

Annual Report 2005: From Land-grant to World-grant



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The Eli Broad Graduate School of Management
Michigan State University

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BUSINESS

MICHIGAN STATE
UNIVERSITY

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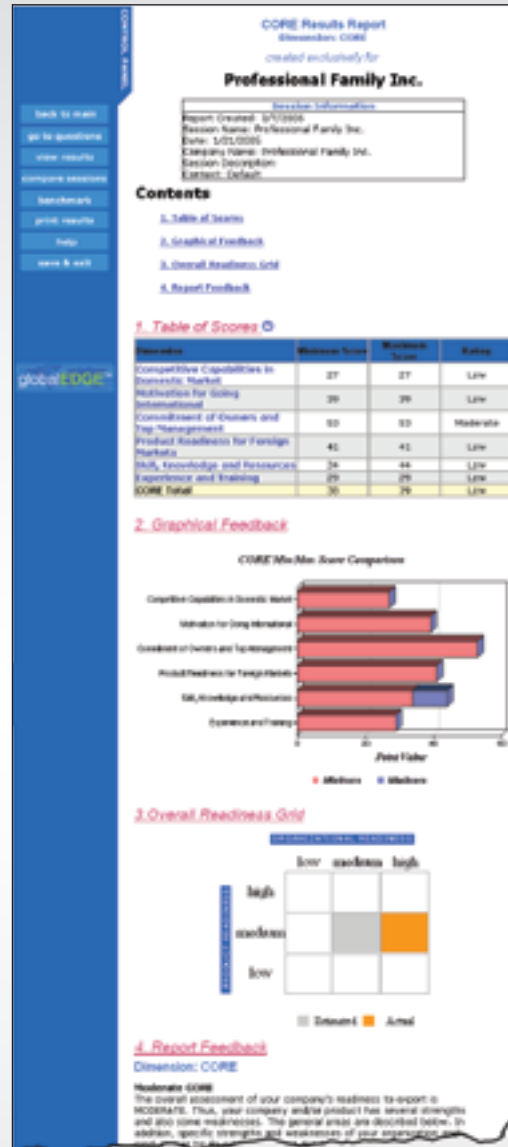
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TABLE OF CONTENTS

- Directors' Column 2
- 2006 Sample of Activities 4
- Study Ranks MSU #1 in International Business 5
- The Global Business Club of Mid-Michigan 6
- Marketing Index Helps U.S. Companies "Go Global" 10
- The 6th Biennial International Business Institute for Community College Faculty 11
- The MSU International Business Center: A Conglomerate of Internationalization. 12
- The MSU International Business Center Organizational Chart 14
- Academy of International Business: The Record Breaking Continues. 16
- Study Abroad Furnishes U.S. Businesses with a Globally Competent Workforce 18
- Internationalizing Faculty at Historically Black Colleges and Universities 19
- HLC/NCA Accreditation Focused on Internationalization at MSU. 21
- 2004-2005 Grant Recipients 22
- The MSU International Business Center Staff 23
- MSU-CIBER Advisory Board 24



Directors' Column

Michigan State University is celebrating its sesquicentennial as the pioneer land-grant university. Since its founding, MSU has been a leader in international education, research, and outreach. With a focus on quality, inclusiveness, and connectivity, MSU President Lou Anna Simon stated in her presidential address on Founder's Day, 11 February 2005, that: "Our pursuit of our goals will always be guided by the academic heritage and values that tie the rich history of Michigan State University to our present and our future." Her recent vision for MSU is that "land-grant has become world-grant...and as in 1855, Michigan State University will lead the revolution." Appropriately, we used our president's motto as the subtitle for this year's annual report.

The International Business Center (IBC) in The Eli Broad Graduate School of Management at Michigan State University was designated in 1990 as a National Resource Center by the U.S. Department of Education (i.e., a Center for International Business Education and Research). The mission of IBC is to leverage our leading-edge competencies to provide superior education, research, and assistance to businesses, public policy makers, academics, and students on issues of importance to international trade and global competitiveness using our guiding principles as the foundation. To realize this mission, IBC focuses its efforts on three areas that are vital to all aspects of organizations' global value chains:

- **Knowledge development** centers on conducting research that produces leading-edge knowledge.
- **Knowledge deployment** centers on offering leading-edge professional development programs and products.

- **Cultural competitiveness** centers on permeating leading-edge knowledge into business and society.

IBC continued to maintain these three major thrusts through designing and implementing activities with local, regional, national, international impact. Its activities are designed to benefit businesses, the educational community, and the public sector. 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 IBC 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 globally competitiveness.

A number of important developments have taken place since our last report. The reach attained by IBC's activities and programming demonstrates the effectiveness of the efforts spent. For example, globalEDGE (<http://globalEDGE.msu.edu/>) is the world's leading online source for international business information (based on search result rankings by Google [google.com], Yahoo! [yahoo.com], MSN [msn.com] and AOL [aol.com] using the search term "international business" on April 2, 2006). Since August 2005, the number of monthly hits on globalEDGE has been exceeding 3,700,000. Within the past year only, the number of hits on globalEDGE has exceeded 33 million, a 32% increase compared to 2004. This proves globalEDGE to be the farthest-reaching vehicle that equips business executives, faculty, and students with the most recent knowledge and developments in international business. IBC's capabilities and strength in providing the best service to



Faculty can find job postings, course content materials, conference announcements, exercises & simulations, research tools, as well as grant opportunities in the Academy section of globalEDGE



45 Online Modules are offered as course content from globalEDGE (free registration required)

businesses to become globally competitive is also clearly demonstrated through its portfolio of impressive outreach.

Closely aligned with its rich history and commendable purpose, this year MSU's International Business Center proposed to the U.S. Congress to continue to operate as a "Center for International Business Education and Research" (MSU-CIBER). Guided by its Advisory Council first established on 15 February 1989, MSU-CIBER's vision is "to be the world-leader in providing innovative and high impact international business knowledge related to all vital aspects of organizations' global value chains." This vision is epitomized in a set of ten Guiding Principles that lead to our aforementioned mission for the 2006 to 2010 grant period.

During the next grant period, MSU-CIBER proposes to implement some 60 projects that involve hundreds of activities that broadly fall into the areas of: knowledge development (research that produces leading-edge knowledge), knowledge deployment (professional development programs and products), and cultural competitiveness (dissemination of leading-edge knowledge). Among the world-leading projects that will be supported by MSU-CIBER are the globalEDGE knowledge portal, the program for Historically Black Colleges and Universities, the International Business Institute for Community College Faculty, and innovative research-based benchmarking studies.

Resourceful business schools such as MSU's Broad Business College, with its world-leading international research faculty (Management International Review 2004) and influence in the field of international business (Journal of International Business Studies 2005), can achieve significant accomplishments within the structure of the CIBER program. The senior leadership of MSU—including MSU President Simon and Broad Business College Dean Robert Duncan—has enthusiastically endorsed MSU-CIBER's vision and project scope. With the combined

Federal and institutional funds, MSU-CIBER is well poised to embark upon the next frontier of national distinction in international business education and research.

Overall, our portfolio of projects represents the most aggressive, far-reaching, and high-impact agenda that IBC has ever proposed to undertake in its fifteen years of existence. We are well positioned to undertake this ambitious agenda given MSU's rich historical infrastructure and existing "world-grant" purpose supported by a world-leading faculty. We will, as usual, report on these new initiatives in next year's annual report.

As for last year's initiatives, 2005 proved to be a very busy period for IBC. Descriptions of select programs and products can be found throughout this report. The archives for most of our activities, with pictures and evaluation results, can be found at <http://CIBER.msu.edu/Events/EventArchive.asp>. We encourage you to visit our website to meet the team that makes it all happen (<http://CIBER.msu.edu/team/>) and welcome you to visit us on the web as well as at our physical location at 7 Eppley Center in East Lansing, Michigan.

