

International Business Center Annual Report 2007: Fostering Global Connectivity



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The Eli Broad Graduate School of Management
Michigan State University



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Directors' Column



Through the "Boldness by Design" initiative, Michigan State University, under the leadership of President Lou Anna K. Simon and Provost Kim Wilcox, is working to establish MSU as the global leader in our industry. MSU is advancing a strategic commitment to become recognized worldwide as the United States' leading land-grant research university for the 21st century by 2012. For MSU's International Business Center, the key strategic imperative that is a part of the university's global initiative is "expanding international reach through academic, research and economic development initiatives and global, national and local strategic alliances." At the same time, IBC is also dedicated to MSU's other strategic imperatives for maximum impact (i.e., enhance the student experience; enrich community, economic, and family life; increase research opportunities; and strengthen stewardship).

Closely aligned with the university's five strategic imperatives, IBC and its portfolio of projects represent the most aggressive, far-reaching, and high-impact agenda that the center has ever proposed to undertake in its seventeen years of existence. Resourceful business schools such as the Broad School, 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 center's programming. Such business school infrastructure coupled with a truly global university makes us a very effective center.

A number of important developments have taken place since our last annual report. globalEDGE (<http://globalEDGE.msu.edu/>) went through a design overhaul and has continued to rank as the world's

leading online source for international business information (based on rankings by Yahoo! using the search term "international business" as of December 31, 2007). In May 2007, we launched a brand new section on Industry Profiles which boasts "all-you-need-to-know" information on 20 economic sectors. We also continue to provide business information on 199 countries, 31 categories of international global resources including more than 5,000 online resources, and numerous other international topics to maintain our world-leading position as "Your Source for Global Business Knowledge."

The diversity of audiences served by the center's programming efforts is impressive. First, we have supported over 150 international research projects this year, most in an interdisciplinary and cross-disciplinary effort. Second, we worked with several organizations to start the India Information Technology Forum. The inaugural student-organized event took place on March 16, 2007, and planning for next year is in full swing. Third, we were a key co-sponsor of the October 24, 2006, International Trade Forum together with, among others, the Greater Lansing United Nations Association. Fourth, we partnered with the Lansing Regional Chamber of Commerce to co-sponsor the International Business Forum held May 1, 2007. The center also co-sponsors a number of conferences and workshops designed to assist faculty in building these synergies with the Lansing Chamber and others.

Since we became the new home of the Academy of International Business (AIB) in January 2004, the membership has increased by about 800 people to a current membership of some 3,000 members in 75 countries. The attendance at the AIB annual conference is also at an all-time high with the four highest attendances since 2004 (2004 in Stockholm with 811 attendees; 2005 in

Quebec City with 869 people; 2006 in Beijing with 1,055 people; and 2007 in Indianapolis with 731 people). We are thankful to all our sponsors for those events and look forward to celebrating AIB's 50th anniversary in Milan in June 2008. We hope you can attend!

Starting in 2007, IBC partnered with the Lansing Regional Chamber of Commerce to co-sponsor the Chamber's monthly Economic Club Luncheons. These luncheons are becoming more "global" in scope, which will allow IBC to reach a broader audience in the Greater Lansing Region. Speakers during 2007 included Tim Daman, Vice President of Economic Development, Lansing Regional Chamber of Commerce; George Biltz, Global Vice President of Purchasing, Dow Chemical Corporation; Congressman Mike Rogers, 8th District, Michigan; Bill Sepic, CEO & President, Lansing Regional Chamber of Commerce; Carrie Hall, Communications and Public Affairs Advisor, United Nations Global Compact Office; and Tom Maguire, Director/International Trade Specialist, U.S. Commerce Department.

We encourage you to visit our website to get to know the IBC team that makes it all happen (ciber.msu.edu/team). We also welcome you to visit us on the web (ciber.msu.edu or globalEDGE.msu.edu) or at our office at Michigan State University (7 Eppley Center, East Lansing, Michigan).

Sincerely,

Tomas Hult, Director
Irem Kiyak, Associate Director
Sarah Singer, Assistant Director

IBC Founder S. Tamer Cavusgil Retires in 2008



Professor S. Tamer Cavusgil is retiring from Michigan State University at the end of the spring semester 2008. A native of Turkey, Cavusgil has MBA and Ph.D. degrees in business from the University of Wisconsin-Madison. Previously, he held positions at the Middle East Technical University in Turkey, University of Wisconsin-Whitewater, and Bradley University. He joined MSU in 1987 as Professor of Marketing and International Business.

Cavusgil founded the MSU International Business Center in 1989. The center has since grown from its two-person operation back in the early days to more than 30 staff and student employees. In this process, Cavusgil has been instrumental in securing more than \$10 million in funding for the center and MSU's international activities. But his most lasting contribution may be the naming of our world-leading globalEDGE knowledge resource (globalEDGE.msu.edu). "I got it!" Cavusgil said in a meeting in the summer of 2000. "globalEDGE—global knowledge that's on the edge!" And so, the globalEDGE brand was established, with the official launch of the website in May 2001. Maintained by a fabulous IBC team, globalEDGE now has millions of users and ranks as the top site in the world in "international business" (Yahoo!, December 2007).

At MSU, Cavusgil also served as

Executive Director of the Center for International Business Education and Research (MSU-CIBER), a unit within the MSU International Business Center that is funded by the U.S. Department of Education. He is the long-standing doctoral coordinator of marketing and international business. Additionally, Cavusgil has consulted with the International Trade Center (UNCTAD/WTO), federal and state government agencies, multinational corporations, and chambers of commerce as well as taught at universities in more than a dozen nations. In 1994, he served as Senior Fulbright Scholar to Australia and taught at Monash and other universities. Overall, Cavusgil's teaching, research, and administrative activities have focused on international business and marketing. His specific interests include the internationalization of the firm, global marketing strategy, and emerging markets.

Regarding research, Cavusgil has authored more than a dozen books and over one hundred refereed journal articles. His work is among the most cited contributions in international marketing (more than 3,300 citations to date per Google Scholar, November 2007). For example, two of his articles—one in *Journal of Marketing* on global marketing strategy and one in *European Research* on the internationalization process of firms—are among the most cited

works in international business (with more than 300 citations each). Cavusgil has had real impact on the academic profession of international business.

Cavusgil has also been editor of several books and journals. For example, he is the founding editor of the *Journal of International Marketing* now published by the American Marketing Association, and *Advances in International Marketing* published by Elsevier/JAI Press. He serves on the editorial review boards of a dozen professional journals. His books include *Doing Business in the Emerging Markets* (1992, Sage) and *International Business* (2008, Prentice-Hall). He is also the developer of several interactive and Internet-aided decision support systems for international business including CORE—Company Readiness to Export.

In 1998, Cavusgil was elected a Fellow of the Academy of International Business, a distinction earned by a select group of intellectual leaders in international business. He also served a two-year term as Vice President of the AIB and a two-year term on the Board of Directors of the American Marketing Association. In 1995 he was bestowed with Michigan State University's highest recognition for contributions to the international mission—the Ralph H. Smuckler Award for Advancing International Studies at MSU—and in 2005 he received the 2005 Richard L. Lewis Quality of Excellence for internationalization efforts in the college.

He was named "International Trade Educator of the Year" in 1996 by the National Association of Small Business International Trade Educators (NASBITE). In February 1997, MSU honored Cavusgil with the "MSU Distinguished Faculty" designation, the highest award given to a faculty member at MSU. Since 1996, he has held The John W. Byington Endowed Chair in Global Marketing at MSU.



Comments from Robert Nason regarding Tamer Cavusgil

Michigan State University has a long history as a leader in international development work and scholarship. However, by the time I arrived as Chairperson of the Department of Marketing and Transportation in 1986, the College of Business was not internationally focused. This seemed strange given the history of MSU and the fact that business was ever globalizing. Thus, my first goal was to attract a senior scholar who could not only be a top researcher in marketing, but be a lightning rod for igniting the internationalization of our college focus.

After an extensive search and consultation with international scholars at other universities, Subhash Jain, a well known internationalist at the University of Connecticut, recommended Professor Tamer Cavusgil as a person who could really make a difference. Professor Jain noted that his superior record at Bradley University and our platform could accelerate his impact both internally and externally.

Professor Cavusgil started in Fall 1987 and for twenty years has surpassed Jain's prediction and our expectations. In our February 1987 correspondence, Tamer Cavusgil suggested that his contributions could include the following areas, and his actual results are listed:

- ❖ Creation of distinctive educational and research programs:
 - ◆ Attracted other international scholars to MSU.
 - ◆ Created international specializations at the undergraduate and MBA levels.
 - ◆ Fostered the largest Study Abroad program at MSU, which itself is a national leader in study abroad.
- ❖ Collaboration that enhances faculty:
 - ◆ Co-authored more than 30 articles with MSU faculty.
 - ◆ Co-authored more than 60 articles with MSU doctoral students.
- ❖ Advising doctoral students:
 - ◆ Chaired 19 doctoral dissertations at MSU.
 - ◆ Served on 21 additional doctoral dissertation committees.
- ❖ Securing grants:
 - ◆ CIBER, 1990 to present, USDE (\$5.4 mil).
 - ◆ Other grants, foundations, and corporations (\$4.6 mil).
- ❖ Broadening MSU's national and international reputation:
 - ◆ S. Tamer Cavusgil Best Paper Award established in 1999 by Journal of International Marketing.
 - ◆ Lifelong Research in Global Marketing awarded by the AMA Global SIG.
 - ◆ Many other national awards and top honors at MSU.
- ❖ Enhancing MSU's impact on the discipline:
 - ◆ More than 100 articles published in refereed journals while at MSU.
 - ◆ More than 30 books authored or edited while at MSU.



