



FLORIDA INTERNATIONAL UNIVERSITY  
COLLEGE OF BUSINESS ADMINISTRATION

*Leading the way in international business education*  
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# INTERNATIONAL BUSINESS WORLD

## INSIDE:

Preparing global business leaders  
...in the classroom  
...in the field  
...in action

## **SPECIAL FOCUS: INDIA**



*Built in the 1950s, Vidhana Soudha houses the State Legislature of Karnataka—one of India's four southern states—and is the largest Secretariat in the country.*



Florida International University's College of Business Administration, South Florida's leading business school with unique expertise in international business, entrepreneurship, and a broad range of financial services, is the largest of the university's professional schools. It also is well known for its innovative, market-driven, technology-enabled educational programs for both degree- and non-degree-seeking business professionals in South Florida and beyond.

Approximately 6,000 students are enrolled in undergraduate business courses in its Landon Undergraduate School of Business and more than 1,000 graduate students study in its Chapman Graduate School of Business every year. Another 1,000 participate annually in one or more of its professional and executive education programs.

*U.S. News & World Report* (2006, 2007) ranked the international business programs in the college's Landon Undergraduate School of Business the 7th best in the nation, and its graduate international business programs (2007) in the Top 20 in the U.S., while *BusinessWeek* (2002, 2004) ranked the college among the top 68 graduate business schools in the United

States and in the top 25 among public business schools (number four among one-year international business MBA programs). Also, *Hispanic Business* (since 1998) and *Hispanic Trends* (since 2003) have placed the college among the top 25 business schools for Hispanics, most recently in the top 10. *AméricaEconomía* continues to rank us among the best international business schools in the world for Latin American business students.

The college is one of only 15% of all business schools globally and among fewer than one third in the United States that is accredited by AACSB International—The Association to Advance Collegiate Schools of Business. That means it has earned the highest standard of achievement among business schools worldwide. It tells prospective students, faculty, recruiters, and employers that the school produces graduates who are prepared to succeed in the business world. AACSB International accreditation demands a superior faculty, supporting high-caliber teaching, and meaningful interaction between students and faculty.



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K. Galen Kroeck, Chair, Management and International Business Department

## College enhances programs and services for international business majors.

Before the undergraduate international business programs in the college achieved an impressive *U.S. News & World Report* ninth-place ranking in 2004, plans were underway to enhance the major. When the college jumped to seventh place the next year, the impetus grew. Thanks to the hiring of four new faculty members with two additional appointments slated to be filled and a careful scrutiny of every aspect of the major, students can look forward to more options designed to prepare them as global leaders. Plus, the major is flexible. Students can complete it through traditional classroom work, online courses, blended courses that offer a mixture of both, or a special program called BBA+.

“We have added a number of new courses to the international business (IB) major,” said K. Galen Kroeck, chair of the Management and International Business Department. “Some explore business issues such as leadership in multilateral organizations and international trade negotiations. Others concentrate on business in particular regions such as Europe, Asia, or Latin America and the Caribbean. Some zero in on entrepreneurship. All have an international focus.”

The department also is building stronger study-abroad programs and international internships.

“We are doing everything we can to give students a great deal of experience, and to make it appealing and convenient for them to do part of their college studies and work in another country,” Kroeck said. “We’ve expanded the number of destinations for our short study-abroad trips, which occur during school breaks. For example, the first study-abroad to Australia took place in August, 2005. We are building relationships with other universities—in China,

for example—to establish programs that will enable our students to take classes with students from those institutions over a semester.” (*Please see the story about the study-abroad programs for details about their structure and impact.*)

According to Kroeck, students also can look forward to expanded internship opportunities.

“We will coordinate with people in other countries to ease the way for our students who find a company abroad with which to do an internship,” he said.

Finally, the chance for involvement in international service learning opportunities has grown enormously over the past two years.

“Trips such as the highly-successful Global Leadership and Service Projects (GLSPs) to Bangkok and Nicaragua are open to all IB students and we expect to have more international service projects that enable participants to see firsthand how to be socially responsible global citizens,” Kroeck said. (*Please see the article about the trips that have set the*

*standard for the college’s global service undertakings.*)

Course selection coach offers augmented customer service for international business majors.

The Department of Management and International Business provides an undergraduate course selection coach to assist majors in choosing which classes they should take—and when—so they can graduate in a timely manner. The coach, whose informal guidance supplements standard business advising appointments, helps students create a plan of study to suit their schedules and to reflect their preferred delivery options.

Online offerings remove scheduling challenges without compromising quality.

Those students who find online courses the most convenient way to complete a degree can get all the courses they need to earn an IB major online. Building on the expertise and reputation of the college’s



Global Leadership Service Project, Bangkok, Thailand, 2006

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Linet Crichlow-Blondet (BBA '05)



Online Learning Office, more faculty members are developing courses for this popular delivery mode.

“We are moving in the direction of making all of our international business courses available online,” Kroeck said. “We recognize that we can’t simply take an existing course and put it on the web, but have to rethink how we need to teach it.”

The courses also may be another way to extend the college’s reach beyond U.S. borders.

“Offering courses over the Internet enables us to serve markets in other countries,” he said.