Sincerely,

S. Tamer Cavusgil, Executive Director
G. Tomas M. Hult, Director
Irem A. Kiyak, Associate Director

Global Business Club of Mid-Michigan Featuring Claes Fornell, Chairman of the Board, CFI Group on the Topic “Customer Satisfaction Globally”

February 14, 2006, East Lansing, Michigan

Language and Culture for International Business: A Workshop for Foreign Language Educators in Spanish, French, German and Japanese

February 23-25, 2006, Memphis, Tennessee

World in Transition: The Future of Korea

February 28, 2006, East Lansing, Michigan

Global Business Club of Mid-Michigan Featuring Thomas Ogden, Executive Vice President, Global Corporate Banking, Comerica on the Topic “Global Corporate Banking”

March 28, 2006, East Lansing, Michigan

Latin American & Caribbean Connections: Legacies and Transformations

April 5-7, 2006, East Lansing, Michigan

Matters of Perspective: Culture, Communication and Commerce

April 6-8, 2006, Atlanta, Georgia

Understanding Wahhabism

April 7-8, 2006, East Lansing, Michigan

Global Business Club of Mid-Michigan Featuring James C. Epolito, President and Chief Executive Officer, Michigan Economic Development Corporation on the Topic “Michigan’s Role in the Global Economy”

April 19, 2006, East Lansing, Michigan

World Languages Day

April 22, 2006, East Lansing, Michigan

Annual Meeting of the CIMaR and other International Business Scholars

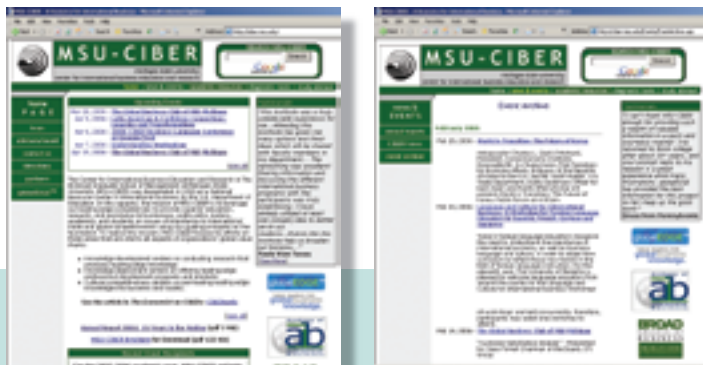
May 26-30, 2006, Istanbul, Turkey

Six Globalization Seminars: Intro to International Business, International Finance, Global E-Business, Global Supply Chain Management, International Management, and International Marketing

June 8-11, 2006, Memphis, Tennessee

Academy of International Business Annual Meeting

June 23-26, 2006, Beijing, China



IN FOCUS: John Hudzik

Dr. John Hudzik has had a long and distinguished academic career at Michigan State University. He currently serves as Vice President for Global Engagement and Strategic Projects. Prior to this appointment, he was the acting provost and vice president for academic affairs in 2005. From 1998 to 2005, Dr. Hudzik served as dean of International Studies and Programs, a university-level office that supports and encourages international activities throughout the institution. Prior to his appointment as ISP dean, he served as acting dean from 1995-98.

He began his teaching career at MSU in 1974 with an appointment in the School of Criminal Justice. In addition to his teaching duties, he served as assistant dean for special projects and lifelong education in the College of Social Science, as well as the college's associate dean for finance and personnel. In 1987, he earned a Fulbright Award that took him to Australia to study that nation's criminal justice system.

His research interests include organizational and system planning, budgeting and personnel administration. He is a leading national and international expert in court administration, especially financial management and strategic planning, and in continuing judicial education for judges and court system personnel.

He is frequently a consultant to courts and judicial agencies in the United States and in numerous other countries, and publishes regularly on budgeting, resource management and judicial education. He is recipient of a number of national awards recognizing his leadership in judicial administration and continuing judicial education.

Originally from Holland, Mich., Dr. Hudzik earned three academic degrees from MSU—a bachelor of arts in economics, history and political science (1966); a master's in political science (1968); and a doctorate in political science (1971).

Study Ranks MSU International Business Orientation #1

In a recent study, published in the *Journal of International Business Studies*, Michigan State University was ranked #1 as a school with an international business orientation, as measured by the number of faculty represented on the 30 top international business journal editorial boards.

The study showed that Michigan State had 28 faculty members holding 67 different positions on 17 international business journal boards during the years 1990, 1994, 1998 and 2002. When this ranking is adjusted by the editorial board index (EBI)—an index that reflects the impact factors of the journals—MSU is still ranked highly at #7.

In addition, two of the Broad School's faculty members were mentioned as top international publication board members: the John William Byington Endowed Chair in Global Marketing Tamer Cavusgil is listed as having the 3rd highest international business journal representation (18 memberships on eight journals), and the Frederick S. Addy Distinguished Chair in Finance Geoffrey Booth has the 16th highest international business journal representation (10 memberships on four journals).

Supporting the exceptional record of Broad School faculty in the field of international business research was a study published in *Management International Review* identifying Broad School faculty among the most productive in international business research. In the 1996-2000 time period, the Broad School had the most published articles in the field's top three journals.

The study, conducted by V. Kumar and S. K. Kundu, and published in Volume 44, Number 2, 2004 issue of the MIR, measured and ranked the productivity of academic institutions based on their number of publications from 1991 to 2000. Only publications from three core international business journals were included. These are: *Journal of International Business Studies (JIBS)*, *Management International Review (MIR)*, and *Journal of World Business (JWB)*. *JIBS* is the leading scholarly outlet, published by the Academy of International Business.

The authors conducted their research by analyzing author affiliations for

The undergraduate International Business Specialization launched in January 2004 now enrolls over 250 students. MSU-CIBER was instrumental in the design and development of the program, which will educate students in becoming global leaders advancing the level of global competitiveness of U.S. firms. The components of the program include foreign language competency, study abroad and/or an international internship, and a diverse set of international business and economics courses. Support for the interdisciplinary IB Specialization is provided by the Broad School Study Abroad Office (a unit of the Broad International Business Center which houses MSU-CIBER), the Department of Marketing and Supply Chain Management, and Undergraduate Academic Services. Faculty guidance is offered by Professors Tomas Hult, S. Tamer Cavusgil, Robert Nason, and David Griffith. For more information visit <http://www.bus.msu.edu/undergrad/ibs.html>.

An independent study published in *Management International Review* 2004 (Vol. 44, No. 2) has identified Broad School faculty among the most productive in international business research. The faculty in The Eli Broad Graduate School of Management was ranked as the most published, high-impact faculty in the top three journals in the field of international business. The study analyzed author affiliations for international business publications by covering 1,600 authors from 600 institutions resulting in 900 articles over a period of ten years. One of the findings of the study is that these rankings of scholarly productivity closely parallel the general perception of the quality international business programs that are resident at these schools, a great testament to the global perspective, impact, and reach of the Broad School.

international business publications by covering 1,600 authors from 600 institutions resulting in 900 articles over a period of ten years.

The study shows the Broad School faculty were among the researchers from five other schools that consistently were published in these journals. Overall, the Broad School ranked fourth among a large number of business schools both in the United States and abroad whose faculty published most frequently in these key journals. Two similar studies were conducted in the past. A study by Morrison and Inkpen in 1991, ranked MSU number 6. A follow-up study by Inkpen and Beamish in 1994, ranked the Broad School number 4.

One of the findings of the study is that these rankings of scholarly productivity closely parallel the general perception of the quality international business programs that are resident at these schools.

The *U.S. News* 2006 annual ranking of MBA programs ranks the *Broad School* at #23 (#9 among public universities), and #14 in International Business. The *Financial Times* 2006 annual ranking of MBA programs ranks the *Broad School* at #17 among all U.S. schools (#6 among public universities in the U.S.) and #31 globally.





Tuesday, February 14, 2006
11:45 am, MSU University Club
"Customer Satisfaction Globally"
Claes Fornell
Chairman of the Board, CFI Group
(www.cfigroup.com)



Tuesday, March 28, 2006
11:45 am, MSU University Club
"Global Corporate Banking"
Thomas D. Ogden
Executive Vice President, Global
Corporate Banking, Comerica
(www.Comerica.com)



Wednesday, April 19, 2006
11:45 am, MSU University Club
"Michigan's Role in
the Global Economy"
James C. Epolito
President and Chief Executive Officer,
Michigan Economic Development
Corporation (<http://michigan.org/medc/>)

Since 1990, a consortium of organizations has offered a luncheon speaker series under the auspices of the International Business Forum (IBF) targeted to local academics, public policy makers, and the local business community. The IBF has now become The Global Business Club of Mid-Michigan, with a newly developed focus on global issues of interest to the mid-Michigan business community. The GB Club is dedicated to supporting global business growth tied to Michigan and its diverse corporations. The main activity of the GB Club is the luncheon speaker series. Cosponsored by Michigan State University's Center for International Business Education and Research (CIBER), the Greater Lansing Regional Chamber of Commerce, Lansing Community College, Michigan State University College of Law, Michigan State University Center for Advanced Study of International Development (CASID) and Women in International Development (WID), the monthly GB Club luncheons provides outstanding speakers and relaxed networking opportunities for anyone interested in doing business in the global economy-whether you import, export, or provide services.

