SPPD's new "International Policy, Planning and Management" masters program for public sector officials from Asia (E.5); and the School of Education's research project "Globalization Challenges and Incentives for Pacific Rim Universities" (E.6).

#### **4. CIBER's Organizational Structure**

Co-directors Richard Drobnick and Bert Steece and associate director John Windler, with the support of program manager, Rachel Shotwell, manage CIBER in a decentralized manner that distributes responsibility to the project leaders (many of whom are CIBER Advisory Council members; see Figure 7, p. 3a for a list of members.) Senior members of the Marshall School's administration, who are leaders of CIBER projects and members of the Advisory Council include: Jack Dittrick, Vice Dean for Undergraduate Programs; Michael Duffy, Vice Dean for Masters Programs; Ravi Kumar, Executive Director of the PRIME Program, and Jack Lewis, Director of the IBEAR Program. Senior administrators from USC's College of Letters, Arts & Sciences who serve on CIBER's Advisory Council include: Morton Schapiro, Vice President of Planning and Dean, College of Letters, Arts & Sciences; Jonathan Aronson, Director, School of International Relations; Otto Schnepf, Director, East Asian Studies Center; and Abraham Lowenthal, President, Pacific Council for International Policy.

The fact that Lloyd Armstrong, USC's Provost and Senior Vice President for Academic Affairs, serves on the Advisory Council enables perspectives from CIBER project leaders to be considered at the highest levels of decision making at the University. The intellectual resources, advice, and university-wide connections provided by these Advisory Council members ensure that CIBER teaching and research activities are able to utilize USC's diverse faculty resources and that CIBER activities include non-Marshall School students and faculty. Faculty and students from USC departments of East Asian Languages, Economics, History, International Relations, and Political Science are directly involved in CIBER projects (B.1-B.4). Also, a university-wide International Affairs Advisory Task Force provides advice and assistance to CIBER Director, Richard Drobnick, in his role as Vice Provost for International Affairs. (See Appendix A.2 for a roster.) A schematic view of CIBER's organizational chart, which highlights the extensive faculty involvement in CIBER as project leaders, is presented as Figure 1 (p. Va). The active role of CIBER's Advisory Council in managing projects and providing guidance is presented in Figure 2 (p. Vb-Vc).

The current Advisory Council was formed in Summer '98 and met on September 28, 1998 to discuss CIBER's plan for FY 2000-2002. During the summer, many members of the Council developed proposals for FY 2000-2002 in support of the recommendations of the Marshall School's 1997-98 International Business Task Force (Appendix J.1). All members of the Advisory Council received copies of CIBER's "Request for Project Proposals: 2000-2002, as did over 200 USC faculty in April 1998 (Appendix B.1).

In terms of the relevance of CIBER programs for the business community and government agencies, the Center is guided and assisted by its numerous non-academic Advisory Council members: Lloyd Day, Deputy Secretary of the California Trade and Commerce Agency (appointed by Governor Wilson); Ezunial Burts, President of the Los Angeles Area Chamber of Commerce; Jay Winter, Executive Director of the Foreign Trade Association of Southern California; and Robert Philibosian and Genevieve McSweeney Ryan, Commissioners of the California State World Trade Commission (appointed by Governor Wilson). Also, Awilda Marquez, Assistant Secretary of Commerce and Director General of the U.S. & Foreign Commercial Service, provides assistance and guidance in her role as the joint venture partner in the production of CIBER's annual Asia/Pacific Business Outlook Conference (see Appendix G.1 for a description of this annual conference). A schematic view of CIBER's internal and external partners is provided as Figures 3 (p. Vd) and 4 (p. Ve).

The strong commitment of the Marshall School of Business and USC to CIBER is demonstrated by the allocation of substantial funds, as well as senior administrative and faculty personnel, to support CIBER activities. In the Center's past three years, USC invested substantially more than the mandated requirement of 50 percent of the Center's budget. On average, USC annually invested \$1,140,000 in FY 1997-99 (80%). USC's projected commitments for FY 2000-2002 is \$1,586,000 (80%) per year.

USC's CIBER responds to the Congressional mandate to make American companies and students more internationally competitive by supporting the development of internationally-oriented executive education programs (C.4 & C.5) and by supporting the creation of new knowledge about the realities of today's global competition through a variety of business research projects (F.1-F.16). USC's CIBER is supporting the development of numerous international internship and study abroad opportunities for undergraduates and graduate students (A.4, A.5, A.10, B.4); graduate courses on international business (A.1, A.3, A.6-A.9); training programs in languages (C.1, C.2, C.3); new collaborative projects with business, government, and academic institutions (D.1-D.9); new research to strengthen international teaching (E.1-E.6); and new research on international business issues of importance (F.1-F.16). These teaching programs and research results are widely disseminated through training programs for business members of numerous organizations with which CIBER has developed strong relations (e.g., American Chambers of Commerce in Asia and Latin America, the California State World Trade Commission, the U.S. National Committee of the Pacific Economic Cooperation Council, etc.), as well as at academic conferences and through the publication of research reports, journal articles, and books.

Each of the proposed projects is organized under the leadership of USC faculty and senior staff. Many of the projects combine business school expertise with expertise from area-studies specialists at USC, as well as from academic, business, and government experts from around the world. (See Appendix I for the lists of 575 visiting experts who have lectured in CIBER programs between 1991 and 1998: 114 academics, 313 executives, and 148 government officials.) Many projects address issues of contemporary importance to the decision making requirements of American firms operating in today's global markets, e.g., business and financial market conditions in China, Japan, and Southeast Asia (F.1, F.2, F.4-F.10, F.12); other projects address the changing relationship between corporate strategy and international finance, information systems, supply chains and corporate organizational structures (F.1, F.3, F.5, F.6, F.8, F.9, F.11, F.13-F.16).

Built into the proposal are delivery vehicles designed to provide immediate access to the above materials via USC's extensive array of executive training programs, conferences, and workshops. Private and public sector executives, as well as academics from other universities will continue to participate in a significant way. (See Appendix G for lists of the 621 academics, government officials, and managers who attended CIBER's 1998 programs.) All of the proposed projects respond directly to the Congressional mandate to increase the international skills of the business community, by combining the efforts of USC's business and area-studies faculty with those of business practitioners and non-USC academic experts. CIBER programs also have a multiplier effect by enlarging the pool of data available to other academic institutions, which produce international business training in their own locales.

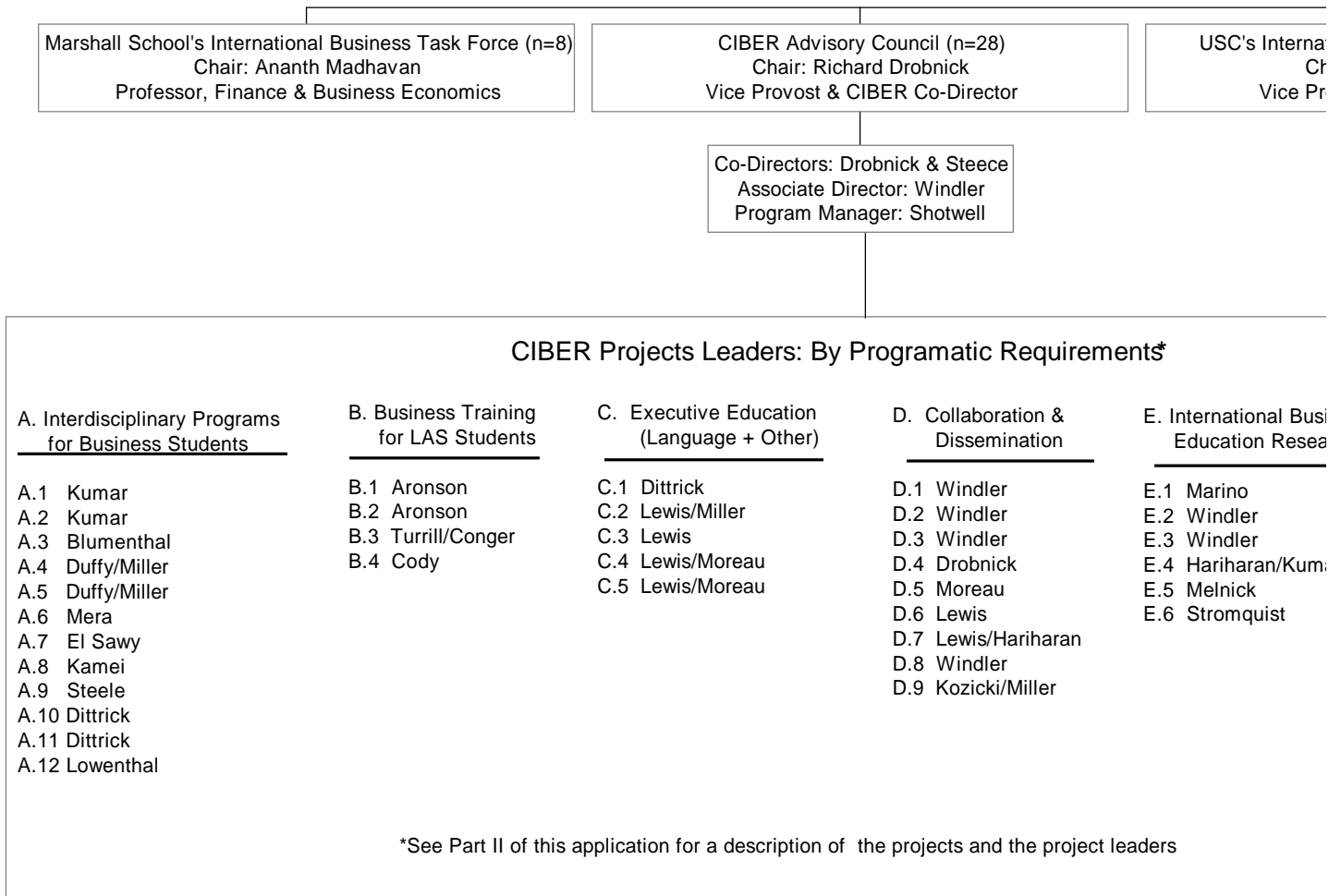
## **5. Conclusion**

Federal support for USC's CIBER since October 1990 has been instrumental in expanding the international teaching, research, and outreach activities of 97 USC project leaders, their dozens of colleagues, and their thousands of students. In turn, their successful projects generated momentum for creating the Pacific Rim Education (PRIME) initiative in the Marshall School of Business, and helped stimulate the strategic policies of the entire University of Southern California to become more Pacific Rim-focused. Continued federal support of USC's CIBER will provide critical assistance for the implementation of the rapidly expanding international activities of the Marshall School of Business. This federal support will also continue to allow CIBER to assist the internationalization of teaching and research activities in some of USC's other professional schools, e.g., architecture, policy, planning and development, and education.