**Value-added BBA+ provides fast-paced alternative for completing an IB degree.**

With its lock-step, technology-enabled, customized curriculum, the BBA+ program gives students who have associate of arts degrees yet another way to earn degrees in international business, management, or both. BBA+ Sunrise can be finished in as little as eighteen months and BBA+ Weekend takes just seven twelve-week sessions to complete.

“As a full-time executive assistant to a car dealership owner, I was only able to take a class here and there and I couldn’t see the end,” said Linet Crichlow-Blondet (BBA '05). “When

the dealership changed hands, I used the transition to make a change.”

She landed a part-time position as an assistant in the training program at Wendy’s International for overseas operations in Latin America and the Caribbean and was enthusiastic about the BBA+ Sunrise program because it enabled her to get her class time in before work. Also, the program made it possible for her to complete a double major in management and international business—a perfect fit for her career aspirations.

“I joined the program to get a management degree, but the combination of both goes hand-in-hand with what I want to do now and in the future,” she said.

## International Business Honors program broadens students’ horizons.



“As a reflection of our commitment to continuously improve and to demonstrate an innovative spirit, the college’s International Business Honors (IB Honors) program has been evolving,” said Carolina Gómez, associate professor in the Department of Management and International Business, who until recently managed the program.

According to her, the vision behind the program is, “to enrich it by working closely with the Honors College at Florida International University.”

The changes touch every aspect of the students’ involvement in the program.

students taking a third-year honors course that concentrates on research methods.”

In addition, the IB Honors program now offers a class on the most recent thinking in the area of globalization.

That isn’t all.

“We are working with our faculty so that our students can take independent studies under their guidance, giving these bright and dedicated future global leaders the opportunity to work with renowned faculty in a common area of interest,” Gómez said.

“Curricular changes will allow students to focus on their honors thesis, which can be one of the most important highlights of their undergraduate experience,” Gómez said. “One aspect of this heightened focus involves

And, the all-important service component of the program is being strengthened.

“We are establishing specific guidelines and providing more opportunities through associations—such as the International Business Honor Society (IBHS)—for students to be involved in international service projects,” she said. “Three such IBHS efforts have taken place: the Global Leadership and Service Project (GLSP)—Bangkok 2005 and 2006, and the GLSP to Nicaragua, called the ‘Nicaragua December of Dreams Trip to Help Kids’ from late 2005 into early 2006. The third Bangkok and second Nicaragua GLSPs are already in the planning stages.” (Please see related article on these innovative global humanitarian efforts.)

Jerry Haar, professor, Department of Management and International Business, and associate director, Knight Ridder Center for Excellence in Management, has just been named program director for the IB Honors program.



## Study-abroad programs extend the classroom to locations worldwide.

Through its Center for International Business Education and Research (CIBER), the college offers study-abroad trips: intense, short-term experiences based on the idea that learning about another culture while living in it deepens the academic experience for international business students. The excursions always include a site visit or two to a local business to augment a full complement of management coursework and sight-seeing.

For many years, J. Randall Martin, faculty director of the study-abroad programs and a faculty member in the Management and International Business Department, has organized and led the study-abroad programs. In the case of the initial trip to Australia, held in the summer of 2005, he spent a full year making the plans and arrangements that enabled eighteen students to explore Sydney, Australia with side trips to New Zealand and Fiji. He took another group to the country in August, 2006.

“The trip was designed to expose students to a country known for its rich natural resources, its strong

economic relationship with China, and its British roots—reflected in the language, food, and culture,” Martin said.

Khabeer Mustapha, a senior international business major when he participated, and a veteran of study-abroad experiences in Paris and Milan, thought it was “nice to be in an English-speaking country. And the sights were really interesting.”

One such sight was the world-famous Sydney Opera House. The students, none of whom had ever been to an opera, attended a performance of Mozart’s *Don Giovanni* and said they loved it.

They also enjoyed their full-day site visit touring small vineyards where they got the flavor of the emerging Australian wine industry.

With Australia as the newest member of the study-abroad family, Paris ranks as the senior member, having drawn groups six times. In the spring of 2006, Martin took an enthusiastic group to the City of Lights, where the twenty-three participants visited the Eiffel Tower, Arc de Triomphe, Louvre, Musée d’Orsay, and Notre Dame Cathed-



Study-abroad trip to Australia, 2005

dral. Their trip took them to Piper-Heidsieck and Moët & Chandon, both internationally-acclaimed champagne makers.

“You get to know new people, you work together, you hang out together, and you depend on each other,” said Jaclyn Marron (BBA ’06), who had been on other study-abroad programs to Rome and Spain. “There’s more fun in groups because you are sharing new ideas and perspectives. This was especially true at the Louvre, where we got others’ views about the art we were seeing.”

She would like to repeat the experience in a different capacity: as a teaching assistant, a role that Barbara Peres (BBA ’04), currently a master of international business (MIB) student, played on the Paris trip.

“The trips are excellent for any business student, since every company today is seeking employees with an international background,” said Peres, who had participated in study-abroad programs in Paris and Rome as a management and international business major. “For example, international business students see globalization at work, underscoring what they are learning in class, while students taking finance courses get to see how transactions take place within a different culture.”