With extensive international experience, the speakers wrap personal insights around a practical and up-to-the-minute approach to conducting international trade. The event is open to the general public. This event provides both insights on a relevant global business topic as well as a networking opportunity for mid-Michigan's global business executives.



February 2005

Building a Foreign Subsidiary in Michigan

Presented by Sten Sjöberg, President and CEO, SSAB HardTech, Inc., a subsidiary of the Swedish Steel Group

91 attendees at Sjöberg's presentation got a chance to learn the reasons behind SSAB HardTech's decision to build a subsidiary in Michigan on Tuesday February 8, 2005. The main reasons for this venture include tax abatement, customer base location, and shipping costs. This is a story of a Swedish company coming to the U.S. in 1997. Sweden is ranked #3 on global competitiveness in the world. Sjöberg discussed the initial groundbreaking to the finished plant to quadrupling in size in the last five years. He addressed questions such as:

- What does it mean to start a company in Michigan from scratch?
- How do you get the benefits necessary to recruit associates when you have no financial history?
- What assistance did the community provide?
- How did we and do we attract business in the very competitive auto production market?

IN FOCUS: Sten Sjöberg



Sten Sjöberg receives MSU-CIBER Executive-In-Residence plaque for his "dedicated service to international competitiveness." Left to right: Sten Sjöberg, Irem Kiyak, and Tomas Hult.

Mr. Sten Sjöberg is Executive-In-Residence at MSU-CIBER. Born in Malmo, Sweden with a 25 year career in mid-size to large production companies, Sjöberg family moved to the United States in 1983, and holds dual citizenships (American and Swedish). Mr. Sjöberg has a BS in Accounting from the University of Lund in Sweden. He has worked in management most of his career, holding functions in Accounting, Marketing, Production and President/CEO for two organizations (Wisconsin and Michigan). His most recent employer is Gestamp HardTech, Inc. (President 1997-present), located in Mason, Michigan. The Spanish company Gestamp Automoción acquired SSAB HardTech, a subsidiary of the Swedish Steel Group, in 2005.

During his tenure at Gestamp HardTech, Inc., the company has grown four times in size from 1999-2004. Employment increased from 20 to 165 associates during this period. Mr. Sjöberg is locally active in the Chamber of Commerce systems, school-to-work programs at high schools, One-Stop Career Center programs, and Manufacturing Councils to assist in resolving workforce issues at all levels. He is a prior member on the Board of Directors for Lansing Chamber of Commerce and currently serves on the Advisory Board of MSU-CIBER. Mr. Sjöberg has also been active in recruiting new companies to the region.

SSAB HardTech's clients include BMW, DaimlerChrysler, Ford, General Motors, Porsche, VW, and many more auto manufacturers. Sjöberg spoke on the benefits of having more functions such as production and management in one place. Two issues he addressed in relation to management are sensitivity to cultural differences and team management. Sjöberg also highlighted the ability of companies to stay competitive in the global market even if they are producing in countries with higher labor costs such as the United States. The Spanish company Gestamp Automoción acquired SSAB HardTech in 2005.



<http://globaledge.msu.edu/KnowledgeRoom/Webcasts/0009.asp>

March 2005

Building Successful Global Brands

Presented by Tim O'Donovan, President and CEO of Wolverine World Wide, Inc.

On Tuesday March 22, 2005, 108 business executives, faculty, and graduate students found out that outsourcing, production models, and the need to maintain a consistent brand image are all factors to consider when building a global brand. Mr. O'Donovan provided insights into the challenges and rewards associated with building the strategies and global brands, which guide the growth of Wolverine World Wide, a complex billion-dollar enterprise that was founded more than 120 years ago. Wolverine World Wide, a leader in the global footwear industry, markets over 41 million pairs of branded footwear to consumers in more than 150 countries. The company's success is derived from the strength of its business portfolio which includes the highly popular Caterpillar®, Harley-Davidson®, Hush Puppies®, Merrell®, Sebago®, and Wolverine® brands. Mr. O'Donovan also addressed outsourcing production to countries such as China and Vietnam; the need to maintain a consistent brand image; and the relative benefits of production models (licensing and distribution).



<http://globaledge.msu.edu/NewsAndViews/views/0010.asp>

IN FOCUS: Tim O'Donovan



Tim O'Donovan is Executive-In-Residence at MSU-CIBER and an Advisory Board member. He serves as Chairman of the Board and Chief Executive Officer of Wolverine World Wide, Inc., a complex billion dollar enterprise that was founded more than 120 years ago. Wolverine World Wide, a leader in the global footwear industry, markets over 44 million pairs of branded footwear to consumers in more than 170 countries. The Company's success is derived from the strength of its brand portfolio, which includes the highly popular Merrell®, Hush Puppies®, Sebago®, Wolverine®, Caterpillar® footwear and Harley-Davidson® footwear brands. Mr. O'Donovan has a B.S. in industrial administration from Iowa State University and received his MBA in Finance/Marketing from Michigan State University. Mr. O'Donovan began his career at Wolverine World Wide in 1969, and has held various senior management positions in the Wolverine brand, Bates and Hush Puppies divisions. He has been President of Hush Puppies, President of Wolverine World Wide, became the Company's CEO in 2000, and was appointed Chairman of the Board in 2005. Additionally, he serves on the Board of Directors of Spartan Stores, Inc., Kaydon Corporation and the alumni association of Michigan State University, as well as serves on the Executive Committee of the Two Ten International Footwear Foundation. Mr. O'Donovan is the leader of one of Michigan's best companies.



April 2005

Manufacturing and the New Global Realities

Presented by John "Mac" MacIlroy, President and CEO of Michigan Manufacturers Association

On Tuesday April 12, 2005 attendees at the GB Club luncheon got the pulse on critical issues related to Michigan manufacturing and where it is heading from both a "structural reality" and policy basis. Established in 1902 as a voluntary membership association and incorporated in 1923, Michigan manufacturers Association (MMA) represents the interests and needs of nearly 3,000 members, ranging from small manufacturing companies to some of the world's largest corporations. Manufacturers who are members of MMA employ more than 90 percent of Michigan's industrial workforce. MMA's goal is to foster a strong and expanding manufacturing base in Michigan and, at the same time, make it possible for Michigan manufacturers to successfully compete in the national and international marketplace. Mr. MacIlroy has a remarkable educational background. He earned his bachelor from Yale University, graduated from the Navy Officer Candidate School, has a law degree from the University of Virginia, and a masters degree from Harvard. At Harvard, he focused on management studies and policy issues at the Harvard Business School and the Kennedy School of Government. Beyond education, "Mac" has a stellar career in the manufacturing sector. Among many activities, he has represented manufacturers for almost 20 years. He served as Chairman of the National Industrial Council; served as Chairman of the Conference of State Manufacturers Associations; and, served on the Board of the National Association of Manufacturers.

As American manufacturing emerges from a prolonged and difficult recession, many if not most, business and policy leaders are recognizing important new realities. This was neither "recession as usual" (i.e., the kind of cyclical recession manufacturers have historically experienced), nor recovery as usual. Rather, the recession suggested structural change, reflecting a mix of global and domestic challenges. With this as the context, Mr. MacIlroy explained what he believes to be those core structural realities. A discussion took place about the problems U.S. and Michigan manufacturers are facing, and how they are planning to solve the issues at hand. Some key issues he addressed are the structural and perception barriers that manufacturers must overcome. He also shared insights into the policy agenda MMA that he advocates at both the state and national levels.



<http://globaledge.msu.edu/NewsAndViews/views/0011.asp>



Left to right: Elvin Lashbrooke, Mac MacIlroy, and Jim Henry

September 2005



At left, left to right: S. Tamer Cavusgil, Tomas Hult, Lynn Myers, and Bob Duncan

A Shrinking World, or a Growing Global Economy?