Professor Cavusgil has been a change agent for transforming the Eli Broad College of Business at Michigan State University into a leading international player among colleges of business world wide.



2008 Sample of Activities

Faculty Development- Shanghai, Hangzhou, Guangzhou, & Hong Kong
January 1, 2008 — China

Global Business Club of Mid-Michigan Luncheon
February 13, 2008 — East Lansing, Michigan

Language and Culture for Int'l Business: A Workshop for Foreign
Language Educators in Spanish, French, German & Japanese
February 21, 2008 — Memphis, Tennessee

Lansing Regional Chamber Economic Club Luncheon
February 28, 2008 — East Lansing, Michigan

Global Business Club of Mid-Michigan Luncheon
March 26, 2008 — East Lansing, Michigan

World Languages Day
April 12, 2008 — East Lansing, Michigan

Global Business Club of Mid-Michigan Luncheon
April 23, 2008 — East Lansing, Michigan

Symposium on Int'l Marketing & Innovation:
An Invitation-Only Event
May 7, 2008 — East Lansing, Michigan

2nd Annual FDIB-AFRICA Program
May 10, 2008 — Kenya & South Africa

Advanced Int'l Business Institute for Community College Faculty
June 2, 2008 — East Lansing, Michigan

Five FDIB-Globalization Seminars: Intro to Int'l Business, Int'l Finance,
Global Supply Chain Management, Int'l Management, & Int'l Marketing
June 5, 2008 — Memphis, Tennessee

CIMaR 2008 Annual Conference
June 18-21, 2008 — Rio de Janeiro, Brazil

Academy of Int'l Business (AIB) 2008 Annual Conference
June 30, 2008 — Milan, Italy

Int'l Conference on Information Systems (ICIS)
December 14-17, 2008 — Paris, France



55 Faculty Benefit from the 7th Biennial IB Institute



In May, MSU-CIBER hosted the 2007 Biennial International Business Institute for Community College Faculty; this year's event was the seventh since the Institute began in 1995. Chaired by Bill Motz of Lansing Community College and Tomas Hult and S. Tamer Cavusgil of MSU-CIBER, the program has graduated faculty from 38 different states, in addition to Puerto Rico, Canada, Hong Kong, and India. In the past 12 years, over 400 community college faculty have graduated from the program and taken their international business skills and knowledge back to over 100,000 community college students.

Fifty-five faculty attended the 7th IB Institute, many returning after previous institutes, and they came from a total of 21 U.S. states, two Canadian provinces, and India. The consensus among participants was an increased appreciation and knowledge of globalization issues facing businesses today and a furthering of their own knowledge in the international business spectrum.

This unique professional development program is designed specifically for community and technical college faculty and is one of the only programs in the country of its type. The goal of the Institute is to provide participants with the knowledge, experience, and resources they need to internationalize general business courses and/or develop

specialized international business courses and programs at the two-year college level.

Among the many highlights of this year's program was the keynote address given by Sten Sjöberg, Executive-in-Residence at MSU-CIBER and President and CEO of Gestamp US HardTech, Inc., in Mason, Michigan. Mr. Sjöberg discussed his experience operating an international corporation in Michigan, and spoke with faculty about the qualifications he is seeking in the many community college graduates he hires.

The 7th Biennial International Business Institute for Community College Faculty was co-sponsored by CIBERs at the Universities of Colorado at Denver, Connecticut, Florida International, Illinois at Urbana-Champaign, Kansas, Memphis, Pennsylvania, Pittsburgh, Purdue, South Carolina, Temple, Texas A&M, Washington, and Wisconsin, as well as the National Association of Small Business International Trade Educators (NASBITE), and the Center for Advanced Studies of International Development (CASID) at Michigan State University.





IN FOCUS: **Bill Motz**

Bill Motz is a business professor at Lansing Community College where he has taught since 1976. He serves as an Advisory Board member of MSU-CIBER, as the chair of the Global Business Club of Mid-Michigan, and as co-chair of the International Business Institute programs. Bill teaches a variety of courses including International Business, Principles of Marketing, Managerial Marketing, Internet Marketing, and Strategic Management. Bill has also assisted the LCC Business Development Center as a consultant for the past 20 years and has taught a number of small business seminars. Bill is a member of the NASBITE and serves as the Business Chair for the Michigan Community Colleges Trends Conference. He has earned the Certified Marketing Executive (CME) designation from SMEI. Bill's honors include: being selected as the 1990 Lansing Community College Distinguished Faculty; being honored as Michigan Community Colleges Outstanding Occupational Educator in 1991; in 1993, the Michigan Business Education Association selected him as the Master Teacher of Post-Secondary Business Educators. Bill is a member of the American Marketing Association and has served three terms on the Collegiate Chapter Council. He is the past Vice President for Collegiate Chapters Council for the AMA, and is faculty advisor for the LCC Student Marketing Association. Bill received his Bachelor's in Business Administration and MBA in Marketing from Michigan State University.



What's the Next Step? MSU-CIBER Announces the Inaugural **ADVANCED International Business Institute for Community College Faculty**

The ADVANCED International Business Institute for Community College Faculty (AIBI) is a unique faculty development program for internationally experienced teachers and administrators at community colleges. It is designed for *teachers* at community colleges who have knowledge and/or experience in international business and *administrators* who are leading internationalization efforts at community colleges. Individuals who have attended workshops or have work experience in international business and trade are ideally suited for the AIBI.

In addition to sessions on advanced topics in international business education, the AIBI will include confidential benchmarking and coaching for participants that will enable them to see where their community college stands relative to others nationwide and will provide each participant with a coach for the six months following the program. Coaching will allow participants to build on the AIBI and engage in discussion/feedback on their college's internationalization efforts. The AIBI will also include a focus on BRIC countries—Brazil, Russia, India, and China—to help prepare participants for the new reality of the powerful BRICs. As with the IBI, enrollment will be limited (to 25 participants for the AIBI) to ensure personalized attention and maximum networking possibilities.

For more information, please visit <http://ciber.msu.edu/events/AIBI/>.



Industry Profiles and the Database of International Business Statistics Expand globalEDGE

globalEDGE offers the latest and most comprehensive international business and trade content for a wide range of topics. Whether conducting extensive market research, looking to improve your international knowledge, or simply browsing, you're sure to find what you need to sharpen your competitive edge in today's rapidly changing global marketplace. It's easy, it's convenient, and best of all – it's free! That said, it has been another exciting year for the globalEDGE team that maintains this award-winning website. The team has revamped the website, giving the popular international business information Web portal a new look and some powerful new features.

One of the new features that is likely to garner the most attention is the Industry Profiles. This section is similar to the Country Insights section in that it includes current news and a wide range of statistical data and other global resources. Over the course of 2007, the section has expanded from seven industries to 20 today. Another change is the newsfeeds themselves which now come from Google and allow globalEDGE users with an interest in a topic to see additional headlines by searching on the same key terms globalEDGE uses. This allows a user to potentially see hundreds of related articles, in addition to those highlighted on globalEDGE.

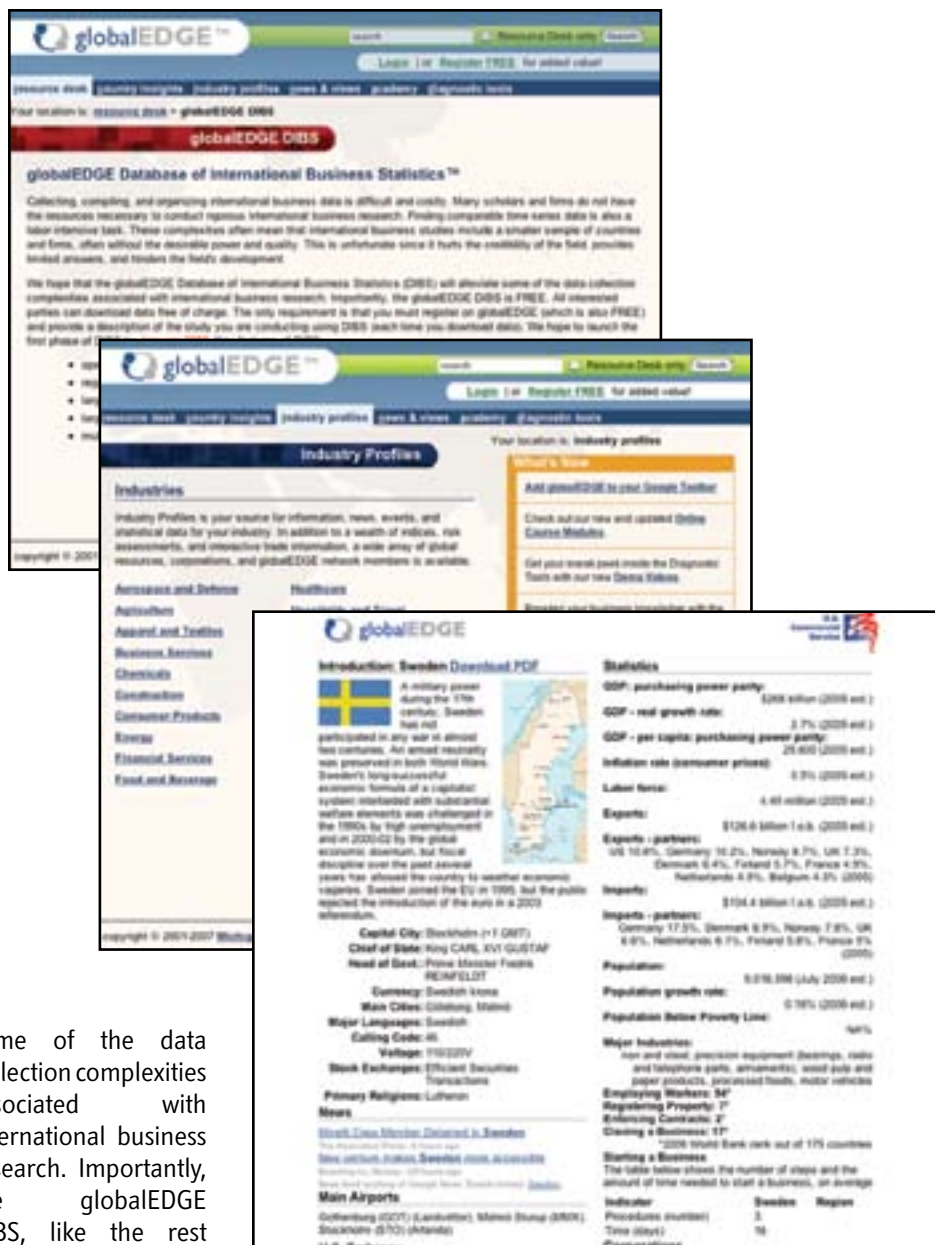
The new version of globalEDGE also introduced the gE network. This feature allows users to find and interact with other network members (currently over 32,000). Users can search for one another by industry affiliation or country location.