Study-abroad trip to Paris, 2006

## International MBA meets real-world needs.



“Everything is going international. You can’t stay locally-focused anymore,” said Shawn Flynn (IMBA ’04).

With a BS in electrical engineering and experience working out of Nortel Networks’ Caribbean and Latin American headquarters, Flynn liked what he saw in the International MBA (IMBA), offered by the college’s Chapman Graduate School of Business. The intense, twelve-month, lock-step program focuses on prepar-

ing people to lead in the international business world.

Flynn wanted to take advanced courses in Spanish and was attracted to the prospect of meeting students from other backgrounds.

“My class included fifty students, 75 percent of whom were international,” he said. “We represented twenty-two different countries. So going to school in this one-year, integrated program on a full time schedule really allowed us to get to know each other and our various cultures. Even though most of college’s programs have an international flavor, the IMBA is special.”

To further support its mission of preparing global business leaders, the IMBA launched a China track beginning with the August, 2005, class. Students who opt for this track study Chinese (Mandarin) while they pursue their IMBA coursework. In addition, they continue to learn Mandarin at a prestigious university in China—with a scholarship that in-



Shawn Flynn and his family

cludes tuition, room, and board—and at the same time attend a graduate business class in English. They also can intern at multinational firms in China.

“The Chapman School is thrilled to offer our students this option,” said Paola Moreno, associate director, international graduate programs. “It adds more global breadth and greater depth to the successful program we already have in place.”

Under an agreement with the Chinese Ministry of Education, Florida International University is one of six HSK centers in the United States. HSK is the official language test that Chinese universities and firms require. The China National Office for Teaching Chinese has given the university twenty scholarships to support the first one-month study-abroad opportunity in China, which took place in the summer of 2006.

## Dual Degree program attracts accomplished students from—and to—other countries.

Students from Latin America, Europe, and Asia can earn two degrees in less time than it would take if they undertook them sequentially. How? Through the Dual Degree program offered by the college’s Chapman Graduate School of Business. Upon completing the program, they have an

MBA from their “home” institutions and a Master of International Business (MIB) from Florida International University. They can remain in the United States for an additional year to work under the Optional Practical Training (OPT) program.

Also, students at the university

can take advantage of this innovative program by beginning their studies in the college’s MIB program before transferring to a partner institution to complete their MBA requirements.

The Chapman School continues to expand the number of universities that are interested in entering into



José de la Torre,  
Dean of the Chapman  
Graduate School of Business



Douglas Sargent and his kids

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Dual Degree program partnerships, making the opportunity available to a growing number of highly motivated students.

The idea of getting two degrees for about the cost of one drew Douglas Sargent to the program.

“I will have an MBA from Universidad Adolfo Ibáñez and the MIB degree from Florida International University,” said Sargent, who quit his job as managing director of Sargent S.A. in Santiago, Chile, and moved to Miami with his wife, two young children, and dog in early January, 2006.

He also liked the broader view the university program takes.

“The program in Chile is more focused on Chile,” he said. “The program at this university is more oriented to Latin America as a whole, which will give me a wider perspective of business in the region.”

Sargent said he hopes to take advantage of the option to stay in the United States for another twelve months in a local job after he completes the degree in September, 2006.

His professional experiences—as a teacher, team leader, and project leader—during more than a decade have prepared him for the challenges, and he’s putting those lessons to good use.

“The program is tough,” he said. “This is not a university where you can swim through your courses.”

The network of schools involved in the Dual Degree program will hold its third annual meeting in Montpellier, France, in the fall of 2006.

“The network has added new schools from Latin America, Asia, and Europe,” said Tomislav Mandakovic, associate dean, Chapman School. “All of them share the concept that a formal business graduate education requires an active international component—in this case, the student exchange and undertaking of common academic activities generated by the Dual Degree program.”

## Dual Degree Program Partner Schools

COPPEAD, Federal University of Rio de Janeiro, Brasil

EDHEC, Nice and Lille, France

EGADE Graduate Business School, Instituto Tecnológico de Monterrey, Monterrey, Mexico

ESIC, Madrid, Spain

Groupe Sup de Co Montpellier, Montpellier, France

HHL-Leipzig Graduate School of Management, Leipzig, Germany

IAE, Universidad Austral, Buenos Aires, Argentina

IESA, Caracas, Venezuela

INCAE, Costa Rica and Nicaragua

ISCTE Business School, Lisbon, Portugal

ITAM-Instituto Tecnológico Autónomo de Mexico, Mexico City

ORT University, Montevideo, Uruguay

Qingdao University, Qingdao, Shandong Province, China

Reims Management School, France

Universidad Adolfo Ibáñez, Santiago, Chile

Universidad Anáhuac, Mexico City

Universidad de los Andes, Bogotá, Colombia

Universidad del Norte, Barranquilla, Colombia

Universidad ESAN, Lima, Peru

University of Puerto Rico, Rio Piedras, Puerto Rico

University of Sao Paulo, Brasil



## An Interview with Sumit K. Kundu, Knight Ridder Research Professor, International Business, College of Business Administration, Florida International University



Sumit K. Kundu

Born in India and educated both there and in the United States, Sumit K. Kundu is the Knight Ridder Research Professor, International Business, in the College of Business Administration. He shared his views about why it is important for international business students to be aware of India's growing stature in the global economy.