Presented by Lynn Myers, General Manager (Ret.), Pontiac-GMC Division of General Motors



Global economic pressures, shifts in consumer preferences and relentless advances in technology are forever changing the dynamics of the economic landscape and adding new complexities and challenges. What does it take for today's corporations, entrepreneurs, communities, and educators to adapt to change and continue to grow in this globally competitive environment? The presentation at the University Club on Tuesday September 20, 2005 provided a great opportunity to learn what General Motors and others are doing to navigate in the competitive landscape and take advantage of growth opportunities today and into the future.

October 2005

"Dollars and Values"

Presented by Doug DeVos, President, Alticor, Inc. (www.alticor.com)

86 business executives, faculty, and graduate students listened to Doug DeVos speak about how he watched a business started in his family's basement grow into a \$6.2 billion enterprise spanning six continents. His philosophy is that the biggest challenge of becoming a global competitor has very little to do with languages, currencies or



Left to right: Bill Motz, Tracy Gonzalez-Padron, Tomas Hult, Doug DeVos, and S. Tamer Cavusgil

regulations. Instead, DeVos says there are two common elements at the heart of any successful business: Companies that know their purpose and people who know what they stand for. More than any other factors, core values are what enable global enterprises and individuals to cross borders and cultures successfully. Attendees at the event heard the exceptional success story of how a small Michigan company grew from selling a single product in 1959 to a \$6.2 billion enterprise. The topic provided an exemplary case study of the role of organizational core values when going international. Participants also learned how to make their company's core values the foundation for success globally and how Alticor has tackled the global marketplace and what the company is doing right now to achieve superior success. Alticor is the parent company of Amway Corp, Quixtar Inc., and Access Business Group LLC. Headquartered in Ada, Michigan, Alticor and its affiliates offer products, business opportunities, and manufacturing and logistics services in more than 80 countries and territories. As President, Mr. DeVos oversees daily operations of the company and its subsidiaries: global-direct selling giant Amway Corp., North American e-commerce leader Quixtar Inc., and business-to-business supplier Access Business Group LLC. In his role, Doug DeVos helped Alticor evolve into one of the world's most international companies. Nearly 80 percent of the company's revenues are generated overseas, and the company's more than 13,000 employees and 3.2 million affiliated independent business owners are fully reflective of their local cultures. With a strong belief in fostering entrepreneurs around the world, Mr. DeVos previously served as Amway's Senior Vice President-Asia Pacific, Senior Vice President-Americas (focusing on the critical link between North and Latin America) as well as Director of Amway Europe.

engineered rubber products for the transportation industry and various industrial and consumer markets, as well as rubber-related chemicals for various applications. As a point of history, the winged-foot trademark of Goodyear was inspired by a newel-post statuette of the Roman god Mercury in the home of the Goodyear founder. Another unique feature of the company is its blimp program. Common to the sports scene, Goodyear has operated the blimp program in the U.S. since 1925 (now operations exist in both North America and Brazil). Based at its headquarters in Akron, Ohio, Mr. Joseph M. Gingo is Executive Vice President of Quality Systems and Chief Technical Officer. In this function, he has responsibility for Goodyear's Research, Tire Technology and Global Products Planning groups, and leads three strategic initiatives for the company—Six Sigma, Product Innovation & Development and Quality Leadership. He also has responsibility for the company's global race tire program. Previously, Mr. Gingo held a number of positions at Goodyear, including Director of Goodyear's Tire Technical Center in Luxembourg for four years and Vice President of the Asian region for four years.

Accompanied by two of MSU's MBA alumni, Pat Golla and Carlos Adami (former MSU-CIBER graduate assistant), Joe Gingo visited MSU's campus and presented to a group of 85 mid-Michigan business executives and MSU faculty. Mr. Gingo's presentation centered on the role of technology in business, and how that role has evolved over time. He discussed the need for Research, Development, and Engineering (RD&E) organizations to support business success through speed and innovation, the importance of technology partnerships, and the impact of new science, materials and priorities on the RD&E function. Mr. Gingo's knowledge engaged the audience, as it is vast, international, and innovative. We were very fortunate to be able to offer this interaction opportunity with a top leader at Goodyear to the Mid-Michigan business community.

November 2005

"Global Technology Drivers"

Presented by Joseph M. Gingo, Executive Vice President, Goodyear, Inc. (www.goodyear.com)

From its start in 1898 by 38-year-old founder Frank Seiberling, The Goodyear Tire & Rubber Company has grown into an \$18 billion firm. Goodyear is now the world's largest tire company with more than 75,000 employees and 90 plants in 28 countries. Goodyear manufactures and markets tires, several lines of belts, hose and other



Left to right (above): Pat Golla, Tomas Hult, Joe Gingo, Bob Nason, Carlos Adami, and John Delaney



Marketing Index Helps U.S. Companies "Go Global"

Nearly 10 years ago, S. Tamer Cavusgil, The John William Byington Endowed Chair in Global Marketing in the Marketing and Supply Chain Management Department and the executive director of MSU-CIBER (Center for International Business Education and Research), developed the Emerging Market Potential Indicators (EMPI) index to help companies objectively evaluate the potential of emerging markets for export activities.

Taken from the point of view of U.S. exporters, the index is both comprehensive and flexible, allowing on-line users to sort on a broad range of market potential indicators (including market size, market growth rate, market intensity, market consumption, commercial infrastructure, economic freedom, market receptivity, and country risk) to determine the attractiveness of 24 countries with emerging markets.

These 24 countries — which are monitored weekly by The Economist magazine — are generally considered to be among the fastest growing markets in the world. The index, which is updated twice a year, can be accessed at MSU-CIBER's knowledge portal, globalEDGE (<http://globaledge.msu.edu/ibr/marketpot.asp>).

Flexible on-line tool

According to Cavusgil, companies use the EMPI in several ways. "The rankings provide an objective basis for prioritizing these countries for decision makers who are in the process of planning international market expansion," he says. "The on-line EMPI rankings are interactive, so users can rank emerging markets on the basis of any of the eight dimensions making up the overall index."

Cavusgil notes that managers can also choose to modify the assigned weights in order to fit the unique drivers of their own industry. "Companies in the food and telecommunication equipment industries, for example, may attach different weights to say, market size," he notes. "Similarly, managers may add additional indicators that are not currently in the MSU-CIBER EMPI as a way of refining the tool for greater precision, or they may add countries to the analysis beyond the 24 emerging markets that are highlighted by MSU-CIBER."

Expanding the index

While the current index serves the purpose of U.S. exporters well, MSU-CIBER often receives inquiries from companies looking for a similar managerial tool that can be

used to systematically evaluate emerging markets for direct investment or procurement purposes. "Based on the expertise of emerging markets we have accumulated at MSUCIBER over the years, including our unique indexing methodology and database, we are seeking funding to develop two new country rankings," says Cavusgil. "These rankings would be of great interest to companies that are either planning to invest in the emerging markets or develop global supplier relationships. With a minimal amount of new funding, we could offer a complete portfolio of emerging market rankings that would be periodically released to the national media and the business community."

Cavusgil believes that businesses in the United States have no choice but to participate in global markets. "Much of the fuel for the most recent phase of globalization (1980s to date) has come from the rapid economic transformation of emerging markets. Emerging markets represent the subset of developing economies that are experiencing exceptionally rapid development. These high-growth, high-potential markets include China, India, Brazil, Mexico and the Czech Republic. All of these countries are engaged in remarkable rates of industrialization, modernization and market liberalization. These trends, in turn, create tremendous opportunities for Western firms."