One of the biggest undertakings for globalEDGE this year, and probably the most anticipated new feature, has been the globalEDGE Database of International Business Statistics (DIBS). One of the primary objectives of DIBS is to alleviate

some of the data collection complexities associated with international business research. Importantly, the globalEDGE DIBS, like the rest of globalEDGE, is free to all interested parties (DIBS users must, however, register on globalEDGE). In addition to open access to all, key features of DIBS include regular updates using robust data, a large number of variables, a large number of countries, and multiple years of data.

This year has also seen the advent of the globalEDGE Business Review (gBR). In parallel with the globalEDGE website, the gBR has one primary objective: To be your source for cutting-edge global business knowledge. gBR complements the site's content by

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publishing cutting-edge articles dealing with a variety of international business issues facing managers in different world areas, industries, and management functions. And, gBR takes advantage of the reach and impact of the globalEDGE site. With millions of visitors and over 32,000 members in the gE Network, gBR reaches farther and has more impact and visibility than any journal in international business.

An on-going project is the revision of the popular—and free!—online international business module series. Originally developed in 2004, the team has been busily updating the content and adding new audio and interactive content to each module. We have expanded the series to cover additional international business topics; the series remains, as always, an excellent source of IB information to students and self-learners around the country, as well as a great resource for preparation for the NASBITE

Certified Global Professional Exam (<http://www.nasbitecgbp.org/>).

As in past years, globalEDGE has continued to generate positive publicity for MSU-CIBER. MSNBC.com highlighted the great value offered to entrepreneurs on globalEDGE in an article by Julie Monahan on “Expanding Your eBay Horizons” (October 15, 2007). globalEDGE (<http://globalEDGE.msu.edu>) was in focus for its “comprehensive set of online marketplaces,” a theme that also appeared in Monahan’s article in Entrepreneur.com (September 1, 2007).

Prior to that, Monahan featured globalEDGE in two other articles in Entrepreneur.com. In “Tips for Finding eBay Vendors,” Monahan remarked that: “If trade shows aren’t an option, online solutions offer a convenient, affordable alternative. Companies post wholesale pallets for sale on trade portals and bulletin boards. The Michigan State University Center

for International Business Education and Research hosts a comprehensive website that lists many of these sites as well as a trade leads bulletin board.” In another article on “Selling Your Inventory Online” globalEDGE was lauded for its “overseas sourcing fairs” and for its coverage of “exporting companies around the world and free online training for first-time importers.”

From its beginning as a single Web page in 1994, globalEDGE has developed into one of the most comprehensive international business resources online, with an objective to provide students, teachers, researchers, policymakers, and business leaders with access to all of the resources they need in the field of international business. With current plans to continue the expansion of the module series, add a section on U.S. states, and revamp the news and views section, globalEDGE shows no signs of slowing down.



IN FOCUS: **Dan Clay**

Dan Clay is currently the Undergraduate Team Leader at MSU-CIBER. At the beginning of his freshman year, Dan was assigned through the Broad Scholars program to work with the globalEDGE team under the direction of Professor Tomas Hult. Dan has continued as a student research aide throughout his time at MSU. While at globalEDGE, Dan has had the opportunity to build and implement several original features as well as work with the team on exciting new projects. In addition to serving

as Team Leader, Dan is also an associate editor of the globalEDGE site.

An honors college member since fall 2004, Dan balances his academic efforts with an active student life. He served as the Director of Finance for Greek Week 2006, an annual charity event which raised \$151,000 for the American Cancer Society. Through his involvement in the Analyst Program of the Student Investment Association, Dan traveled to Omaha, Nebraska, with a group of students and met with Warren Buffett. In addition, Dan held a summer intern position with Philip Morris USA in 2007, and now serves as a student ambassador responsible for recruiting on campus. He has maintained a position on the Dean’s List each semester he has been an undergraduate at MSU.

Dan will graduate in May 2008 with a Bachelor of Arts in Marketing.

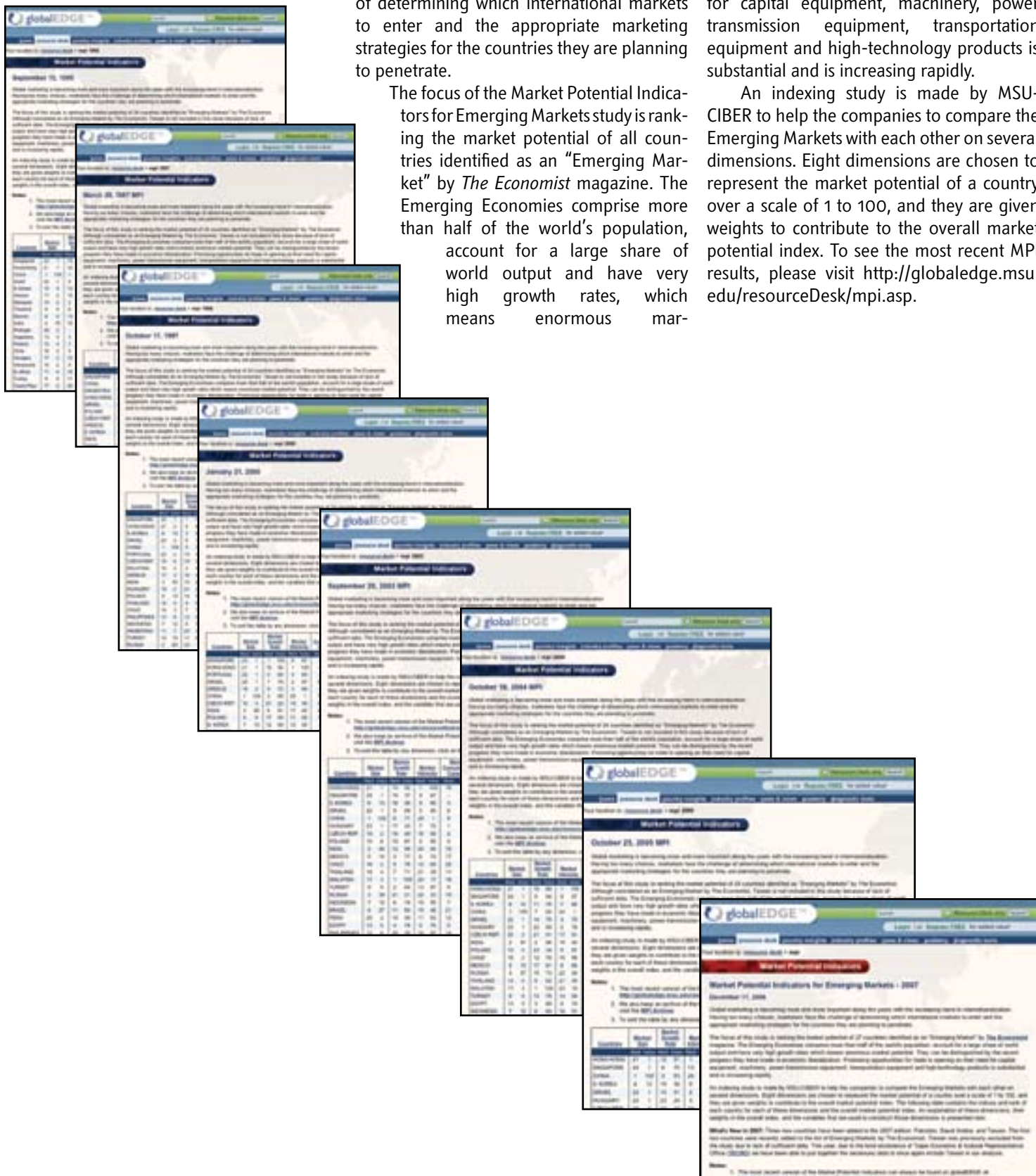
Emerging Market Potential Indicators

Global marketing is becoming more and more important over the years with the increasing trend in internationalization. Having too many choices, marketers face the challenge of determining which international markets to enter and the appropriate marketing strategies for the countries they are planning to penetrate.

The focus of the Market Potential Indicators for Emerging Markets study is ranking the market potential of all countries identified as an "Emerging Market" by *The Economist* magazine. The Emerging Economies comprise more than half of the world's population, account for a large share of world output and have very high growth rates, which means enormous mar-

ket potential. They can be distinguished by the recent progress they have made in economic liberalization. Promising opportunities for trade are opening as their need for capital equipment, machinery, power transmission equipment, transportation equipment and high-technology products is substantial and is increasing rapidly.