Title VI support for USC's CIBER has been about \$300,000 annually, since 1990. USC's business school has "matched" this federal support with more than \$500,000 per year of real resources and, beginning in 1997, it increased this annual investment in CIBER-supported activities to over one million dollars. In addition to making substantial financial investments in internationalization, the Marshall School has been able to attract many of its top faculty to develop and lead the school's internationalization initiatives. These business school initiatives and the international initiatives of USC's other professional schools have been actively supported by USC's president, provost, and faculty who serve on the international affairs advisory task force. In summary, decisions and action by USC leaders, in combination with federal support, have enabled USC to begin implementing the internationalization initiative of its strategic plan and to make significant progress on expanding the international learning opportunities for its students, faculty, alumni, and

other business stakeholders. Federal support has accelerated the internationalization of teaching and research at the University of Southern California in very important ways. This influence provides a strong demonstration of how federal funds can be leveraged in support of the congressional mandate to improve the international competitiveness of the United States.

**Figure 1: FACULTY PARTICIPATION IN CIBER'S ORGANIZATION AND PERFORMANCE**



**Figure 2: CIBER ADVISORY COUNCIL MEMBERS AS PROJECT LEADERS**

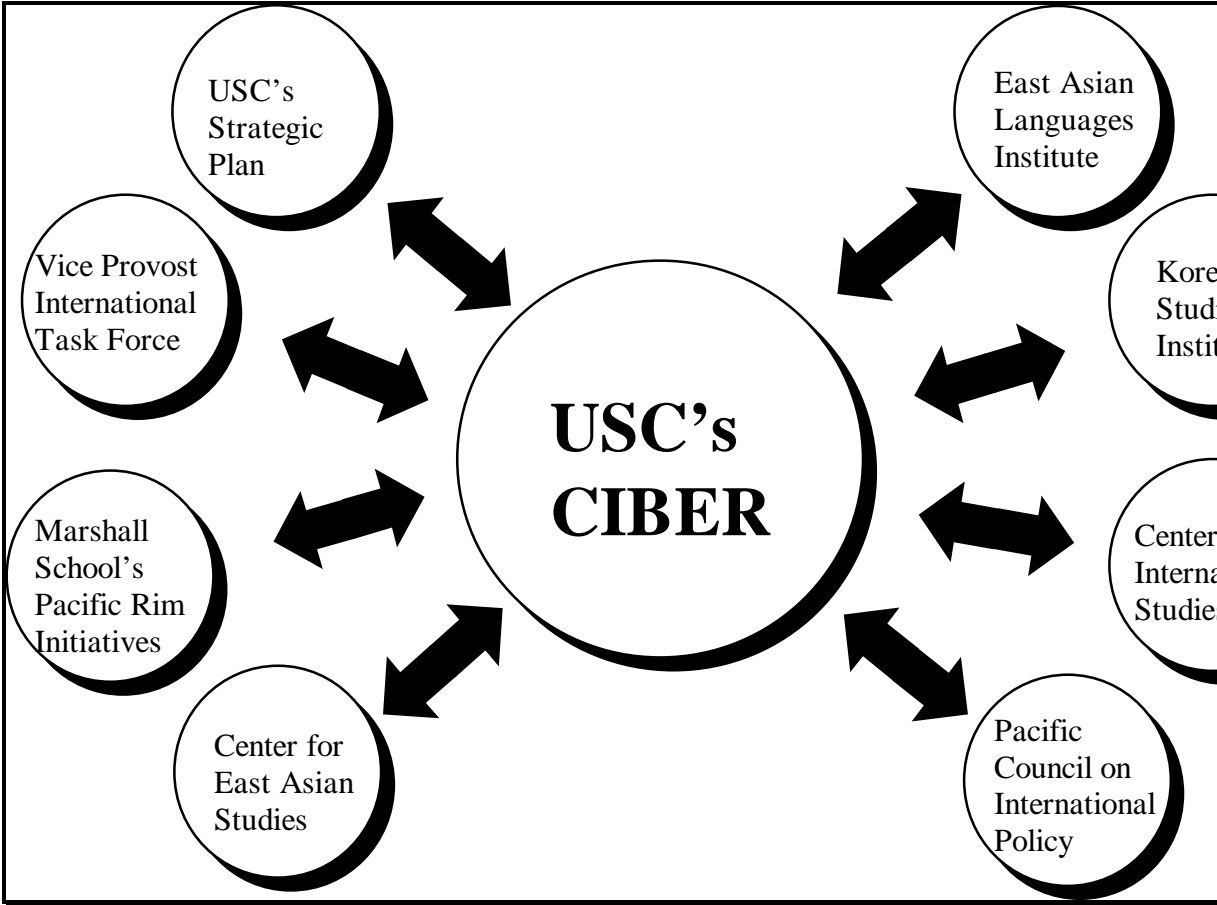
| <b>Jonathan Aronson</b><br><b>Director</b><br><b>International Relations</b>                | <b>Jack Dittrick</b><br><b>Vice Dean</b><br><b>Undergraduate Programs</b>     | <b>Richard Drobnick</b><br><b>Co-Director</b><br><b>CIBEAR</b> | <b>Michael Duffy</b><br><b>Vice Dean</b><br><b>Masters Programs</b> | <b>Ra</b><br><b>E)</b><br><b>PF</b> |
|---|---|--|---|-------------------------------------|
| B.1 APBO Awards to Foreign Language and International Studies Graduate Students and Faculty | A.10 International Case Competition   | D.4 Association of Pacific Rim Universities                    | A.4 Pacific Rim Internship Program                                  | A.<br>F.                            |
| B.2 Dissertation Awards for Foreign Language and International Studies Students             | A.11 International Senior Option Program                                      | F.1 Asian Financial Market Developments Research Conference    | A.5 Dean's International Graduate Fellows                           | A.<br>Pr                            |
|   | C.1 East Asian Language Immersion Program for Undergraduate Business Students |  |   | F.<br>Pe<br>th<br>Oj<br>Er          |
|   |   |  |   | F.<br>St                            |



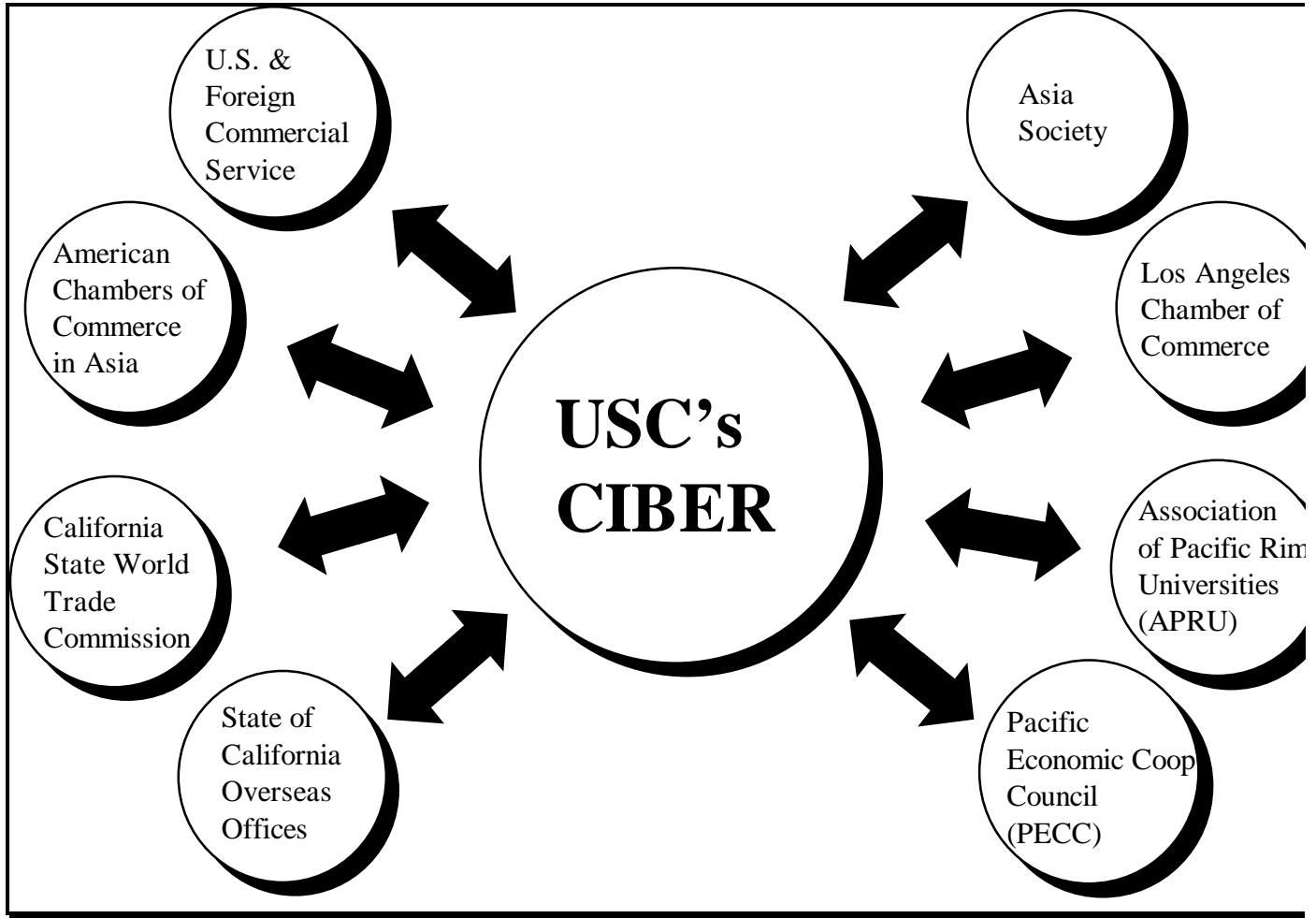
**CIBER ADVISORY COUNCIL MEMBERS AS PROJECT LEADERS (Continued)**