<http://globaledge.msu.edu/ibr/marketpot.asp>

globalEDGE (TM) Market potential indicators for emerging markets - 2005 - Microsoft Internet Explorer

File Edit View Favorites Tools Help Address <http://globaledge.msu.edu/ibr/profilecot.asp>

Country	Market Size	Market Growth Rate	Market Intensity	Market Consumption Capacity	Commercial Infrastructure	Economic Freedom	Market Receptivity	Country Risk	Overall Market Potential Index									
	Rank Index	Rank Index	Rank Index	Rank Index	Rank Index	Rank Index	Rank Index	Rank Index	Rank Index									
HONG KONG	21	1	12	51	1	180	13	40	2	90	5	79	1	100	2	86	1	100
SINGAPORE	24	1	6	75	13	62	11	57	5	83	9	67	2	61	1	100	2	88
CHINA	1	100	3	83	24	1	12	54	14	37	24	1	12	18	11	50	3	80
S. KOREA	6	12	19	30	5	64	1	100	3	94	7	74	10	17	4	63	4	75
ISRAEL	22	1	13	51	2	80	5	80	4	80	6	75	4	31	0	59	5	73
HUNGARY	23	1	23	24	3	60	3	85	6	84	3	85	5	24	5	63	6	71
CZECH REP.	30	2	22	27	15	48	2	87	1	100	2	86	7	22	3	71	7	69
POLAND	11	5	14	49	7	63	6	73	7	65	4	82	10	5	0	67	8	56
INDIA	2	45	9	69	10	42	7	74	22	11	10	82	24	1	14	42	9	55
MEXICO	6	13	18	39	6	63	20	17	15	37	10	82	6	23	10	63	10	49
RUSSIA	3	34	21	28	21	28	4	89	0	40	23	9	20	3	15	37	11	49
THAILAND	13	4	6	79	20	36	14	47	16	31	12	56	8	22	12	48	12	39
MALAYSIA	17	3	2	93	22	16	18	24	12	30	17	29	3	40	0	56	13	38
CHILE	10	2	11	56	16	45	22	1	0	63	1	100	11	12	7	62	14	38
TURKEY	9	8	9	67	14	51	10	63	10	45	10	38	16	8	13	27	15	35
EGYPT	14	4	7	73	9	63	9	66	19	21	22	13	17	8	16	31	16	28
PERU	10	2	4	79	11	50	15	47	16	14	11	50	23	3	20	25	17	28
BRAZIL	4	35	15	49	17	45	23	1	12	30	13	60	23	3	17	39	18	27
INDONESIA	7	12	10	65	19	41	8	69	20	12	20	31	15	6	22	12	19	24
PHILIPPINES	10	5	17	41	0	60	17	30	24	1	13	60	9	10	10	39	20	24
ARGENTINA	12	5	16	41	4	73	19	31	11	41	15	40	21	3	24	1	21	24
S. AFRICA	8	9	20	35	10	50	24	1	20	10	0	71	14	0	13	45	22	19
VENEZUELA	10	4	1	100	22	17	16	45	18	23	21	17	13	8	23	8	23	14
COLOMBIA	10	4	24	1	12	53	21	0	17	31	10	33	19	4	21	24	24	1

Rankings over the past 5 years

Country	2005 Rank	2004 Rank	2003 Rank	2002 Rank	2001 Rank
HONG KONG	1	1	1	1	1
SINGAPORE	2	2	2	2	1
CHINA	3	4	5	5	4
S. KOREA	4	3	3	3	2
ISRAEL	5	5	4	4	6
HUNGARY	6	6	6	6	8
CZECH REP.	7	7	7	7	5
POLAND	8	8	8	8	7
INDIA	9	8	9	10	8
MEXICO	10	11	10	11	12
RUSSIA	11	12	15	13	12
THAILAND	12	13	12	12	10
MALAYSIA	13	14	13	17	13

The 6th Biennial International Business Institute for Community College Faculty

The 6th IB Institute marked the 10th year since the 1st Biennial International Business Institute for Community College Faculty took place in May of 1995. Since then, over 350 community college faculty have graduated from this program and the national impact reached out to an estimated 100,000 students.

49 faculty attended the 6th IB Institute in 2005 and the consensus among conference participants was the increased appreciation and knowledge of globalization issues facing businesses today and a furthering of their knowledge in the international business spectrum.

This unique professional development program is designed specifically for community and technical college faculty. The Institute intends to provide participants with the knowledge, experience and resources they need to internationalize general business courses and/or develop specialized international business courses and/or programs at the two-year college level. The 6th Biennial International Business Institute for Community College Faculty was co-sponsored by CIBERs at Florida, Illinois-Urbana Champaign, Kansas, Memphis, Michigan State, Ohio State, Pennsylvania, Pittsburgh, Purdue, Temple, UCLA, Washington, and Wisconsin and Center for Advanced Studies of International Development (CASID) at MSU, Women and International Development (WID) Program at MSU, and the National Association of Small Business International Trade Educators (NASBITE).

"The MSU IB Institute provided an excellent overview of global affairs, showcased the extensive web resources of globalEDGE, and gave participants access to how knowledgeable MSU faculty have internationalized their courses."

Susan Crosson
Accounting Faculty
Santa Fe Community College in Gainesville FL

"I attended both the 4th (2001) and 5th (2003) Biennial International Business Institute for Community College Faculty conferences and am eagerly looking forward with great intellectual hunger for the 6th, which is to be held May 14-19, 2005. There is no finer conference for community college faculty concerned with globalizing their curriculums anywhere in the country.

"Attendance at my first conference helped me to organize and develop my International Business Associate Degree curriculum at



Forsyth Technical Community College in North Carolina. But it was the second conference I attended which instilled in me the determination to make my program the best in the country! Thanks to the inspiration and support I've gotten from MSU-CIBER and the conferees, I now have my curriculum in high gear, with seven international business classes both online and in the classroom in a high-quality, interactive format. In fact, except for the foreign language requirement, the entire degree is available online. I thank my students, the local global trade industry, and the entire conference team and its sponsors for making this highly exceptional program both affordable and worthwhile.

"This conference is a MUST for serious community college educators of international business!"

Mac McGuire
Program Coordinator/International Business
Forsyth Technical Community College

"...This Institute was a truly unbelievable experience for me...Attending this Institute has given me many options and fresh ideas which will be shared with faculty members in my department... The networking was excellent! Sharing information and discussing the different international business programs with the participants was truly enlightening. I have already utilized at least one (simple) idea to better serve our students...Events like this Institute help us broaden our horizons..."

Paula, Texas



Participants at a breakout session.

Developers of the world-leading globalEDGE™ knowledge portal
A CIBER designated center by the U.S. Department of Education
Headquarters of the Academy of International Business
A national leader in study abroad

The International Business Center (IBC) in The Eli Broad Graduate School of Management at Michigan State University was designated in 1990 as a National Resource Center by the U.S. Department of Education (i.e., a Center for International Business Education and Research). The mission of IBC is to leverage our leading-edge competencies to provide superior education, research, and assistance to businesses, public policy makers, academics, and students on issues of importance to international trade and global competitiveness relying on our guiding principles as the foundation.

- Knowledge development
- Knowledge deployment
- Cultural competitiveness

As the screenshot of the new website for the MSU International Business Center illustrates, we have now become a “conglomerate” of various internationalization activities. Under the leadership of Professor S. Tamer Cavusgil, the MSU International Business Center was formed in 1988 as a small “shop” (including one staff member and a few students) that produced research and organized study abroad activities. The Center received its first CIBER grant in 1990 and, thus, increased its scope. At the start of the century, IBC had 13 staff and student employees. Now, with the addition of the Academy of International Business (led by Tomas Hult as Executive Director and Tunga Kiyak as Managing Director), the addition of CIBERweb, and the re-formulated Global Business Club of Mid-Michigan, IBC has more than 30 staff and student employees. To realize our broad portfolio of activities within our current mission, IBC focuses its efforts on three areas that are vital to all aspects of organizations' global value chains:

Knowledge Development

Knowledge development centers on conducting research that produces leading-edge knowledge. IBC develops innovative international business knowledge via a programmatic research agenda. The focus is on how to improve the international competitiveness of corporations and non-profit organizations. Our broad skill-set allows us to tackle research by qualitative and quantitative solutions. We focus on originality and managerial relevance. Our expertise centers on the globalization potential of corporations, global supply chains, what makes small and

medium enterprises thrive globally, opportunities in emerging markets, and global product development. Published since 1996, IBC maintains the annual index of Market Potential Indicators for Emerging Markets.

Some of these topics are investigated by IBC, while others are researched in collaboration with a worldwide network of researchers. MSU has a world-leading international business research faculty (Management International Review, 2004) and influence (Journal of International Business Studies, 2005). At MSU, IBC draws on more than 150 interdisciplinary colleagues throughout some 25 international units to conduct cutting-edge research and to mentor doctoral candidates. MSU has produced the 6th most Ph.D.'s in business since 1960 (METF, 2003), and our doctoral students rank #5 in the world in total citations (Academic Assessment Services, 2004).

We develop pioneering global knowledge!