An indexing study is made by MSU-CIBER to help the companies to compare the Emerging Markets with each other on several dimensions. Eight dimensions are chosen to represent the market potential of a country over a scale of 1 to 100, and they are given weights to contribute to the overall market potential index. To see the most recent MPI results, please visit <http://globoledge.msu.edu/resourceDesk/mpi.asp>.



AIB Hosts 731 Members in Indianapolis

The Academy of International Business annual meeting had yet another successful year, as we hosted 731 AIB members in Indianapolis, Indiana, in 2007! Program chair Oded Shenkar (The Ohio State University) put together a very intellectually challenging and professionally rewarding program for the meeting.

Best known as the Racing Capital of the World, Indianapolis is the 12th largest city in the United States; AIB members got to see first-hand a city full of world-class attractions, arts, and culture that offered a venue very symbolically suited for this year's theme: *"Bringing the Country Back in: The Importance of Local Knowledge in a Global Economy."* The program received over 690 submissions from 40 countries that required 822 reviewers to assemble a program of 29 panels, 85 competitive paper sessions, and three interactive poster presentation sessions.

Founded in 1959, AIB is the world's leading association of scholars and specialists in the field of international business. Today, AIB boasts a membership of nearly 3,000 scholars, researchers, and business leaders from over 70 countries. The Eli Broad College of Business and IBC became the home of AIB on January 1, 2004. In that time, AIB has broken and set numerous attendance records at conferences in Stockholm, Sweden; Quebec City, Canada; Beijing, China; and Indianapolis, Indiana.

Dr. Tomas Hult, Director of IBC, is the Executive Director of AIB and Dr. Tunga Kiyak, IBC Outreach Specialist, is the AIB Managing Director.



AIB President Stefanie Lenway addresses attendees at the Fellows Opening Plenary.



Gala Event at the Eiteljorg Museum.



AIB 2007 International Executive of the Year Tim Solso (right) from Cummins, Inc. is presented with a plaque by AIB Fellows Jean Boddewyn (left) and James D. Goodnow (middle).

Join us

for the 50th year anniversary celebrations and annual conference of the AIB in **Milan, Italy, June 30-July 3, 2008**, hosted by Università Bocconi.



AIB Executive Director Tomas Hult (right) and Managing Director Tunga Kiyak (left) don their "aprons" to promote the 50th year anniversary of the AIB in Milan, Italy, in June 2008. Very fitting, since both of them enjoy cooking very much!



JIBS Managing Editor's Office Moves to East Lansing

The *Journal of International Business Studies* (JIBS) is the official publication of the Academy of International Business. JIBS is the top-ranked journal in the field of international business and is ranked in the top ten among all business journals and all management journals in Thomson ISI's 2006 Journal Citation Reports.

JIBS's authors and audience primarily consist of international business scholars and professors, and it publishes papers that make significant contributions to knowledge in international business, particularly the international dimensions of management, finance, marketing, accounting, organizational theory, and institutions. But, JIBS also strives to be an interdisciplinary journal, and its authors and articles represent a range of disciplines from functional business (management, marketing, finance, accounting, etc.) to social science disciplines (economics, political science, sociology, psychology, etc.). According to incoming Editor-in-Chief Lorraine Eden, "JIBS spans the boundaries of single disciplines to engage its readers in thoughtful discourse on international business." She adds that what consistently links these disciplines in JIBS is the dual focus on "international" and on "business."

As outlined in its Statement of Editorial Policy, JIBS's domain covers the following research areas:

- the activities, strategies, structures and decision-making processes of multinational enterprises;

- interactions between multinational enterprises and other actors, organizations and institutions;
- the cross-border activities of firms (e.g., intrafirm trade, finance, investment, technology transfers, offshore services);
- how the international environment (e.g., cultural, political, economic) affects the activities, strategies, structures and decision-making processes of firms;
- comparative studies of businesses, business processes and organizational behavior in different countries and environments; and
- the international dimensions of organizational forms (e.g., strategic alliances, mergers and acquisitions) and activities (e.g., entrepreneurship, knowledge-based competition, corporate governance).

Overall, JIBS's central mission is to publish international business research that is insightful and influential. The journal's broad scope and developmental editorial policies are intended to create accessible, thought-provoking content for international business scholars and the general academic business community.

In 2007, JIBS began a transition to a new editorial team headed by Editor-in-Chief Lorraine Eden (Texas A&M University) and made up of nine Area Editors, a Reviewing Editor, and a Managing Editor. The editorial team also has 30 Consulting Editors and a 150-member Editorial Review Board. A large part of this transition involved moving the journal's main Editorial Office to a permanent home with the AIB office at IBC.

Another large part of the transition was the launch of a new online submission and peer review system (<http://mc.manuscriptcentral.com/jibs>) in July 2007 to handle JIBS's approximately 500 annual submissions. With increasing submission rates, the journal is increasing in frequency from seven issues published in 2007 to eight issues in 2008. The journal will celebrate its 40th year in 2009.



IN FOCUS: Anne Hoekman

Anne Hoekman is Managing Editor for the *Journal of International Business Studies*. She joined the IBC staff in early 2007 to help with the transition of the main JIBS Editorial Office to its new home in the AIB office. Beginning July 1, 2007, with the launch of JIBS's new Manuscript Central submission system, she began overseeing the review process of all new submissions to the journal.

As Managing Editor, Anne manages the peer-review process from initial checks at manuscript submission to final checks for manuscript publication. She serves as the main contact point among the journal's authors, reviewers, editorial team, and publisher.

Before joining the JIBS editorial team, Anne held a similar position with the English studies journal *Pedagogy* and also worked as an editorial assistant for an academic publisher. She has a BA in English and art history from Calvin College in Grand Rapids, Michigan.

Faculty Research Profile: David Closs

David Closs, Chair of Supply Chain Management, is one of many faculty at The Eli Broad College of Business who weave an international dimension throughout their work. For example, in his work on securing the food supply, Dr. Closs conducted a study funded by the Department of Homeland Security that includes findings indicating that firms operating globally are more likely to conduct supply chain security activities than those operating domestically. Global firms were also found to be more likely to have processes in place to detect, respond to, and recover from contamination/security incidents in the supply chain.

Dr. Closs also takes a careful look at the international dimensions of supply chain management when looking at supply chain design. "The fact that demand in Asia, India, South America, and Eastern Europe is growing at double digit rates strongly motivates global firms to shift supply chain activities to those regions," Closs wrote in the July 2007 issue of *Logistics Quarterly*. While the increasing shift of operations to regions such as China, India, and Eastern Europe is often thought to be based on lower labor costs, his research also suggests that the stronger drivers are demand location and tax structure. He is also careful to offer a number of cautions concerning global supply chain operations, such as coordination of multiple time zones, calendars, and cultures. "Supply chain professionals must have the sensitivity to recognize when variation is important and be able to design supply chain processes that can deliver it," Closs says.

Dr. Closs's work also has a regional dimension; he is one of the faculty working to help Michigan take advantage of its core competitive skill base and existing infrastructure to revitalize the regional economy. "Michigan has historically been a major player in preparing goods for shipment, receiving goods and transporting goods throughout the Midwest and into Canada for a wide variety of manufacturing-based industries, but particularly for the automobile industry," says Closs. "Detroit, Flint and Grand Rapids are all committed to develop the potential of the state as a supply chain services hub."

Indeed, one of the initiatives he is helping to develop is a Michigan Supply Chain Development Authority. The Authority aims to capitalize on Michigan's strategic

geographic location in international trade and transportation resources, among other assets; its mission is to create a roadmap for attracting, supporting, and growing the international trade, supply chain, and logistics industries by developing and coordinating state transportation and economic development policies.

Excerpt from "Priorities in Supply Chain Design"

Tax structures and tax rates have always been design considerations, particularly when selecting between alternative sites within a local geography. These tax incentives have often been done through property tax allowances or holidays. While such tax incentives have been used to attract facilities to specific municipalities within a specific region, it was not typical that they could make enough difference to substantially change the region. Of late however, tax allowances have been extended to include holidays from value-added, income, and duty payment terms. As a result, the location of production and other value added sites is now often

strongly influenced by regional and national tax strategies. For example, Ireland's use of reduced value added tax rates on manufacturing of electronics and pharmaceuticals has done much to return industry and jobs to the Emerald Isle. Similarly, Singapore has established tax advantages for goods that have value added activities completed in Singapore. The value added activities could include everything from physical manufacturing processes to inventory risk management. Major Chinese cities are employing the same strategy to attract firms or industries to their industrial parks, and their success is copied in other countries, such as Vietnam and Cambodia. Even the U.S. has witnessed interest in "Free Trade Zones" or "Tax Free Zones" as a motivator to attract jobs.

Closs, David J. *Priorities in Supply Chain Design*. In *Logistics Quarterly*, Volume 123, Issue 3, June/July 2007. pp.15-16.



BIOGRAPHY

Dr. David J. Closs is the John H. McConnell Chaired Professor of Business Administration in the Department of Marketing and Supply Chain Management at Michigan State University. Dr. Closs completed his MBA and Ph.D. at Michigan State in 1978, focusing on the topics of marketing, logistics and management science.

Dr. Closs has been extensively involved in the development and application of computer models and information systems for logistics operations and planning. The computer models have included applications for location analysis, inventory management, forecasting and routing. The information systems development focuses on inventory management, forecasting and transportation applications. His experience has focused on the logistics related issues in the consumer products, medical and pharmaceutical products and parts industries. Dr. Closs actively participates in logistics executive development seminars and has presented sessions in North America, South America, Asia, Australia and Eastern Europe. Dr. Closs' primary research interests include supply chain strategy, information systems, security, and planning techniques. He was one of the principle researchers in two studies completed by Michigan State University investigating world-class logistics and supply chain capabilities.