| <b>Jack Lewis</b><br><b>Director</b><br><b>IBEAR</b>            | <b>Abraham Lowenthal</b><br><b>President</b><br><b>Pacific Council on</b><br><b>International Policy</b> | <b>Gladys Moreau</b><br><b>Director</b><br><b>Export Small Business</b><br><b>Development Center</b> | <b>Jeffrey Nugent</b><br><b>Professor</b><br><b>Economics</b> | <b>Jc</b><br><b>As</b><br><b>Cl</b> |
|---|--|--|---|-------------------------------------|
| C.2 Pacific Rim Language Program for Graduate Business Students | A.12 MBA Internship at Pacific Council on International Policy   | C.4 Asia/Pacific Business Outlook Conference   | F.4 Pacific Economic Structural Outlook                       | D.<br>Of                            |
| C.3 APBO Introductory Language Programs                         |  | C.5 Pacific Rim Management Programs  |   | D.                                  |
| C.4 Asia/Pacific Business Outlook Conference                    |  | D.5 Export Development Program for Small Business  |   | D.<br>Cc                            |
| C.5 Pacific Rim Management Programs                             |  |  |   | D.<br>Ot<br>De<br>Int               |
| D.6 Registration Awards to APBO and Pac Rim Management Programs |  |  |   | E.<br>De                            |
| D.7 International Business Consulting Projects                  |  |  |   | E.<br>Sc                            |

Figure 3: CIBER's UNIVERSITY OF SOUTHERN CALIFORNIA PARTNERS



**Figure 4: CIBER's EXTERNAL PARTNERS**



## CENTER FOR INTERNATIONAL BUSINESS EDUCATION

Funded 1998-2002

University of South Carolina  
The Darla Moore School of Business  
1705 College Street  
Columbia, South Carolina 29208  
<http://www.business.sc.edu/ciber2001>

William R. Folks Jr.  
Director, CIBER  
(803) 777-3600  
rfolks@darla.badm.sc.edu

Michael A. Shealy  
Managing Director, CIBER  
(803) 777-4400  
shealy@sc.edu

### ABSTRACT

The Center for International Business Education and Research (CIBER) in The Darla Moore School of Business, University of South Carolina, was established January 1, 1990. CIBER is administratively located in The Darla Moore School of Business. Programs supported by CIBER involve faculty from other university departments and Colleges, as well. These include the College of Liberal Arts (French and Classics; Geography; Germanic, Slavic and Oriental Languages and Literatures; Government and International Studies; Latin American Studies; Spanish, Italian and Portuguese), the College of Science and Mathematics, the School of the Environment, the School of Law, and the College of Engineering.

CIBER facilitates existing and new programs of international business education and research. With CIBER support educational programs such as the Masters of International Business Studies and the International MBA program are training the future global business leaders of the region and nation. CIBER serves as an international resource and focal point for governmental, academic and professional communities needing, or being interested in, international business education and research. The Center has served to facilitate the development and support of a wide range of new programs in international business and related areas at the University of South Carolina.

Funding in the period 1998-2002 will enable CIBER to develop new initiatives to enhance our nation's competitiveness, as well as to build on the foundation of activities undertaken with previous CIBER support. Although federal funding supports only those components of the Center's activities initiated since its establishment, all Center programs contribute to the wider goal of providing comprehensive educational programs in international business and completing research projects designed to understand and develop U.S. competitiveness in external markets.

CIBER has already begun to support and will continue to support and facilitate the following activities during the period October 1, 1998 through September 30, 1999:

**Activity 1, Post-MBA Intensive Summer Programs - India.** The University of South Carolina will establish, in collaboration with at least four other CIBERs, annual summer post-MBA programs in three countries where the United States has increasing trade and investment opportunities. During this grant year, India will be the target country for initial planning, to be followed by South Africa and Indonesia in subsequent years.

**Activity 2, Doctoral Business Education.** The University of South Carolina will offer the Ph.D. in Business Administration program with two concentrations, International Business and International Finance. There will be approximately 20 majors enrolled at any time over the life of the grant.

**Activity 3, Graduate Business Education.** For almost twenty-five years the University of South Carolina has been a leader in graduate professional education in International Business. Over 2,500 participants have graduated from The Darla Moore School of Business's Masters in International Business Studies (MIBS) degree program. More recently, since 1994 the University has offered, in collaboration with the Economics University of Vienna (WU-Wien), the International MBA (IMBA) degree, a fourteen month intensive MBA program featuring six months of study at WU-Wien and eight months of study at the University of South Carolina. As part of these programs, the following activities are undertaken.

**Activity 3.1, Summer Intensive Language Programs for International Business Students.** Summer intensive language programs at the University of South Carolina in Chinese, French, German, elementary Japanese, intermediate Japanese, Portuguese, Spanish; offshore programs in Italian and Russian at partner institutions.

**Activity 3.2, Business Language Programs.** Business language programs in the eight MIBS languages in the Fall and Spring semesters.

**Activity 3.3, Offshore Intensive Language Programs.** Final offshore intensive language programs at cooperating institutions in the six western languages and one year in country programs in Chinese and Japanese.

**Activity 3.4, Overseas Area Studies Courses.** Overseas area studies courses (six credit hours) for six language tracks (Chinese and Japanese incorporate area studies in the one-year overseas experience). These courses are taught in the language of the particular country of study.

**Activity 3.5, Environmental Core Program in MIBS.** All MIBS students take an integrated International Business core, including a two-day environmental experience that combines field trips and guest speakers.

**Activity 3.6, New Elective Courses.** The College's International Business programs offer their students some 54 elective graduate business courses from which to choose, including 16 elective courses which are primarily international in content. Seven additional electives with international content will be developed over the life of this grant with CIBER support.

**Activity 3.7 Programs for International Business Specialization.** In the past CIBER grant periods, development of areas of specialization within the MIBS program were initiated and completed by September 30, 1998, with approval by faculty scheduled for Spring 99. Areas of specialization are three or four course groupings of electives that develop a specialized capacity for our graduates with an international dimension. Two additional areas of specialization will be developed over the life of the 1998-2002, with initial development beginning in Summer 99.

**Activity 3.8, Overseas Internship Program for MIBS Students.** The internship in the MIBS program forms an essential and required part of the MIBS program. For US nationals, the internship is a six-month work assignment at a firm at a location in a country whose language the student has studied. Each year some 135 overseas internships are arranged for US nationals to develop their capacity to do business in these regions of the world.

**Activity 3.9, The International MBA Program.** IMBA is planned to operate in its current mode during the grant period, with some fifty students per year in the program.

**Activity 3.10, Study Abroad Programs for MBAs.** The Darla Moore School of Business will continue to offer exchange opportunities for students in the MBA program as a method of providing overseas opportunities.

**Activity 4.1, Undergraduate Internationalization Requirement.** All undergraduate business majors following the new curriculum will be required to meet an internationalization requirement.

**Activity 4.2, Undergraduate Program at the University of Durham.** CIBER will continue to provide partial funding to offer a selected University of South Carolina course on the campus of the University of Durham, in Durham, England.

**Activity 4.4, Undergraduate Area Studies Programs for Business Majors.** The major revision of the undergraduate program of The Darla Moore School of Business creates an opportunity for business majors to utilize their liberal arts core and a significant number of free electives to follow academic programs of study that will allow these students to develop a special expertise in a particular region of the world. The necessary courses for such area specializations already exist in

the College of Liberal Arts. CIBER will take the lead in structuring these courses of study, with designed area minors or alternative programs of study in Latin American Studies, European Studies and Asian Studies available to business majors by the end of the four-year grant period.

**Activity 5, Outreach Faculty Development Programs. Functional Programs in International Business.** Each year during the grant period the College will offer its annual Faculty Development in International Business (FDIB) Program. This program offers faculty from business schools the opportunity to develop their ability to teach a specific undergraduate or graduate course in International Business. There are nine courses now available. The program is scheduled June 27-July 1, 1999 during the first year of the four-year grant.

**Activity 6.1, Workshop on Teaching Spanish for International Business for Professors of Spanish.** In the period 1998-2002 the College will offer its workshop to train assist Spanish language faculty in integrating international business concepts into business Spanish curricula. CIBER funding underwrites instruction in this program, and in addition provides scholarships of \$500 for 12 participants each year. The program is scheduled June 24-July 1, 1999 during the first year of the four-year grant.