**Kundu:**

The reforms gave Indian consumers more choices and helped Indian corporations take on global competitors. The changes also signaled to foreign investors that India was genuinely opening its economic doors and frontiers to them. Initially, investors perceived India as providing access to cheap resources and to a market of 1.1 billion people. But, very quickly, thanks to India's large number of qualified engineers, scientists, computer programmers, other technology professionals, and doctors, India became a major player in software development, engineering services, and health care.

During the past decade, it has become a significant offshore center for business process outsourcing (BPOs). Moreover, companies such as General Electric, IBM, Motorola, and Microsoft recognized India as an important center for technology innovation, offering abundant, highly-qualified technical manpower and intellectual prowess at nominal cost to help grow their competitive advantage. These corporations have established research and development facilities and centers of excellence in technological innovations in numerous cities in India.

In addition, India has been experiencing a rapid increase in its purchasing power. For example, in terms of the gross domestic product (GDP) based on purchasing power parity, India ranks below only the United States, China, and Japan. The GDP growth rate annually has been about six to eight percent for the past decade. Furthermore, the middle class has grown to 250 million people, which in turn has attracted a large number of multinational corporations from North America, Europe, and Asia to serve this market segment.

**WORLD:**

*How have the money markets reacted?*

**Kundu:**

The market capitalization for many companies in India has been going through the roof. Studies by companies like Morgan Stanley and Merrill Lynch are extremely bullish on India. One study projected that, by 2050, the United States, China, and India will account for 67 percent of the world economy. Indian corporations such as Infosys Technologies Ltd., Wipro Ltd., and Satyam Computers Ltd. have listed their stocks on NASDAQ—unthinkable a decade ago.



City street in Mumbai, India

**WORLD:**

*How has India moved to greater prominence in the economic arena?*

**Kundu:**

India's emergence began in 1991 with three key economic reforms that opened the country to foreign investors and companies. First: the liberalization of key sectors, important because India had been a socialist country with a strong public sector and government ownership. Second: the deregulation through which some of the sectors were slowly broken up and a larger number of indigenous firms took on a greater role. And third: the privatization of inefficient state-owned enterprises, which reduced red tape and promoted competition.

**WORLD:**

*What was the impact?*



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WORLD:

*What other factors contribute to making India an important player?*

Kundu:

When the country became independent in 1947 after 200 years of British rule, it had strong educational and civil service systems that became the backbone for development. Moreover, English is the common language for education and business communication, giving India a tremendous advantage over China, for example. Another advantage over China is the fact that India has thrived on entrepreneurship, with its economic growth primarily driven by its own companies, versus China, where state-owned enterprises have been the engine for economic development. Also, because of its strong technical base across many industries—chemicals, pharmaceuticals, electronics, software, and aerospace, for example—it has undertaken many collaborative research projects with U.S. and European private and public sector ventures.

WORLD:

*Do any areas concern you?*

Kundu:

India is the largest secular democracy, with a strong judicial system. One challenge is for India to remain politically stable and to continue to create an environment conducive for domestic and foreign companies to conduct business there. The other is to curtail the country's rapid population growth. The World Health Organization (WHO) projects that, by 2025, India's population will surpass that of China. Such expansion tends to put a damper on GDP growth.

In addition, about 25 percent of the population of India is below the poverty line, a percentage India must shrink to create a secure presence on the world map. To move people out of poverty and maintain a solid middle class, India must grow by 10 to 12 percent for the next ten to fifteen years—a huge challenge given its finite governmental resources.

Finally, the infrastructure—roadways, airports, railways, and port facilities—is not up to world standards and is much below what exists in China.

Nevertheless, on the whole, my assessment is that the country is doing very well economically as current and past governments have adopted policies to support entrepreneurship, foster competition among Indian companies, and attract direct foreign investment.

## Students experience India's achievements and challenges.

In 2005, the college's Chapman Graduate School of Business' Executive MBA (EMBA) program's international residency took students to India with stops in Mumbai (Bombay), Bangalore, and New Delhi. The ten-day excursion combined visits to local companies with opportunities for sightseeing in an intriguing and exotic country that is rapidly emerging as a major economic force.

Twenty-eight people made the trip, including twenty-four students who graduated in May, 2006; two EMBA alumni; Sumit Kundu, Knight Ridder Research Professor, International Business and faculty director of the EMBA program, who organized the trip; and Clifford Perry, associate dean of academic affairs and undergraduate programs.

This year, the Executive MBA again held its international residency in India, this time with stops only in Mumbai and Bangalore. Twenty-six students, Kundu, and Marta Torres (MS '06), assistant director of the EMBA program, took part in the trip.

"India is the IT hotspot in the world, and as an IT professional, I wanted to learn about its best practices," said Matthew Millheiser (EMBA '06), managing director of Paravel, a small IT consulting company, who

achieved the highest GPA in his class and went on the 2005 trip. "One opportunity came at Infosys. The global distribution model for application development that the firm developed and that's its standard operating procedure was absolutely eye-opening for me, and I am applying what I learned to the way I do business."