Dr. Closs has authored and co-authored numerous articles and made presentations regarding world-class logistics and supply chain capabilities and logistics information systems applications. Dr. Closs is an active member in the Council of Logistics Management and was Editor of the *Journal of Business Logistics*. He is Executive Editor of *Logistics Quarterly*.

Export Nicaragua: An Export Preparedness Program

Export Nicaragua: An Export Preparedness Program is one example of the type of work and research MSU-CIBER has supported in the last year. *Export Nicaragua* is a joint project with the INCAE School of Business in Nicaragua, USAID, and Michigan State University. One of the project founders and directors, Myron M. Miller, was a CIBER director, faculty member at Michigan State and Director of the Michigan International Business Development Center while at Michigan State. Mr. Miller continues his close association with Michigan State on export preparedness programs. "I traveled to Nicaragua ten times in less than two years—virtually commuting from my home in North Carolina to Nicaragua...and as a result, part of my heart is in Nicaragua," Miller says.

Export Nicaragua also supports the USAID Partnership for Food Industry Development goals and mission by developing innovative

programs among farmers and creating partnerships among members of the fruit and vegetable supply chains.

The program is modeled after the *Export Success* and *Great Exportations* programs at Michigan State University that trained 40 companies from 1993-97 and received international recognition as a "best practice." The program was adopted by Syracuse University as *Export New York*, where 110 companies were trained from 1998 to 2005. The framework is the "10 Step Road Map to Success in Foreign Markets."

Export Nicaragua has a singular focus on fruits and vegetables. Participating companies grow such products as watermelons, winter squash, tomatoes, onions, plantains, bananas, zucchini, coffee, honey, roots and tubers, sugar, ginger, beans, rice, yucca, cassava, and sorghum, many of which have seasonal demand in North America.

The program has succeeded as a result of working with companies and farmers from the field to the marketplace, even arranging field study experiences to the Produce Marketing Association trade shows in Atlanta and San Diego, and trips to Miami to meet brokers, logistics firms and other food industry experts. Participating growers and exporters are trained for a period of six months, gaining skills both in the classroom and "beyond" to export fruits and vegetables to U.S. and regional markets. Sessions are interactive with participating companies learning from each



other, as well as from instructors.

As Mr. Miller stated, "*Export Nicaragua* has had beneficial affects on hundreds—and perhaps thousands—of low-income farm workers and families. Jobs have been created and sustained, increasing standards of living, which has arguably benefited the entire nation, with Nicaragua's reputation gaining as an exporting nation of high quality produce."

Myron Miller was accompanied by other Michigan State and industry experts in the food industry, as well as the faculty of the INCAE Business School in Nicaragua. "Having a local university partner has been of critical importance in achieving sustained success of *Export Nicaragua*," according to Myron Miller. "Indeed, INCAE established the Center for Entrepreneurship with for the purpose of having *Export Nicaragua* as a continuing offering."



Myron Miller and S. Tamer Cavusgil pose in front of the globalEDGE wheel.

At the request of the U.S. Department of State, MSU-CIBER organized and hosted a half-day seminar on women in the workforce for a visiting delegation of North African and Middle Eastern businesswomen. The goal of the program was to show the role of women in the workforce in this country and abroad, as well as some of the issues they face. Female executives from IBM and DHL spoke on issues such as managing the work-life balance, women in leadership roles, differences in compensation for men and women, and differences between public- and

private-sector work environments for women. By showing workplace similarities across cultures, the program worked to educate the delegation about U.S. business culture, as well as to strengthen the connection the group would feel to the U.S.

The State Department program, Women as Economic and Business Leaders, is an International Visitor Leadership Program and aims to improve cultural understanding between women from select countries and the United States. Previous alumnae include the likes of Margaret Thatcher. This year's

group consisted of 13 Middle Eastern and North African women representing countries such as Algeria, Bahrain, Iraq, Libya, and Saudi Arabia. The group spent three weeks in the United States; in addition to visiting East Lansing, they also traveled to Washington, D.C., Phoenix, Houston, and New York City. Each of the participants, who included lawyers, engineers, and civil servants, was hand-picked by the U.S. Embassy in her home country to participate.

Outreach to Women in Business

The MSU International Business Center: A Conglomerate of Internationalization

- *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.

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 deployment
- Cultural competitiveness

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. IBC maintains the annual index of Market Potential Indicators for Emerging Markets, which has been published since 1996.

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 PhDs 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



IBC Faculty, Staff, and Friends.

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 students—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



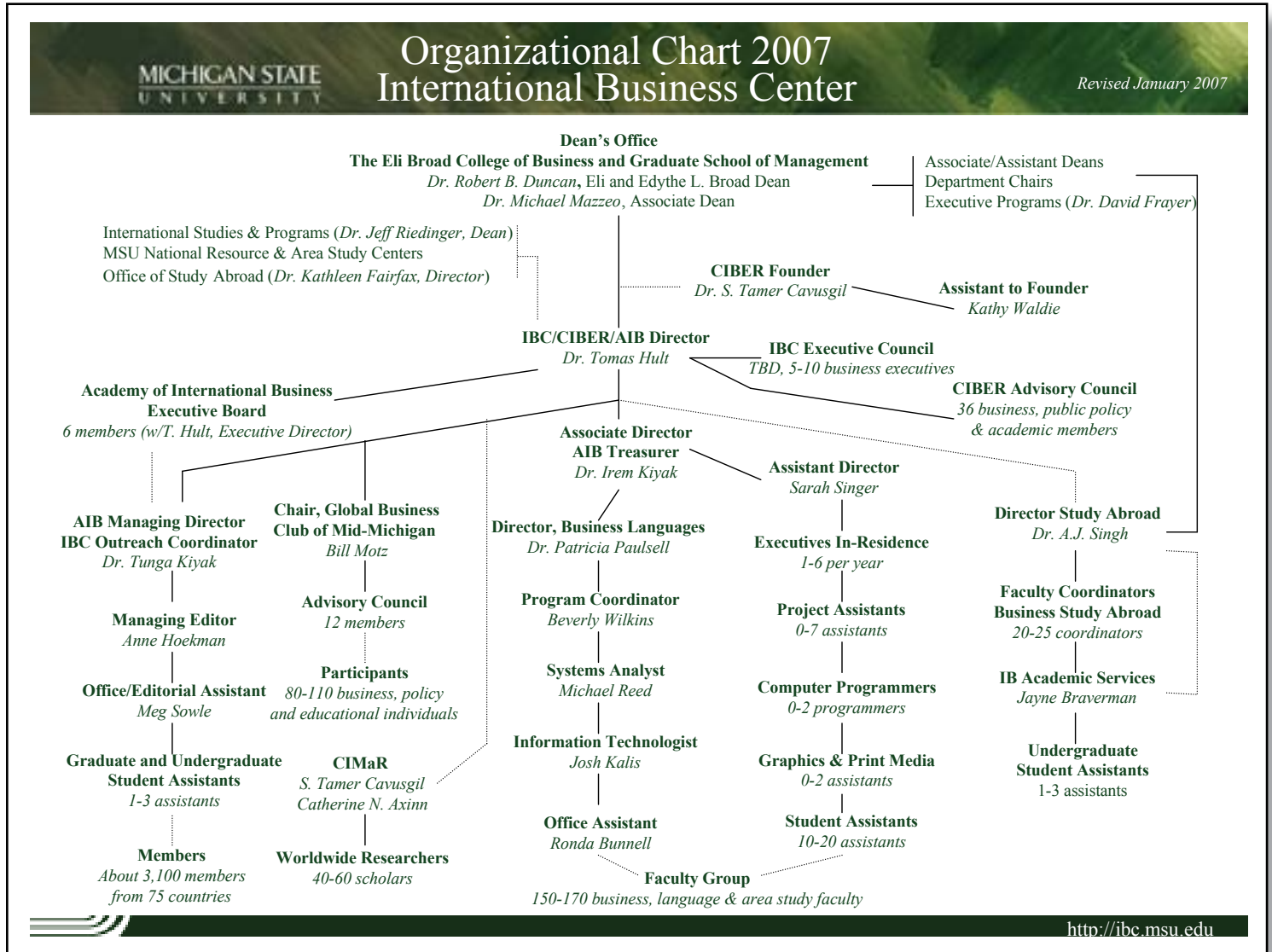
IBC’s daily visitor: the Cooper’s Hawk.

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!



IBC Organizational Chart



Seven Years with Tomas Hult as Director



- Raised more than \$10 million (\$6.4 million external)
- Built an online community of millions of users (globalEDGE™)
- Led the Academy of International Business to new heights
- Top 1% in strategy research with more than 1,700 citations

Pulitzer Prize winner and *New York Times* bestselling author Thomas L. Friedman argued that *The World is Flat*. Maybe it is! Tamer Cavusgil (a Turkish native) started the International Business Center (IBC) in 1988 and Tomas Hult (a Swedish native) was personally picked by Tamer to be its director since January 2001. As it turns out, both Tamer and Tomas are dual citizens, having adopted the U.S. as home as well.

Friedman's basic premise is that advances in technology and increased geopolitical interconnectedness are creating a global world without borders. A central component of Friedman's argument is that research and development (R&D) has led to technological advances that have "flattened" the world. R&D and outreach are also the key features of IBC. Having increased its staff and student assistants from 13 to 30 since 2001, IBC tackles an ambitious agenda.

In May 2001, IBC launched globalEDGE™—now the world's leading online resource in "international business" knowledge (Yahoo.com). This free resource has a community of millions of users. Since 2005, globalEDGE has worked closely with the U.S. Department of Commerce for the benefit of business executives, public policy makers, academics, and students.