**Activity 6.2, Co-Sponsorship of International Business and Foreign Language Conference.** Each year the University of Memphis provides a three-day workshop for foreign language educators in French, German and Spanish designed to develop understanding of how International Business relates to the teaching of business language. The University of South Carolina co-sponsors this Conference and provides five scholarships for faculty at regional business schools to attend, as well as honorarium support.

**Activity 7.2, The Annual Faculty Development Program for South America.** During the grant period the CIBER at the University of South Carolina and CIBERs at four other business schools will combine to offer a faculty development program for South America. During the four-year grant period, the University of South Carolina will make available one full scholarship to this program, with preference given to faculty from institutions in the state of South Carolina and historically black colleges and universities. The program is scheduled June 13-27, 1999 during the first year of the four-year grant.

**Activity 8, The Administrative Strategies in International Business Program.** CIBER will continue to offer this program for administrators of business schools, to provide guidance in the development of international business programs and activities. Since 1996 this program has been offered in cooperation with the American Assembly of Collegiate Schools of Business and timed for the spring meeting of this group. The program will be offered this year April 16-18, 1999, in Atlanta, Georgia.

**Activity 9.1, Host Institution for the 1999 Academy of International Business Meeting.** The University of South Carolina has been selected as the host institution for the Academy of International Business (AIB) meeting in November 1999 in Charleston, South Carolina. CIBER at the University will provide logistical support for the Academy meeting.

**Activity 9.2, Host Institution for the 1999 Annual Meeting of the Association of International Business Education and Research.** The Association of International Business Education and Research (AIBER) is the association of universities that have CIBERs. The University of South Carolina will serve as the host institution for this meeting in Charleston, South Carolina in November 1999.

**Activity 9.3, Host Institution for the 1999 Business and International Education Meeting.** The University of South Carolina has been selected and has agreed to serve as the host institution for the Department of Education's Business and International Education (BIE) program in November 1999 in Charleston, South Carolina. The University of South Carolina CIBER, along with The Darla Moore School of Business' Daniel Management Center, will provide information, logistical, and registration support for the meeting. No Federal CIBER funds will be expended on this activity.

**Activity 10, Executive Education - The Global Business Forum.** The University of South Carolina is forging a new linkage with corporations active in international business and exporting through the formation of the Global Business Forum. The Forum will be a corporate membership organization consisting of 30-50 firms of varying size who view the University of South Carolina as their "knowledge partner" in International Business Education.

**Activity 11, Customized Executive Education in International Business.** In addition to the public programs of the Global Business Forum, the Daniel Management Center is called upon to do contractual programs in International Business for client firms. These programs are customized for the client. Knowledge generated through CIBER research projects often forms the basis for these programs

**Activity 12, Open Enrollment Executive Education in International Business.** During the proposed grant period, 1998-2002, the Daniel Management Center will develop and offer a two-week Executive Development Program in International Business, targeted to executives whose firms are becoming more deeply involved in global business. Most other open enrollment programs will be offered through the Global Business Forum.

**Activity 13.1, Central Carolina Economic Development Alliance.** The Central Carolina Economic Development Alliance develops trade and investment opportunities for five counties in the Midlands of South Carolina. Each year, CIBER assigns and supports one incoming MIBS student as a graduate assistant to the Alliance. Working with local business and governmental leaders from the region, this individual helps plan a major mission to recruit industry and to support the export of South Carolina products. Usually these missions are directed to Germany or Italy, because of the substantial reverse investment into the Midlands area from these regions. We plan to support this Activity throughout the grant period.

**Activity 13.2, Columbia World Affairs Council Language Luncheons.** CIBER assigns and supports one incoming MIBS student as a graduate assistant assigned to the World Affairs Council. This person's primary responsibility is to arrange language luncheons, at which groups of business executives gather for a discussion of events in a specific country. These discussions are held in the language of that country.

**Activity 13.4, Export Development Activities.** The Darla Moore School of Business provides substantial support to the formal export development activities of the state of South Carolina. Each spring, the International Business Department offers a course, IBUS 722, Export Marketing. MIBS and other students in this course work on real export development projects with regional businesses.

**Activity 14, Sponsored Faculty Research in International Business.** The CIBER at the University of South Carolina has made research one of its major themes. With ten tenure track faculty in the International Business Department and twenty-four other tenure track faculty who have conducted research on international topics (almost all with past CIBER support), CIBER has at its disposal a substantial group of research active faculty who are advancing the frontiers of International Business knowledge.

**Activity 14.1, Major Research Projects.** CIBER will make major research grants to faculty or groups of faculty to pursue significant research projects. Most grants are in the range of \$4,000 - \$10,000 per annum, with some grants extending over more than one year. These research projects arise as the result of discussions between the CIBER Director and Research Director and the faculty members proposing them. At any one point in time ten of these larger research projects will be funded by CIBER during the grant period 1998-99.

**Activity 14.2, Competitive Research Projects.** During the grant period CIBER will institute a program of small competitive grants (\$1,000-\$2,000) for faculty in The Darla Moore School of Business and in the College of Liberal Arts to cover research expenses for more moderate projects. Five such grants are contemplated per annum.

**Activity 14.3, The CIBER Working Paper Series.** The South Carolina CIBER has produced approximately twenty papers per annum since its inception, and will increase output during the grant period.

**Activity 15, Major Research Conferences.** CIBER plans to institute a series of annual research conferences beginning in the year 2001, the bicentennial year of the University.

**Activity 15.1, Competing Through People: The Human and Social Capital of the Multinational Enterprise - CIBER Conference 2001** will center on the human and social capital aspects of implementing a global strategy and of managing the global firm.

**Activity 15.2, International Marketing: The Power of Process - CIBER Conference 2002,** will center on the processes of international marketing, not simply the output.



**CENTER FOR INTERNATIONAL BUSINESS EDUCATION**  
**FUNDED 1999-2002**

**The University of Texas at Austin, College and Graduate School of Business**  
**Austin, Texas 78712-1178**

**<http://www.bus.utexas.edu/~ciber/main.html>**

**Dr. Robert T. Green, Director**

**Dr. Linda V. Gerber, Associate Director**

**Telephone: 512-471-1829**

**Email: [ciber@bus.utexas.edu](mailto:ciber@bus.utexas.edu)**

The Center for International Business Education and Research at the University of Texas at Austin (CIBER-UTexas) was established in 1990 with the award of an U.S. Department of Education Title VIB grant. In 1993, and again in 1996, the Center successfully competed for a subsequent three-year CIBER grant. Situated in the College and Graduate School of Business at the University of Texas at Austin, CIBER-UTexas has received widespread recognition for its impact on the internationalization of business education and the partnership it has developed with the international business community. Its reputation has emerged during the three periods of CIBER grants through the continuous improvement of an infrastructure that effectively and efficiently develops and delivers services consistent with the purposes of the authorizing legislation. The infrastructure includes both internal CIBER-UTexas staff and procedures, as well as the broad set of external strategic alliances formed with groups whose missions and capabilities complement those of CIBER-UTexas.

The extent of the CIBER-UTexas impact can be demonstrated by some quantitative measures associated with the programs delivered to date. Since its inception in 1990, CIBER-UTexas has been involved in the development and delivery of 47 new internationally-oriented courses; provided regional and national internationalization conferences to more than 1200 business educators; conferences for the regional international business community with a combined attendance of over 3900 persons; overseas teaching and research programs involving 70 faculty; and international study and internship programs for over 900 students. The project proposed for the 1999-2002 period demonstrates the growth in capabilities that has been developed during the past eight years to deliver programs with impact that goes well beyond that which CIBER-UTexas has achieved to date.

**The CIBER-UTexas 1999-2002 Initiative**

CIBER-UTexas will use its strategic position at the University of Texas at Austin -- located in the heart of the Southwest's high-tech international business community and in close proximity to Latin America -- to continue to (1) enhance the international knowledge and global experience of regional business students, educators, and business leaders; and (2) promote mutually beneficial cooperation among business educators, students, and regional businesses to elevate business education and practice of U.S. managers and firms in today's increasingly global economy.

The CIBER-UTexas initiative is predicated on the understanding that overall U.S. competitiveness in the global market cannot be increased by a single entity operating individually; it must be characterized by a coordination of efforts within and among institutions of higher education and include the direct involvement of the international business community. During the 1990-93 period, CIBER-UTexas initiated the formation of vital connections in the business and academic communities in the Southwest and in the nation, in order to convey the national imperative of understanding the global market in a more comprehensive way. The subsequent periods have solidified these links to the point that CIBER-UTexas has become an integral part of the international business education and service community in the Southwest, regularly interacting with business organizations and schools on matters pertinent to its central mission of enhancing U.S. global competitiveness. The initiative being proposed for 1999-2002 is intended to build upon the CIBER-UTexas history of significant accomplishments in the delivery of a goal-directed interchange of expertise and resources within and among academic institutions and the business community.

### **CIBER-UTexas in Its Regional Context**

The regional context of CIBER-UTexas demonstrates the importance of the CIBER-UTexas initiative. The Southwest (Texas, Arkansas, Louisiana, Oklahoma, Arizona, and New Mexico) represents one of the main areas for international business in the United States. International business involvement of the region has soared during the past decade. Exports from Texas increased from just \$25 billion in 1987 to \$69 in 1995. The 1995 figure represented a 15% increase from the previous year, a particularly impressive figure when recognizing that Mexico (Texas' largest export market) was in a deep recession that year. Texas ranks second only to California in terms of overall export activity. Much of this activity is in the dynamic field of technology-intensive goods, a primary source of U.S. competitive advantage. In addition, NAFTA has created intense interest in the southwest United States for doing business with Mexico, and this interest is quickly expanding to include all of Latin America. Texas serves as a natural geographic, economic, and cultural bridge between the United States and Latin America, a region predicted to account for fifty percent of U.S. export growth in the coming decade.