EMBA 2006 group poses at the Vidhana Soudha.



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Located in Mumbai, the Chhatrapati Shivaji Terminus, previously known as Victoria Terminus in honor of Queen Victoria, was built in 1888 and serves as the headquarters for the Central Railways in India and as the station for the city's suburban railway and some long-distance trains.

In 2006, participant Genaro “Chip” Iglesias, chief of staff to Miami-Dade County Commissioner Carlos Gimenez, also zeroed in on Infosys as a highlight.

“Going on the trip and taking in things firsthand is different from reading a book or newspaper, taking a class, or doing research,” he said. “Nothing could beat being in the same room as the co-founder of Infosys and talking to him and others who are part of the economic phenomenon in India.”

M. Angella Williams (BBA '05), human resources (HR) director, Crown Wine & Spirits, was impressed by many of the eleven companies the group visited, which included Mahindra & Mahindra Ltd., Tata Motors Ltd., Siemens Ltd., Godrej & Boyce Ltd., GlaxoSmithKline Ltd., and Philips India Ltd. in Mumbai, and Infosys Technologies Ltd., John Crane India Ltd., Mphasis Ltd., Wipro Ltd., and Titan Industries Ltd. in Bangalore.

“A common theme was that human resources (HR) was number one, and technology was number two,” she said. “Every company we visited used the most respected HR tools, such as the Capability Maturity Model or Six Sigma. You see such a high-performance work ethic

there. It starts with the people and is reflected in the way the companies recruit and train their employees.”

Although many corporations are flourishing in India, Kundu had prepared the group for the weaknesses in the country's infrastructure.

“Private industry and entrepreneurship are fueling the growth in India,” he said. “The problem is the lack of government initiative in developing the nation's infrastructure.”

As a government employee, Iglesias saw this problem at play during his stay, and it strengthened his belief that government must do more—not just in India, but everywhere.

“The experience reinforced for me the importance of government's role in fostering an economy that can flourish,” he said. “The economy in India is growing despite the government. Think what it could do with the government providing the needed infrastructure.”

The EMBA program chose India as the destination for its last two trips because of the country's emergence as a business powerhouse.

“The Indian business environment is one of the fastest-growing in the world today, behind only China, which will be the site of next year's trip,” Kundu said. “Therefore, it is imperative for international business students to learn about India's business situation, including how it has evolved to attract more international investment groups and how that feat has been accomplished.”



EMBA 2006 students visit Infosys in Bangalore, India.





Aya Chacar, Assistant Professor,  
Management and International Business Department

# Faculty examine business issues in India.



Sumit K. Kundu, Knight Ridder Research Professor,  
Management and International Business Department

Aya Chacar researches the competitive prospects for businesses in India.

Aya Chacar, assistant professor in the college's Management and International Business Department, and Balagopal Vissa, previously her PhD student and now a colleague at INSEAD, turned their research acumen to a commonly-held perception: in emerging economies, competition is weaker, giving new entrants a business advantage.

In their study, they compared data on all public manufacturing companies in India—their exemplar of an emerging economy—and the United States, representing a developed economy.

"We found no differences between the countries in terms of how much companies with superior performance sustained their profitability," Chacar said. "Over time, the performance of new companies that had outpaced existing companies declined and became closer to the average."

The study also examined how below-average performers fared in the long run. Here, the results conformed to the expectation that performance would improve because poorly-performing companies in the United States face strong discipline from the market and from investors. Indian companies that performed poorly, however, saw their performance persist more. Persistence of poor performance is important because it often reflects a waste of resources and a squandering of investors' monies.

In addition, the researchers looked at companies that are independent, or that are part of multinational corporations (MNCs) or of Indian business houses—business groupings similar to those of some American conglomerates.

"We had expected below-average performance by MNC subsidiaries to persist less since managers should be under more pressure from the parent company, which would eventually sell divisions that aren't profitable and invest in more profitable businesses," Chacar said. "We expected the same for companies affiliated with business houses, which are thought to help and to push their affiliates to improve their performance in those countries where investor groups are not as strong. However, our research revealed that stand-alone companies improved more."

Chacar and Vissa published their findings in an article titled "Are Emerging Economies Less Efficient? Performance Persistence and the Impact of Business Group Affiliation," which appeared in *Strategic Management Journal*, the leading journal devoted to business strategy.

Sumit K. Kundu extracts lessons from entrepreneurship and infrastructure in India.

A long-standing research interest for Sumit K. Kundu, Knight Ridder Research Professor, Management and International Business Department, has been the issue of export-driven entrepreneurship in developing countries. India—his homeland—has been one of them. Rather than focusing on demonstrable successes, such as India's emergence in software services, customer services, and engineering, he burrows down to look at the country's underlying infrastructure.

"Since entrepreneurs thrive on freedom, I've considered the impact of regulations and restrictions as well as what happens in these countries when such limitations are eased," Kundu said. "I also have evaluated the contribution of positive factors—such as engineering and technical capabilities—for which India is known."

His work has broader implications than its starting point of focusing on developing countries.