Knowledge Deployment

Knowledge deployment centers on offering leading-edge professional development programs and products. IBC deploys leading-edge knowledge via an assortment of activities. For faculty and advanced students, we provide customary support—such as grants, support for conferences, seminars by lecturers, collaboration with scholars, links to industry—along with a portfolio of customized activities designed to elevate each scholar's capability. For businesses and public policy makers, we offer a variety of products—such as training programs, benchmarking of global value chains, and diagnostic tools—and innovative vehicles such as globalEDGE™ (<http://globalEDGE.msu.edu>). globalEDGE™ is the leading source on international business and trade on the web.

Achieving maximum reach and impact is the goal of our knowledge deployment. IBC offers vast opportunities for knowledge deployment. A local effort is the Global Business Club of Mid-Michigan—its monthly executive luncheon with high-level industry speakers is a great source for learning and networking. All activities are embedded in a coherent, sustained program of research and development, including incremental, radical, and disruptive innovations that can advance knowledge. Anchored in its history, IBC always strives to be in the forefront of knowledge development while maintaining consistency in delivering superior products to its constituency groups.

We deploy globalEDGE knowledge worldwide!



Cultural Competitiveness

Cultural competitiveness centers on permeating leading-edge knowledge into business and society. Our purpose is to instill global values in business and society. We develop and deploy global business knowledge that helps businesses, public policy makers, academics, and students achieve maximum personal value and benefits. IBC offers training and education programs for all our constituency groups. Each program is typically customized, with the common thread being to increase participants' knowledge of international business and trade. The collection of projects - such as those for businesses, community college faculty, Historically Black Colleges and Universities, and student—exemplify the wealth offered to business and society.

We also provide leadership in professional global communities such as the Academy of International Business™, the globalEDGE™ Network, and CIBERweb™. Established in 1959, the Academy of International Business has members in more than 70 countries, with IBC being its headquarters since 2004. The globalEDGE™ Network, established in 2001, includes a unique cross-section of global professionals from the majority of countries in the world. IBC also serves as the “web hub” for CIBERweb™—an online portal that integrates the activities of all CIBERs funded by the U.S. Department of Education.

We nurture global mindsets for the world's culture!

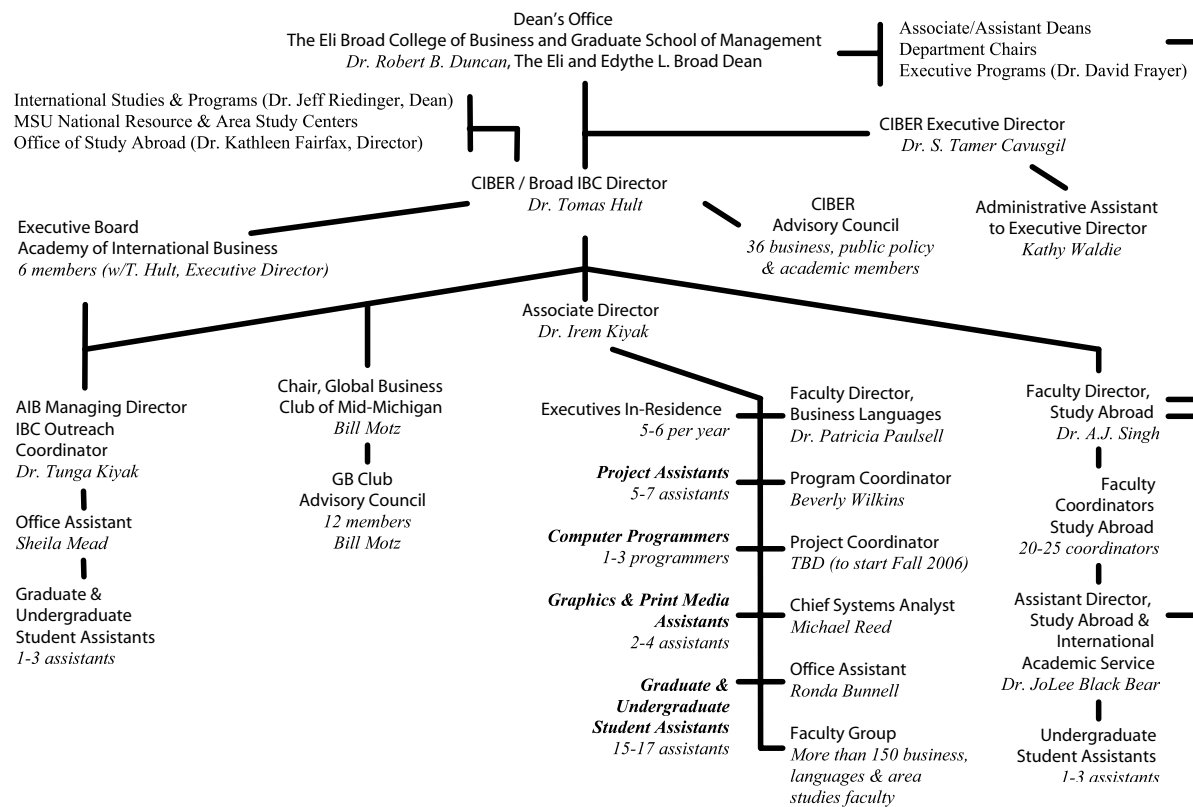


The MSU International Business Center Organizational Chart



Left to right Back Row: Tunga Kiyak, Matt Prunte, Robert Glew, Tomas Hult, Jim Rainey, D.J. Willard Third Row: Joshua Kalis, Elvin Lashbrooke, Michael Reed, Chris White, David Griffith, Robert Nason, Geoff Booth, Bill Motz Second Row: James Henry, Tatjana Kudla, Weihua Wang, Daniel Clay, Geng Wang, Kathy Waldie, Melina Lito, Abby Caskey, Rohena Shaw, JoLee Black Bear, Sheila Mead, S. Tamer Cavusgil Front Row: John Metzler, Xiao "Kelly" Shi, Beverly Wilkins, Mary Haghshenas, Alison E. Barber, Irem Kiyak, Ronda Bunnell

MICHIGAN STATE UNIVERSITY International Business Center Organizational Chart



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global business knowledge

globalEDGE is the #1 web resource for "international business" information based on search rankings by all major Search engines as of March 15, 2006

Academy of International Business: The Record Breaking Continues

From left to right:
Jim Wills, former AIB
Executive Secretary,
and Tomas Hult at the
2005 AIB Conference



The Eli Broad College of Business and IBC have become the new home of the Academy of International Business (AIB) as of January 1, 2004. Since then, the annual conferences of the AIB broke attendance records consecutively in the history of the AIB. In 2004 the conference was held in Stockholm with 811 attendees participating. The 2005 meeting in Quebec City was attended by the most people ever (on record); 869 people attended and took part in the program which centered on "Local Roots, Global Links."

A brief history of attendance at the annual conferences reveals the following:

Location	Attendance
Phoenix 2000	697
Sydney 2001	369
San Juan 2002	552
Monterey 2003	544
Stockholm 2004 (http://aib.msu.edu/events/2004/)	811
Quebec City 2005 (http://aib.msu.edu/events/2005/)	869

Founded in 1959, AIB is the world's leading association of scholars and specialists in the field of international business. It boasts a membership of nearly 3000 scholars, researchers, and business leaders from

65 countries. The AIB has been housed in the College of Business Administration at the University of Hawaii in Honolulu for the last nine years. Dr. Tomas Hult, Director of IBC, serves on the AIB Board as Executive Director and Dr. Tunga Kiyak, Outreach Specialist of IBC, serves as the Managing Director of the AIB.

According to Dr. Robert B. Duncan, Edith L. and Eli Broad Dean of the College of Business, the academy's move to MSU is a matter of synergy. "Our vision for the Broad School is that we are here to create leading-edge, useable knowledge and to develop competencies and strategic leadership in a global, multicultural marketplace," he said. "Serving as the permanent host of the Academy of International Business, the premier professional organization in international business, coupled with having the world-leading National Resource Center in international business (MSU-CIBER) provides both great synergy and impact. This places the Broad School at the forefront of global business education."

The objectives of the Academy of International Business are to foster education and advance professional standards in the field of international business. The AIB objectives include:

- Facilitating the exchange of information and ideas among people in academic, business, and government professions who are concerned with education in international business;
- Encouraging and fostering research activities that advance knowledge in international business and increase the available body of teaching material; and,
- Cooperating, whenever possible, with government, business and academic organizations to further the internationalization objectives of the AIB.

The Academy of International Business publishes The Journal of International Business Studies and conducts international business education and research conferences and seminars.