### **CIBER-UTexas in Its Institutional Context**

The University of Texas at Austin (UT) is the largest university in the Southwest, with approximately 48,000 students. UT's College and Graduate School of Business (CBA) offers majors and concentrations in international business at the undergraduate, MBA, and doctoral levels, and it is associated with an extensive network of overseas business schools to provide faculty and students with opportunities for international exchange and internships. In addition, CIBER-UTexas efforts have been instrumental in the development of a large cadre of internationally oriented faculty located in all academic departments of the CBA.

The resources of the CBA are further magnified by CIBER-UTexas alliances with academic units across the University that possess international expertise which enhance the Center's ability to accomplish its goals: Institute for Latin American Studies, Center for Middle East Studies, Center for Asian Studies, Center for Russian and East European Studies, Linguistics Department, IC<sup>2</sup> Institute, LBJ School of Public Affairs, and individual language departments that offer instruction in more than twenty-five foreign languages each semester. Many of these entities have representatives on the CIBER-UTexas Advisory Board or faculty who have worked closely with CIBER-UTexas personnel on past activities. CIBER-UTexas alliances within the University are augmented and complemented by close partnerships with key business and government organizations that serve the international business community -- U.S. Department of Commerce, Small Business Development Centers, District Export Councils, and the Texas Department of Economic Development -- that are also represented on the Advisory Board.

The Executive Director of CIBER-UTexas is Dr. Robert T. Green. The Center also has two Associate Directors who direct the activities of two of CIBER-UTexas major divisions: (1) the Academic Programs Division is directed by Dr. Linda V. Gerber; and (2) the Business Outreach Division is directed by Raymond G. Brimble.

### **Summary of CIBER-UTexas Proposed 1999-2002 Project**

CIBER-UTexas operations are centered on the pursuit of three major goals: (1) the globalization of business education and research; (2) the integration of business education with other international components of the academic community; and (3) the formation of a partnership with the international business community. The manner in which CIBER-UTexas is proposing to accomplish these goals represents an evolution substantially beyond its achievements to date by employing the Center's unique configuration of resources to address regional and national needs identified through a process of continuous need assessment. The five central themes that permeate the proposed 1999-2002 project have been identified through this process:

- Maintain a *global focus*, with special emphasis on *Latin America*;
- Placement of a strong emphasis on *academic outreach*;
- The integration of *language and cultural studies* into business education;
- Partnership development with complementary organizations; and
- Assess the impact of CIBERs' major initiatives since the program's inception.

These central themes are reflected in the new and continuing programs being proposed for the 1999-2002 period. A sampling of the *new* programs is presented below, each with a brief description.

- **Impact Assessments** will be conducted on CIBER language programs, study abroad programs, and doctoral internationalization consortia, in addition to the on-going assessments currently being made of general CIBER national impact and of the BIE program.
- **Language Initiatives** will be directed at broadly disseminating materials developed to date in the area of Business Spanish, developing a class in Business Portuguese, offering a class to doctoral students in Spanish on the teaching of Business Spanish, and developing and distributing materials for teaching Business Spanish to business community audiences.
- **A Career Handbook** will be written which is directed at students who want to pursue careers in international business, and distributed nationally.
- **The Annual Southwest International Business Research Conference** will be established in cooperation with CIBER-Texas A&M to bring together scholars from across the region to present and discuss current research in the field.
- **Classes and Modules** will be developed that focus on the cultural dimension in international business.
- **Texas High School Classes in Economics** will be internationalized in collaboration with high schools in the region.
- **A Web-based Speaker Roster** will be developed in cooperation with Texas District Export Councils to serve as a resource for classes in schools across the region.
- **Legislative Support Program** will work with business groups attempting to address state-imposed impediments to international business activity, and to introduce positive mechanisms in which the State could enhance international business.
- **Expanded International Opportunities** will be provided to students in numerous new programs, including a summer class in Spain, an innovative international internship program in collaboration with AIESEC, and the internationalization of the UT Business Honors Program.

The preceding are brief descriptions of new programs being proposed. In addition, a wide range of programs instituted in previous grant periods are being continued and enhanced. Almost all of the programs – new and continuing – involve extensive collaboration with partners to ensure that they will be delivered in a highly cost-effective manner. The alliances allow the Center to leverage a modest number of dedicated staff to achieve wide-reaching impact. Program effectiveness will be ensured via a process of regular and in-depth evaluation. CIBER-UTexas will employ USDOE resources provided in a manner that makes the maximum possible contribution to the competitiveness of U.S. business in the global economy.

## **Center for International Business Education and Research (1999 – 2002 cycle)**

University of Washington Business School  
316 Lewis Hall  
Box 353200  
Seattle, Washington 98195-3200  
<http://weber.u.washington.edu/~ciberweb>

Director: Richard Moxon, Professor of Management and Organization  
Tel: (206) 543-4587, [moxon@u.washington.edu](mailto:moxon@u.washington.edu)

Associate Director: Victoria Helm  
Tel: (206) 543-3433, [vhelm@u.washington.edu](mailto:vhelm@u.washington.edu)

### **Introduction**

The enduring strength of American business--stemming in part from the expansiveness of an accessible domestic market--may cloud recognition of the need for U.S. managers to have global executive skills. Recent technological advances, especially in telecommunications and networked computers, have, however, brought businesses and their potential markets, suppliers, and competitors around the globe closer than ever before. The fallout of recent structural weaknesses in the Asian economies has been propagated within and beyond Asia, underscoring how interdependent businesses have become in all regions of the world. In fact, the need has never been greater for business schools to infuse in their curricula and in their research programs questions, issues, theories, and practices addressing the inherent global orientation of modern business enterprise.

UW CIBER was established as the result of receiving its first DOE grant in 1991. Earlier grants have resulted in many successful programs and activities. Among the highlights are:

- undergraduate and graduate level international business certificate programs
- a broadened curriculum in all our degree programs
- faculty actively increasing the amount and quality of international content in their teaching and research
- business language classes and foreign study tours for MBA students
- the establishment of the Northwest International Business Educators Network (NIBEN)
- coordination with other campus Title VI area studies centers to produce outreach programs
- joint degree programs with the Jackson School of International Studies
- collaboration with a consortium of business schools to produce doctoral internationalization workshops
- the Education for the Global Entrepreneur (EDGE) program and its Export Training Clinic in which students essentially run an export trading company and work with businesses to improve their international operations.
- a host of other activities that have enhanced the internationalization of the UW Business School and the UW

As a mature CIBER, we are embarking on a new set of dynamic initiatives that build on the platform of successful international business programs established by UW CIBER. Conceived within four major themes, the new initiatives are uniform in the following: (1) they build on existing and growing strengths of the Business School, the UW, and the Pacific Northwest region of the United States; (2) they address existing and incipient needs of industry in the Pacific Northwest and the U.S. in the 21st century; and (3) they provide synergies in meeting the purposes of the authorizing statute. The combination of the new initiatives help to achieve the overarching mission of the Title VI-B statute--i.e. to improve U.S. competitiveness in the global economy.

The four themes around which our initiatives are organized involve Global Business and Technology, Asian Economics and Business, Building Executive Skills, and Establishing UW CIBER as a Regional Resource Center.

### **Themes**

#### **Theme 1: Global Business & Technology**

This theme comprises four interrelated initiatives that will induce the UW CIBER to (1) produce cutting edge research that is relevant to international business practice, (2) develop new approaches to internationalizing aspects of the curriculum that have been often neglected by business schools, and (3) engage representatives of external constituencies to collaborate with us in disseminating the outputs of our activities. In this coming year, UW CIBER will develop a series of activities by students and faculty to give us more expertise and visibility in the rapidly developing arena of Global Business & the Internet. UW CIBER will focus on the international aspects of the internet – international expansion by internet companies, impacts of the internet on multinational management, international regulation and trade policy.

Faculty E-commerce Workshop. Early Autumn 1999. This is a small workshop, for UW faculty and a few visitors, to identify important research topics related to the internet. International topics will be included in this more general workshop.

MBA Student E-commerce Conference. Spring 2000. A one-day event on global business and the internet, with a strong focus on international topics. This will be tied into the MBA core curriculum, with required attendance by first year students, optional attendance by second year students and invited attendance by students from outside the business school. There will be invited business speakers and panels, and also presentations by students groups.

Conference on The Internet and International Business. Spring 2000. This will be a two-day conference of academics and business executives. Mix of invited papers and discussants, together with a general call for papers. We are exploring co-sponsorship with another CIBER.

#### **Research**

Faculty Projects. Faculty is developing cases and research papers on international expansion by internet companies as well as materials on international competition and public policy regarding the internet.

Student Projects. Connected to the faculty projects and to the student conference above, students will be encouraged to pursue independent study projects related to the internet. Suggested topics include case studies on particular countries and companies, and international regulatory issues.

#### **Theme 2: ASIAN ECONOMICS AND BUSINESS: GLOBAL IMPLICATIONS**

Because the Asian economies have significantly affected U.S. trade and foreign policies, this theme will target activities to elevate understanding of the challenges and opportunities this region holds. The Asian Economic Conference will be an annual event co-sponsored by UW CIBER, the UW Department of Economics, Chinese University of Hong Kong, and City University of Hong Kong. The conference will draw scholars from around the world to discuss contemporary issues in the Asian economic environment.

Research Program in Asian Economics and Business is a new initiative to fund research targeted on topics related to Asian business and economics. Asian Development Bank has scheduled its annual meeting in Seattle in 2001. UW CIBER will assist the steering committee in organizing a series of seminars for the business and public sectors. Asian Negotiation Video Series will document a series of interviews of American business professionals in the Pacific Northwest who have extensive experience negotiating and transacting business with Asian counterparts.