"If less government intervention and deregulation create an atmosphere in which entrepreneurs are able to deliver and to compete elsewhere, this trend may provide a positive signal for those who believe in free trade and liberal government policies," he said.

Kundu, whose interest in the subject began when he wrote his dissertation, has conducted much of his research in India, including a two-month stint in 1999, when he talked to ten to fifteen entrepreneurial software companies with fewer than ten employees and in their first or second year of business. During discussions, he unearthed their challenges and obstacles and examined the incentives and policies most conducive to their growth.

"The Role of Export-driven Entrepreneurship in Economic Development: A Comparison of Software Exports from India, China, and Taiwan," written with a colleague and published in *Technology Forecasting and Social Change* in October, 2004, was listed in "ScienceDirect TOP25 Hottest Articles," indicating it is among the most frequently downloaded journal articles from its vast database. He recently co-authored "Explaining Export Performance: A Comparative Study of International New Ventures in Indian and Taiwanese Software Industry," published in *Management International Review*, and "IT Software Development Offshoring: A Multi-Level Theoretical Framework and Research Agenda," which appeared in the *Journal of Global Information Management*.

## Global Leadership and Service Projects provide hands-on experience and more.



Global Leadership Service Project, Bangkok, Thailand, 2006

Combine energetic students who have a commitment to community service, strong leadership at the faculty and student levels, and a view that the world is a global family with many needy members, and, in the College of Business Administration, you get Global Leadership and Service Projects (GLSPs). These innovative opportunities are part of the business education the college offers and which, along with an ethics and a business and community leadership course, seek to create responsible business leaders who understand the larger environment in which they will be working.

“The GLSPs are a community service vehicle that we describe as a ‘dual side experience without frontiers,’” said Robert Hogner, associate professor, Department of Management and International Business; coordinator of the college’s Civic Engagement Initiative; and teacher of the Business in Society course, who accompanied twenty undergraduate students and one graduate assistant on the inaugural GLSP—Bangkok

2005 project and twenty-six students and two graduate students to Thailand in 2006.

Despite their short period of existence, the GLSPs have evolved rapidly.

In 2006, Rajabhat Chandrasen University joined Bangkok’s Chulalongkorn University (Chula) as a partner. Hogner founded Chula’s service club within the university’s International BBA Program in 2004.

Also, a third site, the Children’s Creativity Foundation (CCF), a community school, was added to

the original two sites: a summer day camp at the Klong Toey Community School, and the Association for the Promotion of the Status of Women (APSW).

In addition, the second GLSP—Bangkok included three students from outside the college—two from the United States and one from Europe—who received scholarships to participate.

“We awarded grants on the basis of academic achievement, a substantial community service record, and a commitment to social justice,” Hogner said. “Bringing in students from other universities is enabling this type of global service commitment to grow because they are taking the knowledge and experiences back to their universities.”

Another evolution of the GLSPs: Rajabhat Chanrakasem has asked the college to train twenty of its faculty members in civic engagement, entrepreneurship, and leadership. Details of the project—a further example of how the GLSPs can be the basis for a variety of international collaborations with a humanitarian aim—are being developed.



Global Leadership Service Project in Nicaragua (2005-2006) included repairing schools and delivering food, clothing, shoes, and school supplies to children.





Mark Elbadramany, Executive Director, IBHS, Inc.

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The impact of the first GLSP—described as “life changing” by all who participated—galvanized several of the students to undertake a GLSP to Nicaragua, which they named “Nicaragua December of Dreams Trip to Help Kids.” Seventeen students in Team Managua and twelve in Team Granada traveled on rugged mountain roads to remote areas of the region over their holiday break (December, 2005-

### International Business Honor Society expands its role.

The college's International Business Honor Society (IBHS)—the first honor society for international business in the United States—plays several roles in the business school.

“The IBHS promotes and facilitates global leadership, economic development, and corporate social responsibility, allowing students the opportunity to create cross-border projects and initiatives,” said Robert Hogner, IBHS faculty advisor and associate professor of management and international business, among his many other functions.

Recently, IBHS—whose members are required to perform service to the community and to sign a lifetime ethics commitment—was designated as the national, or model chapter, empowered to charter other IBHS chapters worldwide.

New chapters—now under charter at universities in Thailand, Monaco, New Jersey, and New York—will be able to work collaboratively, particularly through the Global Leadership and Service Projects (GLSPs) originated by the college.

In addition, work is underway to establish the Society as a not-for-profit called IBHS, Inc. Its vision is to be the leading honor society in the world for motivated and

globally-focused students with an interest in the field of international business.

“Our goal is to establish a GLSP within every collegiate chapter internationally and then to use the GLSPs to foster collaboration and participation among chapters on a global scale.” said Mark Elbadramany, founding member of the IBHS and past president of the college's chapter, who will serve as executive director of IBHS, Inc.



Global Leadership Service Project, Thailand, 2005

January 2006) to make repairs to a dilapidated building where about 100 children attend school, to arrange for food distribution, and to dispense the first toys, shoes, and school supplies these children had ever had, among many other activities.