The next annual meeting and conference of the AIB will be conducted in Beijing, China, in June 2006 titled with the theme "From the Silk Road to Global Networks: Harnessing the Power of People in International Business." A record number of paper submissions (over 900) have been received. The conference will be hosted by Peking University's Guanghua School of Management. Peking University, the former Jing Shi Da Xue Tang (the Metropolitan University) of the Qing Dynasty, was founded in December 1898. The Metropolitan University was then not only the most prestigious institution of higher learning but also the highest administrative organization of education in China.

Research topics to be covered at the conference include:

- The Context of Global Business
- International Economics, Finance, Accounting and Taxation
- Managing People Across Cultures
- International Strategic Management: Managing and Competing Across Borders
- Strategies for Entry, Expansion and Operations Abroad
- Marketing and Supply-Chain
- Harnessing the Power of Learning, Knowledge and Innovation
- Offshoring and Outsourcing: Entrepreneurship in Action
- Security and International Competitiveness: Internet security and Intellectual Property
- Internationalization of Asian Firms: Early and late internationalization from Asia



For more information about the AIB visit: <http://aib.msu.edu/>

IN FOCUS: Irem & Tunga Kiyak



From left to right, Tunga and Irem Kiyak at the Nobel Hall, Stockholm, Sweden

Dr. Irem Kiyak has worked for IBC in different capacities since 1995, starting as an MBA graduate assistant. After finishing her MBA at MSU in 1996, she worked as a Project Manager in the Database Development and Management Consulting industry. In 1998, she made a comeback to MSU and she currently serves as the Associate Director of IBC and Treasurer at the Academy of International Business. Irem is responsible for the Center's day-to-day activities as well as staff supervision, fiscal affairs, project planning and implementation. In addition, she also assists in administering numerous funds received through various funding institutions, including the U.S. Department of Education,

the United Negro College Fund, National Science Foundation, and several corporations. Irem has a B.S. degree in Physics from Bogazici University, Turkey, an MBA from MSU, and a Ph.D. from the School of Packaging at MSU.

Dr. Tunga Kiyak has worked for IBC in different capacities since 1993, first starting as an MBA graduate assistant. He currently serves as the Outreach Specialist of IBC and Managing Director of the Academy of International Business. Tunga has a B.S. in Electrical and Electronics Engineering from Bogazici University, Turkey and an MBA and a Ph.D. in International Business from Michigan State University. Before joining MSU, he worked as an IT engineer for ABB in Baden, Switzerland. Tunga has been an early proponent of using the Internet for international business research. He has made numerous presentations to both professional and academic audiences on the topic, and has also contributed to "Using the Web to Compete in a Global Marketplace," a book published by John Wiley, and "Expanding Horizons with e-Learning," in A Field Guide to Internationalizing Business Education, 2002 (Lakeshore Publishers). He was the originator and long-time curator of "International Business Resources on the WWW," the predecessor to globalEDGE.

A superb team and major contributing force in almost all of IBC's operations, Irem and Tunga first met in 1989 as freshman at Bogazici University and have been happily married for almost a dozen years.



Jeff Ge (center), director of China operations for Grand Rapids-based Steelcase Inc., recently returned to the Broad School to share his experiences with Professor Tamer Cavusgil's (right) students, including Keri Moenssen, a second-year MBA student studying marketing and general management and the recipient of the 2005 Broad Executive Forum Scholarship. Ge advises Broad students to live by their values, learn about business from a global perspective, understand cultural differences when working in other parts of the world and continually strengthen interpersonal and leadership skills.



A. J. Singh

The best way to learn about cultural differences is to experience them, say those involved in the Broad School's Study Abroad program.

"There is valuable learning in experiencing a life different from your own," says Associate Professor A.J. Singh from The School of Hospitality Business, who was recently named Study Abroad director for the Broad School. "The more exposure students have to other cultures, the more comfortable they'll be in an international environment. It's an opportunity for our students to broaden their viewpoints and understand themselves better.

Michigan State University is the national leader in study abroad, offering more than 200 programs, on six continents and in over 60 countries. Programs are offered every session, including winter break, and range from two weeks to an academic year. In many instances, costs do not exceed a semester's study on campus on a per credit basis. One reason for this "cost-effectiveness" is the large number of scholarships provided by the Broad International Business Center via funding from Ford Motor Company, Daimler Chrysler, General Motors Japan Endowment, Alcoa Foundation, Frederick L. & Margaret F. Hubacker, among others. Housed at the Broad International Business Center, MSU-CIBER is instrumental in developing and maintaining the study abroad programs in the Broad School as well as administering the scholarship funds.

In 2005 undergraduate participation in the study abroad programs at the Broad College of Business reached 408 – double the number from 1999-2000 academic year.

For more information, visit <http://ciber.msu.edu/studyabroad/>.

"Just from the globalization standpoint alone, students who graduate from business colleges without an understanding of how business is done outside the United States are at a serious disadvantage," says Singh. "Preparing students for the way business is changing globally is a very critical part of the overall student experience."

More than 400 Broad School students spent a semester or part of summer break studying in another country, according to MSU Study Abroad statistics. While the participation has been steadily increasing, Singh is currently working closely with program directors and faculty in the college to create a forward-looking strategy for study abroad in the Broad School.

"Our goal is to increase student and faculty participation, enrich students' learning experience, and more fully integrate study abroad into the curriculum," says Singh. "Just as U.S. businesses are becoming increasingly aware of the threats of global competition, as well as opportunities in a growing global market, similarly business students need to be aware of the global competition for jobs and, at the same time, increasing opportunities for global job placements."

Singh believes that carefully planned study abroad experiences will provide students with greater job opportunities and rewarding business careers. Recent alumna Abby Pohl (BA Hospitality Business '04), who visited Costa Rica, Belgium, France, Italy, Switzerland, India, Australia and New Zealand during four Study Abroad trips agrees with Singh. "Studying abroad not only taught me a great deal about foreign cultures, it also allowed me to see the benefits of my own culture more clearly."

Her current position as installation and training specialist with Par Springer-Miller Hospitality Systems, based in Vermont, keeps her on the road about 90 percent of the time. In the past year, that's meant on-site installation assignments at hotels in the United States and Japan, most recently the Mandarin Oriental in Tokyo.

"I love what I do, and my Study Abroad experiences at the Broad School had a direct effect on my career choices and opportunities," she says.



Internationalizing Faculty at Historically Black Colleges and Universities

12 faculty from 6 Historically Black College and University Business Schools got exposed to a rigorous 14-day faculty development program in June 2005 that took place in South Africa and Botswana. This collaborative project brings together both CIBERs and National Resource Centers (NRCs) in African Studies at MSU and partner schools. MSU-CIBER is leading the study abroad and area studies faculty development component of this program with the African Studies Center at MSU. MSU's African Studies Center and MSU-CIBER worked hand in hand towards building a very effective program for this initiative.

The first program took place in Summer of 2005 to be followed by the second in Summer of 2006. Also working with the African Studies Centers at Michigan State, Kansas, Wisconsin, Indiana, and others, MSU-CIBER offered a successful program in June 2005 with visits to numerous companies, government and non-government institutions in Cape Town and Johannesburg in South Africa and Gaborone in Botswana. Eight participants from each HBCU partner attended the area studies workshop and a total of 12 attended the study tour. The programs were sponsored by Institute for International Public Policy by way of the United Negro College Fund Special Projects, and CIBERs at Connecticut, Florida, Georgia Tech, Indiana, Kansas, Memphis, Michigan State, Texas A&M, and Wisconsin. Michigan State University's CIBER and African Studies Center put the programs together with the faculty leaders Dr. John Metzler from MSU's African Studies Center and Dr. Anthony Ross from MSU's Department of Marketing and Supply Chain Management. University of Memphis CIBER hosted the 2-day workshop. The program was an integral component of the Globalizing Business Schools: An HBCU-CIBER Partnership that was launched in 2002.