An autumn seminar series entitled "WTO, Commerce and Other Factor Flows among the U.S. and Economies of Greater China." The series, co-sponsored with Global Trade, Transportation and Logistics Program, the Jackson School of International Studies, and other campus units will bring visiting faculty on campus over a 10 week period leading up to the Seattle Round of the WTO Ministerial Meetings in November/December 1999.

UW Business Chinese – The rapid growth of international trade in China, Hong Kong and Taiwan has greatly enhanced economic growth and foreign capital investment in the past two decades. In order to provide UW students with Chinese language skills, UW CIBER, in conjunction with the Department of Asian Languages and Literature, will further develop Business Chinese classes.

### Theme 3: BUILDING GLOBAL EXECUTIVE SKILLS

This theme involves a wide range of activities that will help prospective and active practitioners develop

needed critical skills for working successfully in the global economy. Global Executive Sessions comprise a new series of short, practical courses on international business conducted in conjunction with such partners as the Trade Development Alliance and the Washington Council on International Trade. The Global Business Challenge Case Competition is an exceptionally ambitious activity that assembles undergraduate business students from around the world for a week of business related activities, culminating in a day of judged presentations of analyses of international business cases. International Markets Newsletter is a quarterly publication, created and produced by undergraduate business students, that identifies export opportunities for Pacific Northwest firms. Export Training Clinic allows students to participate in export consulting projects for small/medium sized companies in the Pacific Northwest. The UW CIBER will utilize its network of international business faculty to build a network of export training clinics throughout the Pacific Northwest. WTO Student Ambassadors Program will train and accredit UW student ambassadors on WTO-related issues. Student ambassadors will visit high schools throughout Washington State to disseminate

information about WTO and other trade related issues.

UW CIBER will participate as a sponsor in the UW Business School's Business Plan Competition (open to UW students as well as those from surrounding schools) to encourage the development of international business plans.

### Theme 4: ESTABLISHING UW CIBER AS A REGIONAL RESOURCE CENTER

Since 1991, the UW CIBER has built a strong foundation of international business programs and activities at the University of Washington, and has created connections to numerous colleges and universities throughout the Pacific Northwest. In this funding cycle, we will strengthen this foundation and network, and expand the resources currently offered to international business faculty in the Pacific Northwest.

UW CIBER will extend the reach and participation of the Northwest International Business Educators' Network (NIBEN) in the full portfolio of UW CIBER sponsored activities, in part, by taking UW CIBER supported activities into cities within the Pacific Northwest region. Using the NIBEN network, UW CIBER is sponsoring a contest for the best case study of an international trade dispute and the role of the WTO. Any undergraduate currently enrolled in a two-year or four-year college or university in Washington, Oregon, Idaho, Montana, or Alaska may participate. In addition, International Case Studies will use modern technologies to expand both the curriculum and the dissemination of the materials used in the international business curriculum. UW CIBER will establish a new outlet for original research papers emphasizing aspects of international business through its UW CIBER Online Working Paper Series. The series will be widely distributed within the academic community. WTO Business Lunch Series: UW CIBER and World Affairs

Council will sponsor a series of outreach luncheon lectures in various locations in the region focusing on issues related to the Seattle Round of the WTO Ministerial Meetings.

Doctoral Internationalization Consortium The Accounting Faculty of the University of Washington will continue to organize for accounting Ph.D. students at CIBER institutions and other universities a two-day consortium dedicated to the task of internationalizing accounting research and curricula. International Business Institute for Community College Faculty is a four-day intensive training program to internationalize the business curriculum in community colleges across the nation. This proposal documents important new commitments that the University of Washington Business School and the University of Washington have made in support of UW CIBER's mission. The support is manifest in increased staffing and equipment and a broader commitment to UW CIBER activities on the part of faculty. In particular, the School has established a Program in Global Business as one of its two primary interdisciplinary specialty areas (the other being Entrepreneurship and Innovation). This is a significant new development in mobilizing faculty, students, and our external constituencies to contribute knowledge and practice across the domains of international business. Formal participation in UW CIBER activities on the part of the University's central administration and by academic units in the health sciences, engineering, public affairs, and library science constitutes a breakthrough for UW CIBER in expanding the influence of its activities.

## CENTER FOR INTERNATIONAL BUSINESS EDUCATION

Funded 1998-2002

### University of Wisconsin-Madison School of Business

975 University Avenue  
Room 5268 Grainger Hall  
Madison, WI 53706  
Website: <http://www.wisc.edu/bschool/ciber>

**CIBER Director, R.D. Nair, Phone (608) 262-3819, e-mail: [rnair@bus.wisc.edu](mailto:rnair@bus.wisc.edu)**

**CIBER Assistant Director, Susan Huber Miller, Phone (608) 263-7682, e-mail: [shubermiller@bus.wisc.edu](mailto:shubermiller@bus.wisc.edu)**

#### Introduction

The University of Wisconsin-Madison has a long tradition of excellence in international education in area studies and language instruction. And most recently, the University was awarded a Department of Education technology grant, which will be used to create, in collaboration with the University of Minnesota and Ohio State University, a Web-based Digital Asia Library (DAL). Building on these strengths, the School of Business has developed a strategic plan to further internationalize programs and faculty, and coordinate more closely with other international programs at the University. A *Center for International Business and Education Research* (CIBER) will allow the School of Business to further our progress in internationalizing the school by leveraging the strengths of the University's area studies and language programs. The proposed UW-Madison CIBER is intended to become a unique national resource for international business education.

The core strategy in the development of this proposal is to leverage CIBER funds with strategic partners in the international community at the University. Primary strategic partners include:

*World Affairs and the Global Economy (WAGE)* - **WAGE's mission includes the objectives of increasing the capacity of UW-Madison to analyze and understand the forces that are shaping the global economy.**

*The Asian Partnership Initiative (API)* - **Launched by Chancellor David Ward in 1995, the API commits significant University resources to the study of Asia.**

*The International Institute* - **The institute brings together 14 programs, including six federally funded National Resource Centers (NRCs), other area studies programs and "topical" programs focusing on global studies, comparative cultures, and international relations.**

*The European Union (EU) Center* – Established in 1998, the Center seeks to improve understanding of the European Union as a complex, evolving governance system and international actor. The Center's activities are divided among three major themes, including economic integration, monetary union, and transatlantic relations; labor markets, employment and social protection; and identity and citizenship. The UW-Madison CIBER shares an interest in many of these themes and will be a major co-sponsor of events with the EU Center.

**Other partners include selected departments in the College of Letters and Science, College of Agriculture and Life Sciences and the professional schools.**

#### Proposal Objectives



The CIBER at the School of Business of the University of Wisconsin-Madison will achieve the following broad goals:

- Introduction of global dimensions to all aspects of business education, research, and outreach.
- Integration of business education with the international components of other academic programs of the University, including public policy, area studies, language programs, and the professional schools.
- Strengthen alliances with the international business community in the state, the region and the nation.

### **Focus of the University of Wisconsin-Madison CIBER**

The following underlying themes define the major areas of emphases of our CIBER.

- a) *Enhancing faculty and Ph.D. expertise*
- b) *Strengthening interdisciplinary links*
- c) *Promoting economic development*
- d) *Global Business Ethics*

### **Following is a summary of proposed activities organized around the programmatic requirements:**

(1) *Interdisciplinary programs which incorporate foreign language and international studies training into business, finance, management, communications systems, and other professional curricula.*

#### **Initiative 1: Internationalizing the curriculum**

- a. Internationalizing business courses -- graduate and undergraduate: CIBER funding will be used to enrich the entire curriculum through a variety of activities described in the proposal.
- b. *Curriculum Sequences in International Business -- Undergraduate*: CIBER funding will be used to strengthen existing curriculum sequences -- specializations, certificates and majors.
- c. *Internship Opportunities -- graduate and undergraduate*: CIBER support will assist in further development of internship opportunities for students.
- d. *Global Securities Portfolio Investment -- graduate and undergraduate*: In the School of Business' Applied Security Analysis Programs (ASAP), one of the two portfolios will be dedicated exclusively to international investments.
- e. *Business Language Courses -- graduate and undergraduate*: Advanced sequences of courses in Business French, German, and Spanish will be developed. The CIBER will also support the development of two new course sequences: *Japanese Language and Culture for Professionals I and II* and *Chinese Language and Culture for Professionals II and III*.
- f. *Study Abroad Programs -- graduate and undergraduate*: The School of Business presently sponsors study abroad and exchange programs. CIBER funding will be used to enhance and expand these programs, and to offer scholarships to more students.

#### **Initiative 2: Executive MBA Curriculum**

CIBER funding will be used to further develop the international components of the EMBA curriculum.

### Initiative 3: Ph.D. curriculum

A cross-departmental Ph.D. seminar on international business issues will be developed. CIBER funds will be used for doctoral dissertation fellowships and travel grants. CIBER funding will also be used to send doctoral students to international business doctoral consortia conducted by other CIBERs. If acceptable to other institutions, the CIBER at the University of Wisconsin-Madison will seek to host one of the doctoral consortiums.

- (2) *Interdisciplinary programs which provide business, finance, management, communications systems, and other professional training for foreign language and international studies faculty and advanced degree candidates.*

La Follette International Public Affairs Program: The CIBER will support a new MA program in International Public Affairs to be offered by the La Follette Institute.

Joint Programs with other professional schools: CIBER funding will be used to develop a team-taught seminar in the Law School on the law of different regions of the world.