In January 2004, IBC became the worldwide headquarters of the Academy of International Business when Professor Tomas Hult was appointed AIB's 12th

Executive Director and President of the AIB Foundation. Established in 1959, AIB has about 3,000 members in some 75 countries (an increase of 800 members since 2004). The majority of members are scholars at leading academic institutions.

Also in January 2004, the International Business Specialization started for undergraduate students at MSU (it now has about 250 students enrolled). Hult's work together with several other MSU faculty and employees to establish the IB Specialization and its supporting infrastructure was recognized with the 2005 Richard L. Lewis Quality of Excellence Award—given for exemplary leadership to advance the mission of the college. Yearly, IBC brings in some \$50,000 for study abroad scholarships.

In May 2004, IBC took over CIBERweb from Purdue University and became the online "headquarters" for the 31 Centers for International Business Education and Research in the U.S. The CIBER program is administered by the U.S. Department of Education, with MSU-CIBER (a unit of IBC) being a part of this prestigious National Resource Center business-school network since 1990.

In 2004 and 2005, MSU's faculty was recognized in two independent publications for its research and editorial excellence in international business. MSU was ranked #1 as a school with an international business orientation (*Journal of International Business Studies* 2005) and as having the most productive research faculty (*Management*

International Review 2004). IBC is the main resource supporter of international business research at MSU.

Regarding his personal research, Dr. Hult has published 30 top-level articles on various global business topics (e.g., marketing, strategic management, supply chain management), including in the *Journal of International Business Studies*. He is among the most prolific scholars in his fields (e.g., in the top 1% in both publications and citations in strategic management, among others), with more than 1,700 citations in the last decade (Google Scholar, June 2007).

Overall, Hult has raised more than \$6.4 million in external funds to support international business efforts of the college and university since 2004 (with the university generously matching with about \$4 million). Hult has led this team effort to solidify IBC as a worldwide leader by obtaining grants from the U.S. Department of Education, United Negro College Fund, and the National Science Foundation along with financial support from many corporations (e.g., DaimlerChrysler, FedEx, Ford, GM). The MSU Provost's Office selected Hult for the Executive Leadership Academy in 2007; ELA is a program for the future leaders of MSU.

With the Academy of International Business entrenched at MSU, with MSU-CIBER being in the middle of its current grant cycle, with a world-leading research faculty in international business, and with tremendous corporate support, the future is bright for MSU's International Business Center!

Tomas Hult has been recognized for his entrepreneurship research by the Lloyd Greif Center for Entrepreneurial Studies. The Greif Center recognized Hult for having written the 11th most impactful article published in the top business journals during 2001, based on citations in 2002-2006. The article, "Does market orientation matter?: A test of the relationship between positional advantage and performance," was published in the *Strategic Management Journal*.

The article, which was co-authored by David J. Ketchen Jr., management professor at Auburn University, finds that entrepreneurship can enhance success, but that its potential value should not be considered in isolation. "Four capabilities—market orientation, entrepreneurship, innovativeness and organizational learning—each contribute to the creation of positional advantages for firms," explains Hult.

The Greif Research Impact Award is an annual award presented by the Lloyd Greif Center for Entrepreneurial Studies at the University of Southern California. Hult also shared the *Strategic Management Journal's* most published author designation with David Ketchen in 2007.

Global Business Club of Mid-Michigan Attracts over 600 Attendees in 2006-2007



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. Co-sponsored 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 provide outstanding speakers and relaxed networking opportunities for anyone interested in doing business in the global economy.

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.

Tomas Hult, Tim Daman, and Bill Motz



Tuesday, February 13, 2007 "Greater Lansing Region: Attracting International Business Investment" — Tim Daman, Vice President of Economic Development, Lansing Regional Chamber of Commerce

Tim Daman is the Vice President of Economic Development for the Lansing Regional Chamber of Commerce. As the Vice President of Economic Development, Mr. Daman is responsible for the Chamber's economic development initiative to promote the Lansing region as a location for business attraction, expansion, entrepreneurship, and investment. At the February Global Business Club luncheon, Mr. Daman shared his expertise and experience in this field with 95 guests.

Before joining the Chamber of Commerce, Mr. Daman spent six years at the Michigan Economic Development Corporation. At MEDC, he directed Michigan's marketing efforts promoting the state as a high tech business location and helped to position Michigan as a global technology leader in Life Sciences, Advanced Automotive Technologies, and Homeland Security. Mr. Daman is highly accomplished in the field of economic development and brings diverse abilities and extensive networks to the table.



Mike Rogers



He has worked with the Michigan Recruiting Alliance to bring new residents to the state and to repatriate former Michigan residents. In 2006, Mr. Daman helped put together a pool of investors to fund promising projects that missed out on funding grants from Michigan's 21st Century Jobs Fund.

A graduate of Michigan State University, Mr. Daman has a background in technology-based economic development programs in the areas of Alternative Energy, Nanotechnology, and Research & Development. He and his family reside in Holt.

Tuesday, March 14, 2007 "Authentic Global Business: Dow's Philosophy of Globalization" — George Biltz, Global Vice President of Purchasing, The Dow Chemical Company

One hundred guests at the March Global Business Club luncheon had the opportunity to hear Dow Global Vice President of Purchasing George J. Biltz share his international business experience and discuss Dow's own globalization. A highlight of the event was the presentation of Dow's Human Element video, which captivated the audience.

Nostranger to international markets, Mr. Biltz has served as Global Business Director for Superabsorbent Products and Global Business Director for the Polyglycols Business in Specialty Chemicals in addition

to his current position. He has also lived and worked in Horgen, Switzerland, as Vice President of Custom and Fine Chemicals. Mr. Biltz was named to his most recent position in March 2005.

In addition to helping Dow in its quest to become a major player in outsourcing, Mr. Biltz has worked to support diversity and inclusion within the organization. Currently, he serves as the Executive Sponsor for Dow's employee African American Network and has active ambassador roles with other employee affinity groups. Outside of Dow, Mr. Biltz is an active supporter of the arts; he is a member of the Board of Directors and Executive Committee for the Midland Center for the Arts and a Commissioner on the MBS International Airport Commission, where he is Chairman of the marketing committee.

Mr. Biltz joined Dow nearly 30 years ago, in 1978. He holds a bachelor's degree in chemical engineering from the University of Detroit and a master's degree in business administration from Central Michigan University.

Friday, April 13, 2007 "The Global Economy from a Federal Perspective" — Congressman Mike Rogers, 8th District, Michigan

The 156 guests at the April 13 Global Business Club luncheon learned about the global economy from the perspective of a national lawmaker and leader. Congressman Mike Rogers of Michigan's Eighth District, which includes the Lansing region, presented a talk entitled, "The Global Economy from a Federal Perspective." During this speech, the Congressman discussed the current state of the American automobile industry, including the various pieces of legislation that have been introduced, and his own efforts to increase the use of alternative fuels in this country. Representative Rogers also discussed the U.S.'s relationship with China, touching on environmental issues and trade policy.

Following his service as a U.S. Army office/company commander from 1985-1988, Mr. Rogers worked as an FBI special agent investigating public corruption as a member of the Chicago Bureau's organized crime unit from 1988-1994. During his time in the Michigan Senate from 1995-2000, the future Congressman earned a reputation as a

leader on education, jobs, and Internet crime prevention. He was the senate majority leader in 1999-2000; in 2000, he was elected to the U.S. House of Representatives.

A fourth term representative, Mike Rogers's leadership skills are acknowledged by House leaders in his appointment to serve on two major committees, the powerful Energy and Commerce panel and the Permanent Select Committee on Intelligence. The Energy and Commerce Committee serves as the principal guide for the House in matters relating to the promotion of commerce and to the public's health and marketplace interests, including the industry so important to Michigan - the building of cars and trucks.

In addition to his work on the committee, Congressman Rogers has been aggressively working to strengthen the economy and help build a stronger jobs base for Michigan communities and encouraging more investment in alternative fuels and green technologies to help get America off its dependence on foreign oil. U.S. Rep. Rogers's legislative record and leadership experience make him an effective advocate for Michigan. He consistently reaches out to assist citizens in dealing with federal agencies and he is proactive in helping workers and businesses with job growth and retention. A co-founder of E.B.I. Builders, Inc., a family-owned home construction business in Brighton, and a member of several chambers of commerce, Mr. Rogers also has a strong business background. He is a 1985 graduate of Adrian College, and currently resides in Brighton with his family while commuting to the nation's capital each week.

Tuesday, September 25, 2007 "Lansing Chamber Adopts a Global Mission" — Bill Sepic, CEO & President, Lansing Regional Chamber of Commerce

Bill Sepic's address at the September Global Business Club luncheon was triggered by an article in the Lansing State Journal. On July 10, 2007,

*Bill Motz, Bill Sepic,
and Tomas Hult*



*Mike Rogers
and Tomas Hult*

Jeremy Steele wrote an article titled "Local Chamber Focusing Globally." The key point was: "The Lansing Regional Chamber of Commerce has scuttled its longtime program to attract new businesses to the area in favor of helping members do business internationally."

Thus, the Lansing Chamber has adopted a global perspective and will focus on four main areas. It is these areas that were the focus of Mr. Sepic's talk. These include: developing a Foreign Trade Zone at the Capital City Airport, increasing local businesses' international activities, developing a strong retention program for area businesses, and providing marketing efforts to promote the region in a variety of ways. The Lansing Chamber has more than 2,000 fellow chamber members in the region that will benefit from the Chamber's dedicated focus on these four main areas.

And with great leadership skills, Bill Sepic is the person to lead the Chamber's new efforts. He has been President and CEO of the Lansing Chamber since 2002, and held similar positions in Kansas, Minnesota, and Iowa prior to coming to Lansing. He has an educational background that includes degrees from the University of Iowa and





Southern Methodist University as well as being a “Certified Chamber of Commerce Executive.” He has held various leadership positions, including chairing roles in the U.S. Chamber of Commerce and the American Chamber of Commerce Executives.