Group photo in front of the Hector Peterson Memorial in SOWETO (Hector Peterson was the first student to be killed in the 1976 student uprising)

The Globalizing Business Schools: An HBCU-CIBER Partnership program helps bring international content into the classrooms and to expand research and teaching skills at nation's HBCUs. The \$500,000 program was launched with its first batch of seven HBCU schools in 2002. Led by MSU and University of Memphis CIBERs, the program admitted another eight HBCUs for the three-year program in 2003. Ralph Hines, Director of the U.S. Department of Education's International Education & Graduate Programs Office says, "it's among the most sweeping efforts to help predominantly African American schools sharpen their competitive edge in an increasingly global economy" (The Commercial Appeal, April 27, 2002). Mark Chichester, Director of the Institute for International Public Policy (established in 1994 by the United Negro College Fund), says, "it takes continued support for minority serving institutions to produce internationally aware citizens and students prepared for careers in international affairs" (Houston Chronicle, March 18, 2002). To accomplish the program's goals, a number of activities have been designed (e.g., grant writing workshops, business foreign language workshops, faculty development programs in international business and African studies, and international study abroad tours).

MSU-CIBER and MSU's African Studies Center serves in an instrumental role in developing the area studies seminars and study abroad portions of the program titled Africa: Business, Culture, Economics, and Trade. In each of 2005 and 2006, the "Africa program" includes: (1) faculty development seminar focused on African studies and issues related to economic development, business practices, history, society, business, trade, and economics of Africa and (2) an international study tour to



Group meeting at the University of the Western Cape (Cape Town)

South Africa and Botswana. The Africa study abroad “excursion” is an immersion in cultural, social, political, and economic issues directly related to conducting business in the two African countries and beyond. Professors Anthony Ross representing MSU-CIBER and the Eli Broad College of Business, and John Metzler, representing the MSU African Studies Center, organize and lead these study tours. Additional programs each year, led by University of Memphis, focus on grant writing and faculty development in international business.

An over-arching mission of the HBCU program is to establish a strategic partnership between the nation’s CIBER schools and the nation’s HBCUs. This very significant program is one of the great outcomes of the Title VIB legislation and the federal grant funding administered by the U.S. Department of Education.



Group tour of the Botswana Meat Commission, Labotse Botswana



Group at University of Cape Town Graduate School of Business

The Faculty Study Tour in South Africa and Botswana was a “trip of a lifetime.” Our curriculum will be greatly enhanced by the experiences provided by the trip itinerary. All concerned at MSU-CIBER who had a role in the planning and execution of the trip are to be congratulated!

Leo T. Upchurch
Tuskegee University

Very informative and insightful. Much presentation guided my thoughts in the direction of what can I do to help, to what lesson have I learned that I can use at home, to everything in between. I gained a lot of knowledge and anticipate learning more.

Anonymous

Excellent program, educational and an eye-opener to everyone on African issues.

Anonymous

Michigan State University has been preparing for an institution-wide reaccreditation review by the Higher Learning Commission (HLC) of the North Central Association of Colleges and Schools (NCA) in 2005-06. This process occurs every ten years and is mandatory for MSU's survival as a university. For example maintaining accreditation entitles MSU to participate in federal and state programs of benefit to higher education. Building on the university's leadership in the international sphere and looking toward an agenda that will serve MSU, its clientele, and alumni well in the next 10-20 years, "internationalization across the University mission" has been selected as the subject for the specialized self-study review portion of the NCA re-accreditation process. President Lou Anna K. Simon has called for "a new land-grant revolution, the next bold experiment – the land-grant university for the world." Similarly, the 2005 Acting Provost and ISP Dean John K. Hudzik has expressed that "all students, faculty, staff, and other university clientele should have broad opportunities to become globally aware, capable of collaborating with colleagues and clients at home and abroad, and able to operate effectively in a global environment."

The accreditation process has changed dramatically in the last ten years. It now requires evidence-based reporting linked to assessment. This evidence should be readily available from the student learning outcomes assessment plans which colleges and departments have been engaged in developing and implementing over the past three years. It forms the "compliance" portion of the MSU re-accreditation self-study.

MSU's global outreach is multi-dimensional. MSU has the largest study abroad program among U.S. public universities with more than 200 programs in more than 60 countries. MSU houses some 25 internationally focused centers and programs that focus on a variety of topics including but not limited to health, agriculture, and international business. MSU is also the home of more than 4,000 scholars and students from all around the world representing 140 some countries.

As such, MSU has proven to be a leader in providing global educational and research outreach. Therefore, the selection of the "internationalization across the University mission" as the subject for the specialized self-

MSU-CIBER went through a rigorous university-wide internal review process in 2004. The committee chaired by Geoffrey Booth, F.S. Addy Distinguished Chair in Finance and Chair of the Department of Finance, suggested that "the crucial issue concerning MSU-CIBER is whether it adds value to the Eli Broad College, MSU, and all of its external stakeholders and whether this value is substantive enough to warrant the resources that it consumes...we believe that it does...MSU-CIBER staff should be commended for creating a research education center that MSU and all its constituents can be proud of."

study review portion of the NCA re-accreditation process should not come as surprise. MSU will build on this unique strength to carry itself forward as the "Global Land-Grant" institution. The Self Study Report on Internationalization has set specific goals for MSU's global outreach and service that are built into research, scholarly, and creative activities. The report specifies further that these activities will be reciprocal and collaborative, involve students in efforts to provide outreach and service, have applications in Michigan, U.S., and the world, bring the world to MSU and the State of Michigan, and rely on new and developing technologies. For more information regarding the Self Study Report on Internationalization please visit: <http://www.accreditation2006.msu.edu/internationalization/documents/Self-StudyReportonInternationalization.pdf>.

For more information regarding MSU's HLC/NCA Accreditation visit: <http://www.accreditation2006.msu.edu/>



Research, Curriculum, and Professional Development Projects and Grant Recipients:

Accounting and Control in Health Care: An Economics Perspective, Ranjani Ananthkrishnan

Australia Study Abroad Site Visit & Program Development, JoLee Blackbear

The Celebrity Endorser and Brand Performance: Can Hofstede's Measures Provide Explanation, Brian Chabowski

Drivers of Product Standardization: An Exploration of Globally-Oriented Firms, Brian Chabowski

Co competition Process and International Alliance Instability: A System Dynamics Model, Anna Shaojie Cui

The Decision to Export in the Presence of Underemployment, Carl Davidson

Redesign of FI 890 Venture Capital and Private Equity to Improve International Content, Zsuzsanna Fluck

Marketing Ethics, Tracy Gonzalez-Padron

Attributions of Noncooperative Incidents and Response Strategies in Global Supply Chain Partnerships, David Griffith

A Review of Capital Budgeting and Investment Appraisal Research, Susan Haka

Modularity and Control in Global Component Outsourcing Relationships, Nukhet Harmancioglu

Portfolio of Controls in Global Component Outsourcing Relationships, Nukhet Harmancioglu

Global Strategic Outsourcing for Resource Deficient, Market Efficient Technological Innovation, Nukhet Harmancioglu

Study Abroad Program Development in Rouen, France, Gilbert Harrell

Team Effectiveness Research Laboratory, John Hollenbeck

Crucial Determinants of International New Product Alliance Success, Steven Seggie

Towards the Concept of Global Network Equity, Steven Seggie

Psychology Research on Management Accounting and Mapping Management Accounting, Mike Shields

Strategies for Globalizing Research on Management Accounting, Mike Shields

Multinational Lodging Enterprises and Global Investments, A.J. Singh

Doing Business In India, A.J. Singh

Business Practices in Brazil, Argentina, and Chile, Harold Sollenberger

What Affects the Shareholder Value Creation through International Joint Ventures, Berk Talay

Localizing Global Brands in Emerging Markets: Insights from Marketing and Brand Managers in Turkey, Burcu Tasoluk

International Marketing Alliance Dynamics: Empirical Findings From the Pharmaceutical Industry, Janell Townsend

Teaching Spanish for Business, Maria (Rossie) Vickery

Antecedents of Perceived Export Barriers, Chris White

The Impact of Strategic Alliances on Firm Knowledge Accumulation, Shichun Xu

Strategic Fit on Standardization Global Marketing Strategy: An Implementation Perspective, Shichun Xu

Not All Marriages Start with Love: A Conceptual Framework of Obligatory Relationship Marketing, Shichun Xu

An Empirical Examination of Competing Technology Acceptance Models in the Context of China, Goksel Yalcinkaya

Technology, Endowments, and the Factor Content of Bilateral Trade, Chun Zhu

Doctoral Dissertation or Doctoral Research Grant Recipients:

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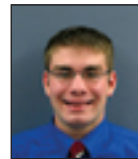
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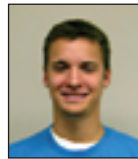
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**Based on rankings by Yahoo (yahoo.com) and Google (google.com) on March 15, 2005 using the search term "international business."



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