WAGE Initiative: Following the WAGE model, the CIBER will award research grants, primarily to faculty. CIBER/WAGE will also conduct a major outreach conference to business and government in the Upper Midwest.

- (3) *Evening and summer programs, such as intensive language programs, available to members of the business community and other professionals, which are designed to develop or enhance their international skills, awareness and expertise.*

Business Outreach: The CIBER will co-sponsor new internationally oriented executive education programs.

### ***Executive Speaker Series: The CIBER will supplement our existing Executive Speaker series.***

Language Courses for the Business Community: With UW-Madison CIBER support, courses in Business French, Business German and Business Spanish will be offered to the business community in Wisconsin and to School of Business graduate students.

- (4) *Collaborative programs, activities, or research involving other institutions of higher education, local education agencies, professional associations, businesses, or combinations thereof, to promote the development of international skills, awareness and expertise among current and prospective members of the business community and other professionals.*

Promoting faculty research with foreign institutions of higher education: The CIBER will support existing faculty research programs with colleagues at universities abroad

Collaboration with partner exchange universities: The CIBER will support collaboration with our partner exchange universities on educational issues.

Collaboration with other CIBERs: The CIBER will collaborate with other CIBERs on a wide range of issues.

Collaboration with other UW System schools: The CIBER will support the research of faculty at the other UW System schools.

Collaboration with professional associations: The CIBER will work closely with Wisconsin associations such as the Wisconsin International Trade Council (WITCO), Wisconsin World Trade Center and the Madison International Trade Association.

Executive Briefings-Short Programs for Business Professionals: The CIBER will offer executive briefings on international business issues.

CIBER will co-sponsor, with several area studies centers and the Business Career Center, an International Career Forum for U.S. and international students.

Programs focusing on International Agribusiness: With CIBER support, the Renk Institute and the School of Business Agribusiness Center, in cooperation with the Wisconsin Department of Agriculture, Trade and Consumer Protection, will offer programs for agricultural producers and processors.

Asian Partnership Initiative: The CIBER will collaborate with the API by providing partial support to UW-Madison students pursuing semester and other study abroad programs at partner universities in the region. The CIBER will collaborate with leading multinationals such as Cargill and Citicorp on student study tours, internships, and faculty research.

(5) *Research designed to strengthen and improve the international aspects of business and professional education and to promote integrated curricula.*

Faculty/Ph.D. Student Workshops: The CIBER will assume the leadership for conducting research workshops.

Research Conferences: The CIBER will co-sponsor campus-wide conferences each year with strategic partners such as WAGE and the European Union Center.

Sabbatical Support: CIBER funds will be used as an incentive for sabbatical applicants to pursue international topics.

**Research/Travel Supplements for UW-Madison Faculty: Research/travel grants will be awarded each year to UW-Madison faculty.**

Research/Travel Grants for UW System Faculty: Research/study grants will be made to faculty from other UW System campuses.

CIBER funds will also be used to support the internationalization of technical and community college faculty from Wisconsin and the upper Midwest.

Faculty exchange programs: CIBER funds will be used to partially support such exchanges.

(6) *Research designed to strengthen and improve the international aspects of businesses and firms, including those not currently active in international trade.*

**International Entrepreneurship: CIBER funds will be used to conduct workshops on international opportunities for U.S. entrepreneurs.**

**CIBER will, in collaboration with the University of Wisconsin-Whitewater, the University of Wisconsin-Milwaukee, and Wisconsin Manufacturers and Commerce, conduct a major research project focusing on the competitiveness and internationalization of Wisconsin manufacturers.**

## JOINT CIBER ABSTRACT FOR: UNIVERSITY OF UTAH/BRIGHAM YOUNG UNIVERSITY

Director -Kristie Seawright  
Brigham Young University  
635 TNRB  
Provo, UT 84602  
Telephone: (801) 378-4563  
Fax: (801) 378-2411  
Email: [kks3@email.byu.edu](mailto:kks3@email.byu.edu)

Managing Director:- Lee Martinez  
David Eccles School of Business  
1645 East Campus Center Drive  
Room 405  
Salt Lake City UT 84112-9301  
Phone: 801-585-3360/ Fax: 801-581-3666  
Email: [gblm@business.utah.edu](mailto:gblm@business.utah.edu)

Managing Director -Terri Hagler  
Brigham Young University  
631 TNRB  
Provo, UT 84602  
Telephone: (801) 378-9305  
Fax: (801) 378-2411  
Email: [tlh5@email.byu.edu](mailto:tlh5@email.byu.edu)

Co-Director: Steve B. Tallman  
David Eccles School of Business  
1645 East Campus Center Drive  
Room 405  
Salt Lake City UT 84112-9301  
Tel: 801-581-8774/ Fax: 801-581-7214  
Email: [mgtstb@business.utah.edu](mailto:mgtstb@business.utah.edu)

### ABSTRACT

In a special issue entitled "The 21st Century Economy," Business Week identified two major forces

that will spur growth in the global economy in the 21st Century: technology and globalization.

Events in the global economy have affected not only the multinational enterprises (MNEs), but also every person and company in the United States. High technology, the global economy, and rapid changes in the world undergird the strategy that Brigham Young University (BYU) and the University of Utah (Utah) have crafted for the next three years of CIBER funding. Focusing on these three areas, we will continue our national leadership in foreign languages and their application to business, our regional leadership in international business education and research, and we will establish new programs that will develop current and future global managers who will be competitive in the global economy.

Since our first grant in 1990, the BYU/Utah CIBER has been a regional leader in international business (IB), with several programs of national significance. Today, ours is the only joint CIBER. The BYU/Utah joint CIBER is a strategically synergistic relationship that allows us to accomplish more as collaborative partners than either entity could accomplish on its own. Our unique students, faculty, and location allow us to design and operate international business programs that are different from those at most American business schools.

We will leverage the synergistic strengths of our institutions, including the language and foreign expertise of our students and faculty, with the global, high-tech, entrepreneurial nature of the Utah and regional business community, and with strong relationships developed with state and federal government to design our objectives and activities.

### Comparative University Strengths

To appreciate the synergy found in the joint BYU/Utah CIBER, it is important to understand the nature of the two universities, the structure of the institutions, and their core competencies. Founded in 1850, the University of Utah is one of the oldest universities in the West. Serving 27,000 students in 18 colleges and schools, Utah offers 68 undergraduate majors and 92 graduate programs. Brigham Young University, founded in 1875, is the largest private university in the United States. BYU serves 30,500 students in 13 schools and colleges, and offers advanced degrees in 115 masters and 56 doctoral subject areas. Between both universities, our CIBER directly serves a combined enrollment of 57,000 students, including nearly 2,300 business students

at both undergraduate and graduate levels. Only 30% of BYU's students come from the state of Utah. In contrast, 70% of Utah's students are from in state.

The most impressive international resource of Utah universities is the students. More than 75% of BYU's U.S. MBA graduates, and 56% of Utah MBA graduates are bilingual - most with significant international experience, including foreign living experience of approximately two years. Special purpose business language classes are taught in seven languages, four of which are less commonly taught foreign languages, and special business content is included in a number of other languages.

The languages taught at the two universities represent the native languages of all of the major trading partners of the United States. The international flavor of both programs are further enhanced by over 3,600 foreign students from 99 countries (Latin America, Eastern and Western Europe, Asia, and Africa). Time magazine noted that, per capita, Utah is the most linguistically diverse state in the U.S. This local talent pool has attracted several international companies to open divisions in the state, bringing global business to Utah's economy.

### Regional Economic Strengths

Our CIBER clearly takes into account the unique characteristics of the Rocky Mountains, a region with a strong, growing, entrepreneurial economy. Five of the seven Rocky Mountain states occupy the first seven

national rankings in projected economic growth. Utah's current limited international activity has high international potential. Fortune magazine recently listed Salt Lake City, Utah, in third place in its annual "Best Cities for Business" ranking (November 23, 1998 issue), and Newsweek (November 9, 1998) states that Utah is one of the top 10 areas of the world for attracting high-paying, high-tech companies. With the third largest concentration of bio-medical firms in the world, Utah's nearly 200 biomedical manufacturing companies employing 4,500 people produce close to \$1 billion in goods every year. Utah is also home to over 2,200 small software firms, employing approximately 39,000 people. CIBER works closely with firms in both industries, along with their industry associations, to conduct research, case studies, and MBA student team-based consulting projects. CIBER also sponsors seminars and workshops that focus on global issues that are common to these industries, as well as those that are industry-specific.

### MAJOR OBJECTIVES OF THE BYU/UTAH PROPOSAL

#### A. EXPAND OUR ROLE AS A LEADER IN BUSINESS LANGUAGE EDUCATION

Between the two universities, we offer business language classes in seven different languages: French, Spanish, German, Portuguese, Mandarin Chinese, Japanese, and Korean. We are already regarded as a national resource in Asian business language instruction (the only CIBER able to provide such instruction) and we seek to expand our role as a national leader in business language instruction. In Objective D, we will discuss the dissemination of new foreign business language knowledge to other universities, which is crucial to our being a national resource.

In Objective A, we will concentrate on seven key activities. We will expand the reach of our highly acclaimed Asian Business Language Workshop by holding it at Indiana University every other year, develop a business option in our Spanish translation program, write new foreign business language cases, and develop business modules for third-year language courses so that all students who take upper division foreign language can be exposed to business concepts. In addition, we will establish a new business Russian language course, develop a business English course for our foreign students who are just entering the MBA program, and continue to offer and refine our existing seven business language courses: French, German, Portuguese, Spanish, Mandarin Chinese, Japanese, and Korean.