Thursday, October 25, 2007 “The Value of Corporate Responsibility in Today’s Global Economy” —

Carrie Hall, United Nations Global Compact Office

On October 25, 2007, MSU-CIBER partnered with the Greater Lansing United Nations Association (GLUNA); Lansing Regional Chamber; National City; Leap Inc.; Foster, Swift, Collins & Smith, P.C.; and Visiting International Professional Program (VIPP) to host the International Trade Symposium: The Michigan Challenge II. The event commemorates the 62nd anniversary of the founding of the United Nations.

The symposium focused on international trade in the state of Michigan. Topics ranged from new international trade resources to entrepreneurship opportunities. Befitting the theme of the day, the opening address was given by Joseph Hess, President of GLUNA, followed by comments from Senator Gretchen Whitmer, Mayor Virg Bernero, and Mayor Samir Singh.

Following the morning sessions, Carrie Hall, Communications and Public Affairs Advisor for United Nations Global Compact, addressed the Global Business Club of Mid-Michigan and the International Trade Symposium’s 115 participants. Hall’s role is to help manage a broad range of communications for Global Compact including educating the public at events such as the symposium. The United Nations Global Compact was launched in 2000 with the goal to advance universal environmental and social principles in order to foster a more sustainable and inclusive world economy. Today, over 2,500 companies from more than

80 countries, as well as many international labor and civil society organizations, are engaged in the Global Compact, working to advance ten universal principles in the areas of human rights, labor standards, the environment, and anticorruption.

Hall began her speech by highlighting how “in a time of globalization, the world is becoming more and more connected...but growing further and further apart.” Thus, she explained there is a need for businesses to take a role in solving the problems of the world. Hall emphasized the Global Compact is business-led, which has instilled her belief that this initiative will help offset some of the negative impacts of globalization. Her address emphasized to the symposium attendees not to lose track of their social responsibility as they engage in economic development and international trade initiatives.

Wednesday, November 28, 2007 “Expanding Your Markets Globally” —

Tom Maguire, Director/International Trade Specialist, U.S. Commerce Department

Tom Maguire, a 30-year veteran of the U.S. Commerce Department, shared his experience at the November Global Business Club Luncheon. Mr. Maguire, who as

Director/International Trade Specialist, assists U.S. firms in West Michigan to increase their sales through exporting, spoke on the topic “Expanding Your Markets Globally.”

Mr. Maguire initiated the highly successful World Trade Week activities in Grand Rapids over 20 years ago. He remains the only U.S. government employee chosen as the World Trader of the Year by the West Michigan World Trade Association. Mr. Maguire is the Team Leader for the USDOC Worldwide Manufacturing Team and has previously served as the USDOC Automotive Team Leader. Prior to working for the U.S. Department of Commerce he worked for many years in private industry. Mr. Maguire graduated with a Bachelor of Arts from Aquinas College, in Grand Rapids, Michigan.

The historic mission of the Department is “to foster, promote, and develop the foreign and domestic commerce” of the United States. This has evolved, as a result of legislative and administrative additions, to encompass broadly the responsibility to foster, serve, and promote the U.S.’s economic development and technological advancement. The U.S. Commercial Service is the trade promotion unit of the International Trade Administration. U.S. Commercial Service trade specialists in 107 U.S. cities and in more than 80 countries work to help local companies get started in exporting or increase sales to new global markets.



IN FOCUS: Mac McIlroy

John “Mac” McIlroy, President and CEO of Michigan Manufacturers Association (MMA), has been a long-time friend to MSU-CIBER and valuable member of CIBER’s Advisory Board. The MMA was established in 1902 as a voluntary membership association and incorporated in 1923; it represents the interests and needs of nearly 3,000 members, ranging from small manufacturing companies to some of the world’s largest corporations. Mr. McIlroy has been especially involved in events such as the Global Business Club, where he has spoken previously.

Mr. McIlroy has a remarkable background. He earned his bachelor’s degree from Yale University, graduated from the Navy Officer Candidate School, has a law degree from the University of Virginia, and a master’s 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.

Doctoral Student Mentorship Leads to Top Research Publications in International Business

Fourteen doctoral students enrolled in a doctoral seminar on International Business Research and came away with top research publications! "It's unusual that all students in a doctoral seminar produce cutting-edge research that leads to top tier publications," said Tomas Hult, the professor who led the seminar (and Director of MSU's Center for International Business Education and Research). These students are positioning themselves to be the future academic leaders at elite universities across the globe.

To achieve this outcome, the students were self-selected into three large-scale projects and provided step-by-step mentorship throughout the research process—initially during each week of the semester-long seminar in the spring of 2005 and then for the next couple of years until all editors' required revisions of the manuscripts had been completed. "Mentoring doctoral students goes well beyond class and any one professor," Hult said. In fact, Hult said he involved three more professors—David Ketchen (Auburn University) and S. Tamer Cavusgil and David Griffith (both at Michigan State University)—at various stages to benefit

the students' development and the quality of the articles. This resulted in two articles in the premier international business journal—*Journal of International Business Studies*—and one book chapter in a high-profile research methodology book.

Hult, G. T. M., D. J. Ketchen, Jr., D. A. Griffith, B. R. Chabowski, M. K. Hamman, B. Johnson Dykes, W. A. Pollitte, and S. T. Cavusgil (2007), "An Assessment of the Measurement of Performance in International Business Research," *Journal of International Business Studies*, in press.

Hult, G. T. M., D. J. Ketchen, Jr., D. A. Griffith, C. A. Finnegan, T. L. Padron-Gonzalez, F. N. Harmancioglu, Y. Huang, M. B. Talay, and S. T. Cavusgil (2007), "An Assessment of Cross-Cultural Data Equivalence in International Business Research," *Journal of International Business Studies*, in press.

Hult, G. T. M., D. J. Ketchen, Jr., A. Shaojie Cui, A. M. Prud'homme, S. H. Seggie, M. A. Stanko, A. Shichun Xu, and S. T. Cavusgil (2006), "An Assessment of the Use of Structural Equation Modeling in International Business Research," in *Research Methodology in Strategy and Management*, Vol. 3, Oxford, United Kingdom: Elsevier JAI, pp. 385-415.

Michigan State University has a world-leading international business research faculty (*Management International Review* 2004) and editorial influence in international business (*Journal of International Business Studies* 2005). The university draws on more than 170 faculty in about 25 international units across campus to conduct cutting-edge research and to mentor doctoral students in international business and related fields. MSU has produced the 6th most Ph.D.s in business since 1960 (METF 2003), and its doctoral students rank #5 in the world in total citations (Academic Assessment Services 2004).

Student Insights on "An Assessment of Cross-Cultural Data Equivalence in International Business Research"

"The project of analyzing the compliance with data equivalency standards in cross-cultural research was a valuable experience for the participants. As a doctoral student interested in publishing international business research, I wanted to study issues that may bias results. With a team of five doctoral students guided by four experienced international business researchers, we identified the types of data equivalency issues relevant to cross-cultural research. We learned the benefit of collaborating on research through coordinated data collection, analysis, interpretation, and writing an article for submission to a top-tier journal. By examining over 160 articles, we gained an appreciation for the different research designs and methods available for cross-cultural research, as well as the challenges of establishing data equivalency.

The resulting article from this project provides guidance to researchers from all disciples. Our study showed limited reporting for assessing data equivalency in international business research, raising concerns on the validity of the findings. A major contribution of our article is the "Checklist for Establishing Data Equivalence" that includes benefits and concerns for diagnostic methods for each type of equivalence inherent in cross-cultural research. This table and the accompanying discussion provide a comprehensive guideline of current diagnostic methods that is not readily available in a top-tier journal. We expect the JIBS article to be a resource for future researchers and increase the attention to data equivalency issues in cross-cultural studies."—Tracy Gonzalez-Padron



Tracy Gonzalez-Padron joined MSU's Ph.D. program in marketing and international business with considerable managerial business experience, working for companies such as Herman Miller and Amway Corporation. In progressively responsible leadership roles at Amway, Tracy established new business opportunities in 16 international markets over a nine year period that generated annual revenues in excess of \$300 million. At Herman Miller, Tracy developed, piloted and replicated a comprehensive independent distribution channel program that assured consistency in operations and sustainable competency

in all international markets. Her professional experience includes international business development initiatives in Europe, Latin America, Asia, India, and China.

Tracy's dissertation is titled "Turning Corporate Social Responsibility into Opportunity: A Study of Stakeholder Orientation and Marketing" and focuses on the incorporation of stakeholder issues in corporate marketing strategy to explain firm performance. The results of this research provide insights to managers seeking to balance multiple stakeholders in the current global environment. Companies operating in a global environment are under pressure from governments, NGOs, and activist groups to improve the quality of life of the workforce and community. However, companies continue to struggle with tactics for addressing multiple social issues effectively. This study finds that valuing stakeholders does not always translate into effective responsiveness and that global operations increase the complexity of meeting obligations to more than to shareholders. Additional research interests include global business, marketing strategy, supply chain management, relationship management, and corporate social responsibility.

Beginning in Fall 2008, Tracy will be Assistant Professor of Marketing at University of Colorado at Colorado Springs, teaching courses in Strategy and Business, Government and Society. Tracy is a native of Grand Rapids, Michigan. She is married to Tony, a native of Tenerife, Spain, and has two children, Melissa and Dominic.

MSU among Top Universities for Study Abroad Participation, International Student Enrollment

For the first time, Michigan State University is in the top 10 for both study abroad participation and international student enrollment among U.S. public universities, according to Open Doors 2007, the annual report on international education released by the Institute of International Education.