Plans are underway for a third GLSP to Bangkok at which the college's Thai partners are expected to play an even greater role. Students plan to create a web site with a video that will put a human face on the plight of the women at APSW, introduce future GLSP participants to what they can expect, and help student fundraisers interest corporate sponsors. Plans for another December GLSP to Nicaragua also are in place. And in the fall, students who now have so much experience to offer, may become consultants to other groups at Florida International University that want to have GLSPs of their own.



Finally, the college's chapter launched a relationship with students in the BBA+ Weekend program, who undertake a civic engagement project in their Business in Society class, taught by Hogner. The group set out to raise funds to benefit Salva Mi Vida, a private organization in Honduras that helps poor children who have cancer. IBHS is providing consulting, advisory, and facilitation services based on its members' experiences in organizing GLSPs.

Randall Martin (BA '76), Faculty Director, Study-abroad Programs and faculty member, Management and International Business Department



## Extension university branch in Honduras has strategic plan thanks to Farmer-to-Farmer program.



Carmen Algeciras at CURLA with professors and Farmer-to-Farmer country staff in Honduras

Randall Martin, faculty director of the college's study-abroad programs and faculty member, Management and International Business Department, became the first professor in the college to participate in its administration of a sizeable portion of the John Ogonowski Farmer-to-Farmer (FTF) program, funded by the U.S. Agency for International Development (USAID).

The program, a five-year \$4.5 million dollar poverty alleviation program operating in Central America, seeks to increase rural prosperity and promote trade-led economic growth in El Salvador, Guatemala, Honduras, and Nicaragua. Since the program's inception at the college in fall, 2003, quite a number of graduate students and alumni have participated in FTF projects (187 related to tropical horticulture alone, for example) in the region.

During a three-week assign-

ment in Honduras this past summer (2006), Martin worked with faculty and administrators at Centro Universitario Regional Del Litoral Atlántico (CURLA), which is committed to preparing capable professionals, contributing to the development of the country, and improving the quality of life for Hondurans through coursework, research, and technology transfer.

He analyzed the university's current situation and helped create a viable strategic plan and operational design. He interviewed representatives from each CURLA department, undertook a SWOT (strengths, weaknesses, opportunities, threats) analysis, and conducted training sessions on how to develop an effective strategic plan.

"My primary focus was on operational processes," Martin said. "I looked at all aspects of the university, gathering information on its current operations, budget, student enrollment, and course offerings."

One area with potential that he identified during his analysis was ecotourism, which he described as "untapped."

"With the right investments and course development, CURLA could create a curriculum geared toward supporting the travel and hospitality industry, teaching students how to be tour guides or even to open tour companies catering to the growing number of adventurous travelers looking for the 'next new hot spot' to visit," he said.

"We requested technical assistance to help CURLA create a strategic plan," said Candido Ruiz, Honduran country manager with the FTF program. "Professor Martin helped create a plan that showed the CURLA team where they need to invest to strengthen the institution, and he shed light on many issues related to making the strategy work. We are proud to say that CURLA is the first extension branch within the entire Honduran university system to have completed a strategic plan."

Projects within the education sector play a vital role in the FTF program.

"Working with universities in the FTF program is part of what makes our activities sustainable," said Carmen Algeciras, (MIB '03, BA '01), director, USAID Farmer-to-Farmer program, which falls under the umbrella of the college's Knight Ridder Center for Excellence in Management and the Eugenio Pino and Family Global Entrepreneurship Center.

"Strengthening higher education creates a multiplier effect and has proven to be a critical step in improving employment, competitiveness, and the creation of knowledge-based societies, thereby alleviating poverty in the region" Algeciras said.



## Center for International Business Education and Research supports international opportunities for multiple groups of learners.

Through expertise, scholarship aid, and a host of other resources, the college's Center for International Business Education and Research (CIBER) supports programs that have an international component—within the college and beyond it.

For the past ten years and with the college's support, CIBER has been bringing faculty, students, the business community, and governmental entities together to learn from one another. CIBER's rich variety of projects, trips, and courses in other countries internationalize students, preparing them for the competitive challenges of a global market and shaping them to be global citizens and future leaders in the world community.

One of the most effective ways it helps future leaders acquire the experience they'll need is through its undergraduate study-abroad programs. These trips—to locations such as Central Europe, Italy, France, Spain, Greece, and Australia—provide students the opportunity to study in a different culture. *(Please see related story about recent study-abroad programs.)* CIBER currently administers close to 30 percent of the university's study-abroad programs, a percentage likely to increase with new programs to Thailand, China, and South Africa.

The TRI-CIBER Trade Data research project and the International Business Honor Society's (IBHS) Global Leadership and Service Projects (GLSPs) in Bangkok and Nicaragua are additional projects in which CIBER's support has been indispensable. *(Please see related articles on the GLSP programs that set the standard for international student leadership programs.)*

CIBER's resources also have supported many local governmental and



Participants in the Tenth Annual Professional Development in International Business (PDIB)-Mercosur Program at alumni meeting and IBM presentation in São Paulo, Brasil

community groups—including the Governor's International Forum, the Miami-Dade Mayor's International Council initiative, the World Trade Center in Miami, and Enterprise Florida.