## B. PROVIDE CASE MATERIALS ON HOW SMALLER HIGH-TECH AND ENTREPRENEURIAL COMPANIES GO GLOBAL

There is a shortage of teaching cases that discuss the globalization of smaller high-tech companies. To meet this need, we have funded the development of two case studies about issues and problems smaller high-tech companies face when they go international. We propose to expand our case writing to include new companies, industries, and themes.

Initially, we will hold a case writing workshop for faculty in our Rocky Mountain International Business Association (RMIBA) who are interested in writing cases for the series. We want to get our junior college faculty involved so that they can work with us to write cases that will also be appropriate for the junior college market. Then we will focus on the globalization of four major types of companies: information technology firms, medical devices firms, entrepreneurial firms, and herbal products firms. Each of these types of firms is very prevalent in our region.

## C. PROMOTE RESEARCH IN IMPORTANT AREAS OF INTERNATIONAL BUSINESS INQUIRY

While both CIBERs provide research grants to faculty, most of the grants to date have resulted in research papers focusing on functional issues, such as accounting, marketing, finance, organizational behavior and global supply chain management. Some funds will still be allocated for these unsolicited grants. However, during the next grant period, we will also focus our efforts on four key research themes: global leadership, software localization, global supply chain management, and women entrepreneurs working in other cultures.

Global leadership research will concentrate on how the Big Five global service firms develop their top management to assume leadership in a global industry. Software localization research will focus on how firms localize their products for foreign markets, including language translation of computer code, software manuals and marketing materials. Global supply chain management research will emphasize establishing a base line for supply chain practice and monitoring changes in practice. Our global women entrepreneurship research will identify the factors for success of women entrepreneurs in penetrating global markets and a cross-cultural study of success factors of women entrepreneurs.

We are involved in a Network of International Business and Economic Schools (NIBES), a network of nineteen universities from around the world. We will establish a research team of faculty from a subset of NIBES universities to engage in two research projects: cross-cultural conflict management and cross-cultural consumer behavior. Finally, we will initiate an annual global leadership research conference with the first conference looking at the results of our research on developing global leaders for the Big 5 global service firms.

## D. DEVELOP AND DISTRIBUTE THE RESULTS OF OUR INTERNATIONAL BUSINESS INNOVATIONS

We will engage in three new initiatives that will allow us to distribute the results of our work more broadly outside of our own universities. We will share these results by presenting papers at national conferences, publishing papers in refereed journals, and publishing the materials on the Internet. We will complete and

disseminate through the Internet a business language template that will allow us to determine the types of competency students need to adequately work in a foreign business language. Since it is impossible

to develop business language classes in all languages taught at the university level, the template will allow us to structure an independent study class in any foreign language. We will also put our foreign business language courses on the Internet so that others have access to our syllabi and case materials. Finally, we will introduce our core international business classes on the Internet to widen access to materials developed over the years with CIBER grants. In addition to the new projects discussed above, many of our other activities will result in innovations that will be distributed nationally through our working paper series and the Internet.

#### E. ENHANCE THE GLOBAL COMPETITIVENESS OF COMPANIES IN THE ROCKY MOUNTAIN REGION

The Rocky Mountain Region is a fast-growing and increasingly important part of the U.S. economy. Varying by state, 10-15% of the gross state product (GSP) depends on international exports and over the past 10 years, this percentage has increased dramatically (in Utah, for example, from 3.5% in 1988 to 9% in 1997). The Rocky Mountain Region global economy emphasizes such economic sectors as tourism, software, medical services and products, health care management, biotechnology, herbal medicines, and agriculture. We propose twelve activities to support the business community.

In 2000, we will host the World Competitiveness Conference in conjunction with the University of Colorado-Denver CIBER using experts from the World Economic Forum in Davos, Switzerland. We will develop several academic programs for the business community, including an international business course for the Hispanic community focusing on Latin America and our business language classes which will be taught to the business community through our respective Divisions of Continuing Education. Two activities related to our growth health services industry are an export conference on medical services/products and a joint activity with Texas A&M University CIBER to train Mexican physicians on management practices. The latter activity will help generate exports for U.S. health services providers. In addition to globalizing our basic Executive MBA programs, we will establish a new foreign business excursion to Latin America to complement our excursions to Asia and Europe.

A major form of collaboration with the 2002 Winter Olympic movement will be a series of field study projects to help extend the Utah and regional tourism industry. Our collaboration with the World Trade Association of Utah has been a rich one over the years. We will continue that collaboration by helping to establish a new chapter in the rapidly growing area of Southern Utah, by co-sponsoring an annual basic exporting workshop, and by maintaining the Website of the WTA. One of the largest networks of companies in Utah is the Salt Lake Area Chamber of Commerce, and we propose to maintain the export database of the Chamber, which will also serve as a contact list for our basic export and industry trade group seminars.

#### F. EXPAND OUR INTERNATIONAL BUSINESS ACADEMIC NETWORK TO HELP THE GLOBALIZATION OF REGIONAL COLLEGES AND UNIVERSITIES

We are currently members of four important international business networks beyond the CIBER network: the Network for International Business and Economic Schools (NIBES), the Rocky Mountain International Business Educators Association (RMIBA), the Southwest CIBER Faculty Development Conference, and the U.S. Japan Center. We seek to enhance these networks during the next grant period.

Through the Network of International Business and Economic Schools (NIBES), we will plan and hold several global symposia, research projects, and faculty and student exchanges. Through the Rocky Mountain International Business Association (RMIBA), we will expand our regional coverage to include Utah, Idaho, Montana, Wyoming, Nevada, and Southern Colorado and will plan and implement conferences and workshops in specialty international business areas. In addition, we will use RMIBA to host a workshop for language professors to help them develop business language curricula for their universities. In conjunction with six other CIBERs in the Western U.S., we will plan and implement the Southwest CIBER Faculty Development Conference in Sonoma, California in 2000 to focus on curriculum internationalization. Finally, we will collaborate with the U.S. Japan Center of Utah to establish internships and faculty research projects in Asia.

#### G. INTERNATIONALIZE THE UNDERGRADUATE CURRICULUM

Since we have focused most of our course development efforts on the graduate programs in the initial grant periods, we will now turn our attention more to the undergraduate program where most of our students are enrolled. We will engage in several new initiatives aimed at globalizing the undergraduates.

The first is to establish a minor in international business for the broader university community. This minor will be attractive to language and area studies majors. To make our business language classes more accessible to the broader university community, we will work with the language departments to ensure that our foreign business language classes will count toward graduation as electives for business majors who are language minors or language majors who are international business minors. In order to increase the interchange between our students and students from other countries, we will offer a scholarship for one student from a NIBES member school to study at BYU and/or Utah each year. Finally, we will revise and enhance the requirements for our undergraduate international business majors.

#### H. STRENGTHEN THE INTERNATIONALIZATION OF THE MBA

Although we have done several things to internationalize the MBA programs at our two universities, we will introduce several new initiatives to help prepare students for global careers. In addition, we will initiate several other activities to provide more international experiences for all of our graduate students. The goal is to prepare all of our students to be competitive in a global economy, in addition to preparing experts in international business.

Although the University of Utah has an IB degree for its MBA students, BYU is shifting from a generalist MBA to one of strong tracks, and we propose to establish a new IB track for the MBA program. The IB track at both schools will require international field study projects in the target language. We will also establish foreign business excursions to Asia, Europe, and Latin America, which will be taken in the spring between the first and second years. Another key element of the IB track will be the establishment of a stronger international internship program to complement our already strong programs in Korea and Japan. To assist in the placement effort, we will establish two new initiatives: an MBA international placement data bank and a western regional international job fair. The latter will include students from other CIBERs and will be held annually in Dallas. To help fund these programs, we will raise money from a private donor to establish an International Scholars program.

We will pick two high profile IB track students from each program to send to the NIBES intercultural management training seminar that will be held at a different NIBES universities each year. To help our



students gain more contact with the business community, we will expand our international executives-in-residence program to include more foreign executives. In addition, we will join the selection team of our Executive Lecture series to attract more executives who are involved in international business so that we can expose more of our students to international issues. Finally, we will work with our core MBA teachers in marketing, operations, finance, human resource management, and strategy to provide enhanced global content so that the curriculum for our non-IB track students will be globalized as well.

#### I. UNDERTAKE A NEW INITIATIVE ABROAD TO HELP INTERNATIONALIZE OUR STUDENTS AND FACULTY

In addition to several ongoing activities described above, we will begin two new initiatives that will allow our students and faculty to engage in significant international experiences. The Middle East initiative is designed to take us to a new region of the world where our respective universities have expertise but where we have not yet engaged in business school activities.

The Middle East Initiative will involve a partnership between BYU's Jerusalem Center, the Middle East Studies Center at the University of Utah, BirZeit University near Jerusalem, and the University of Jordan to establish faculty and student exchanges. We will also work with the Leipzig Graduate School of Management (Germany) to establish a joint MBA degree that will involve study at both universities. We will explore the possibility that this collaboration will also lead to faculty exchanges.

#### J. PROVIDE GLOBALIZATION OPPORTUNITIES FOR FACULTY AND Ph.D. STUDENTS

Since the beginning of our grant, we have offered international research and course development opportunities for faculty and Ph.D. students. We will continue to provide funding for similar activities and will provide funding for new initiatives that impact faculty and Ph.D. students. In addition, we will continue to diversify our funding to faculty who have not had previous international experiences, especially our new hires, and to faculty in the RMIBA network.

These globalization efforts will include faculty development in international business (FDIB) programs with the NIBES network and with other CIBERs, the globalization of Ph.D. students at the Western Academy of Management Doctoral Consortium, an executive education program (in collaboration with four other CIBERs) in France, faculty exchanges with foreign universities, faculty research grants, faculty travel grants, foreign visiting faculty scholars, and the use of our working paper series to disseminate research.