For the third year in a row, MSU leads the nation in study abroad participation among public universities in the United States. During the 2005-06 academic year, the most recent year for which data are available, 2,558 MSU students studied abroad, second only to New York University among all colleges and universities.

In addition, MSU ranks 10th in the nation among public universities in total international student enrollment with 3,526 students, according to data from the 2006-07 academic year. Among all universities, MSU ranked 16th in international student enrollment.

"As Michigan State continues to progress from land-grant to world-grant, what we do within the international arena remains an integral part of our mission," said MSU President Lou Anna K. Simon. "We are very proud, not only of the numbers of students we send abroad, but also of the many international students who enhance our lives by studying on our campus."

MSU also led all universities—both public and private—in undergraduate study abroad participation, with 2,247 in 2005-

06. Nationally, the Institute of International Education data reflect a growth in study abroad participation to more than 223,000 students.

"The extraordinary combination of institutional commitment and faculty involvement is what makes MSU's study abroad program as valuable and successful as it is," said Kathleen Fairfax, director of MSU's Office of Study Abroad. "Our wide variety of opportunities for students truly helps to enrich the undergraduate experience by providing them with academic and personal skills."

With more than 245 programs in 62 countries on all continents, study abroad at MSU helps students stay on track for graduation by offering credits in a diverse selection of courses. MSU is successfully diversifying its study abroad program locations. Nationally, 28 percent of study abroad students went to nontraditional locations in Africa, Asia and Latin America in 2005-06. At MSU, that number was 35 percent, including 159 students studying in Africa. In addition, MSU was the first U.S. university to introduce Freshman Seminars Abroad, a program that takes place the summer before first-year students arrive on campus.

In terms of fields of study, MSU also sends a larger proportion of "nontraditional" majors abroad than the national average. In 2005-06, 46 percent of MSU study abroad participants were majors in business,

engineering, science and agriculture. Nationally, only 29 percent of study abroad students came from those fields.

Recently cited by U.S. News & World Report as a "stellar example" of an academic program "linked to student success," study abroad participation at MSU continues to skyrocket. Enrollment has increased by 230 percent over an 11-year period with almost 30 percent of graduating seniors having participated.

MSU has long been a national leader in attracting international students to its campus. This year, 907 students came to MSU from Korea, 787 from China, 233 from Taiwan, 393 from India and 120 from Japan. It's estimated that the presence of international students contributes as much as \$90 million to the local, mid-Michigan economy.

MSU-CIBER is one source for scholarship aid for business students seeking to go abroad. In addition to developing and maintaining the Broad College's study abroad offerings, MSU-CIBER administers the college's scholarship funds. In 2007, 98 business students received CIBER scholarships. Scholarship recipients studied in 24 countries on six continents and Antarctica.

The Broad College of Business offers 37 programs in 25 countries, with study options ranging from Business Studies at the Helsinki School of Economics in Finland to Global Supply Chain Management and Cultural Studies in Japan.



IN FOCUS: Peter Briggs

Since 2001, Peter Briggs has served as the Director of the Office for International Students and Scholars (OISS) at Michigan State University. The OISS is a comprehensive service office responsible for assisting approximately 5,000 international students, scholars and their dependents.

Before coming to MSU, Briggs served the University of Oregon for more than twenty years in various roles in international education including Director of International Recruitment. He founded and directed the University's innovative International Cultural Service Program.

He is a frequent speaker at national

and regional NAFSA: Association of International Educators conferences and has served the association in a variety of leadership roles. Some of these roles include Vice President for Regional Affairs, Chair of Nominations and Elections and Program Chair for the national conference. He currently serves as an elected at large member of the Board of Directors. He served as a member of NAFSA's Task Force on International Enrollment Management and the Strategic Task Force on International Student Access. In addition to his work with NAFSA, he serves on the Board of Directors for Educational Credentials Evaluators, Inc., is past chair of the Council of International Schools Higher Education Committee, and a participant of the U.S. Department of State's Speaker and Specialist Program.

In 1999, Briggs co-authored

"Contributions of International Students and Programs to Campus Diversity," in the Jossey-Bass publication titled *Beyond Borders, the Internationalization of College Student Affairs Administration*.

Before moving to the University of Oregon, Briggs served as a Program Specialist for the Institute of International Education (IIE) in San Francisco where he administered grants for the Fulbright and other international exchange programs.

Briggs holds a master's degree in Educational Policy and Management from the University of Oregon and a bachelor's degree in history from the University of Washington. He spent an academic year at the Colege Litteraire Universitaire in Avignon, France. His professional travels have taken him to Europe, Latin America and Asia.

2007 Grant Recipients

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

- How Reasonable is the 'Reasonable' Royalty Rate?**, Jay Choi
- Publishing International Marketing in the Leading International Business Journals: Editorial Insight**, David Griffith
- Global Management Accounting Research Symposium**, Sue Haka
- Marketing and International Comparative Dimensions of Business**, Gilbert Harrell
- Oil Price Shocks and Macroeconomic Dynamics: The Role of Inventories**, Ana Maria Herrera
- Conference Designed to Help Deliver the Best Possible Career Services to International Students**, Kristen Hinz
- Globalization Seminars and Academy of International Business**, Ahmet Kirca
- Right Products for Private Brands**, Kyoung-Nan Kwon
- The Effect of Ethnic Congruity on Salesperson Performance**, Kyoung-Nan Kwon
- Personality & Performance: A Comparative Analysis of Workers in Transition Economies**, Susan Linz
- Private Label and International Retailing Strategy**, Sonia Manjeshwar
- The Determinants of Perceptions of Risk in Uncertain Emerging Markets**, Gerry McNamara
- Developing a Global Framework for Group & Team-Based Research and Practice**, Frederick Morgeson
- Negotiation Relationship Outcome Perceptions Based on Geographic Origin**, Tomas Page
- Faculty Development in International Business: Understanding the Business Challenges of Africa**, Pallab Paul
- IS Vendor - Client Relationship Evolution**, Mahesh Ramamani
- An Integrative Examination of the Diffusion of Supply Chain Technology Adoption**, Anthony Ross
- Globalization and Firm Level Adjustment with Imperfect Labor Markets**, Andrei Shevchenko
- Evidence on Performance Measurement and Evaluation of Office Managers in Firms Located in China**, Michael Shields
- International Dimensions of Hospitality Business in China**, A.J. Singh
- The Relative Impact of Brand Emotion, Retention Programs, and Value on Customer Loyalty**, Richard Spreng
- Free Trade, Fair Trade, and Sustainable Development in Central America**, Paulette Stenzel
- Japanese Materialism: A Generational Comparison between the New Breed and Second Baby-Boomers**, Brenda Sternquist
- Capacity Building for Tart Cherry Exports to China**, Suzanne Thornsby
- The Propensity of US Grocery Industry to Adopt a Common Pallet Pool System**, Diana Twede
- Emerging Frontiers in International Business**, Chris White
- Panel on Turkish economy and the European Union**, Izzet Yildiz
- The Border Puzzle Revisited**, Chun Zhu

Doctoral Dissertation or Doctoral Research Grant Recipients:

- Delivering Superior Value through Global Integration Strategies: A Knowledge Management Approach**, Melike Akdeniz
- Does Foreignness Matter in The Acceptance of New Entertainment Products? A Longitudinal Study**, Melike Billur Akdeniz
- Making Intangibles Tangible: Drivers & Outcomes of Brand Equity, Customer Satisfaction, & Creativity**, Brian Chabowski
- Making Intangibles Tangible: Antecedents and Consequences of Global Marketing Equity**, Brian Chabowski
- Turning Corporate Social Responsibility into Opportunity: Study of Stakeholder Orientation**, Tracy Gonzalez-Padron
- Overcoming a Negative Image: The Role of Sponsorships in Changing Consumer Attitudes**, Tracy Gonzalez-Padron
- Cultural Effects on Order of Entry Decisions**, Bernadine Johnson-Dykes
- Does Firm Rivalry Trump Electoral Rivalry in Emerging-Market Risk Assessment?**, Bernadine Johnson-Dykes
- Internationalizing Doctoral Education in Business**, Dara Marshall
- Gaining Perspective from Emerging Leaders around the Globe**, Jared Murray
- Information Asymmetries and Abnormal Returns**, Wesley Pollette
- The Impact of Financial Market Liberalization on Economic Growth for Developing Countries**, Yingying Shi
- Global Account Management Practices: Drivers and Outcomes**, Mehmet Berk Talay
- Global Coevolution: Factors Influencing the International Expansion of Automotive Brands**, Mehmet Berk Talay
- A Justice Interpretation of Service Decision Making**, Mehmet Berk Talay

Visiting Scholars/Executives:

- Toshikata Amino** – Retired VP of Honda USA
- Ed Bashaw** – Texas A&M University Texarcana
- Maria Irene Brambilla** – Yale University
- Jess Brookhart** – Mississippi Valley State University
- David Bull** – Palgrave Macmillan
- Gretchen Carroll** – Owen Community College
- Emin Civi** – University of New Brunswick
- Seyda Deligonul** – St. John Fisher College
- Peter Dowling** – Victoria University of Wellington
- JoAnn Eaton** – DHL Global Forwarding
- Claes Fornell** – University of Michigan
- Ina Freeman** – Mississippi Valley State University
- Ben Kedia** – University of Memphis
- Stephanie Lu** – Peking University
- Mac McGuire** – Alpena Community College
- Atif Mian** – University of Chicago
- Bill Motz** – Lansing Community College
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- Carol Sanchez** – Grand Valley State University
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Amanda Lilley
Photo: "Ghanaian School Children"
Location: Village of Danfa – Ghana



Ann Topolewski
Photo: "State Loves Machu Pichu"
Location: Cuzco, Peru

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