Many of CIBER's programs are now embedded in various college programs and organizations. For example, CIBER conducts a pre-departure seminar for graduate students on how to do business in China. Its Professional Development in International Business (PDIB)-Mercosur program takes academics to Brasil, Argentina, and Chile to

raise their awareness of the social, political, economic, and business environments in South America. In June, 2006, thirteen university professors and deans participated in the Tenth Annual PDIB-Mercosur.

CIBER also was featured prominently as a sponsor of the annual Academy of International Business (AIB) meeting in Beijing in June, for which Mary Ann Von Glinow, CIBER director; Knight Ridder Eminent Scholar Chair in International Management and professor, Management and International Business Department; and AIB vice

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Eva Peron Balcony, Presidential Palace, Buenos Aires, Argentina

president, served as program chair. *(For an in-depth look at this event, which drew leading scholars from around the world to China, please see the article about AIB.)*

CIBER also is involved in many collaborative activities, including sponsorship of the *Journal of International Business Studies* (JIBS), the International Business Institute, the National Forum on Trade Policy, the North American Small Business International Trade Educators (NASBITE), and the Free Trade Area of the Americas (FTAA), as well as projects conducted in concert with the Eugenio Pino and Family Global Entrepreneurship Center.

Recently, CIBER received a major funding grant of \$1,360,000 for

2006-2010 from the U.S. Department of Education—one of thirty-one CIBERs across the country to receive such funding. The grant proposal enumerated forty-seven activities grouped under two broad themes: “Improving U.S. International Competitiveness in Today’s World of Heightened Security” and “Using Languages and Technology Wisely in International Business: Improving K-12, College, and Organizational Absorption.”

Regardless of the specifics, the goal of CIBER remains consistent: to provide students, faculty, and the community with the information and tools they need to meet the challenges of a competitive global marketplace.



Near the Christ the Redeemer statue, Corcovado, Rio de Janeiro, Brasil

## Florida International University’s Center for International Business Education and Research (CIBER) builds partnerships.

### ► With other entities at Florida International University

- Eugenio Pino and Family Global Entrepreneurship Center
- Knight Ridder Center for Excellence in Management
- Latin American and Caribbean Center
- Jerome Bain Real Estate Institute
- Office of International Studies
- Department of Modern Languages
- Institute of Asian Studies

### ► With organizations in the community

- U.S. Department of Commerce
- Enterprise Florida, Inc.
- Florida International Bankers Association
- Greater Miami Chamber of Commerce
- World Trade Center, Miami
- City of Miami, Mayor’s International Council
- Miami-Dade College
- Office of the Governor, Office of Tourism, Trade, and Economic Development
- Consulate of Spain
- Florida FTAA

### ► With academic institutions outside the United States

- ESAN, Peru
- Fundação Getulio Vargas, FGV, Brasil
- Escuela de Dirección y Negocios IAE, Argentina
- Universidad Austral, Argentina
- Universidad Nacional de Chile, Chile
- Universidad de Educación a Distancia UNED, Spain
- Associação Alumni, Brasil





Robert Hogner, Associate Professor, Management and International Business Department; Coordinator, Civic Engagement Initiative, and Faculty Director, International Business Honor Society

## College joins forces with other international business programs to cultivate excellence.

The college continues to strengthen its international business education offerings through its participation in the Consortium for Undergraduate International Business Education (CUIBE). Robert Hogner, development director for undergraduate international business programs, among his other roles within the college, serves on the executive board, which consists of representatives from ten prominent universities—formerly the entire scope of CUIBE. The group has broadened its membership to include universities with exemplary and developing international business programs.

“We take the collective wisdom of good international business programs and share information to strengthen the quality of our own international education,” Hogner said. “We borrow the best elements of each other’s programs, fine-tuning our own, and working to enhance undergraduate international business programs beyond our institutions.”

As a member of CUIBE, the college has:

- used visions developed through CUIBE—and targeting continuing pursuit of excellence—and implemented changes in its own nationally-recognized programs;

- laid the groundwork for the college to develop the *Undergraduate Journal for Global Business and Community Service*, an online publication that will “put a human face on globalization,” covering political, economic, social, moral, and technical issues with an initial call for papers in fall, 2006; and
- used a combination of models at other CUIBE institutions and in partnership with the college’s International Business Honors (IB Honors) program’s students, to form the now internationally-recognized International Business Honor Society (IBHS).

## Knight Ridder Center promotes business excellence on an international scale.

The college’s Knight Ridder Center for Excellence in Management conducts and funds faculty research on “best practices” in international management. Under its auspices, experts from within the business school, faculty across the campus, and outside consultants undertake multi-disciplinary studies and create high-quality programs with an international impact.

Women leaders are subject of international conference.

A four-woman delegation from the college, including Executive Dean Joyce J. Elam, attended the “Women as Global Leaders” conference in Abu Dhabi, United Arab Emirates (UAE) in March,

2006. Carmen Algeciras (MIB ’03, BA ’01), director of the USAID Farmer-to-Farmer program; Deanna Salpietra, research coordinator, Knight Ridder Center; and Amanda Bullough, a PhD student and adjunct professor, met with delegates from eighty-seven countries—from Afghanistan to Zimbabwe—at Zayed University. The theme of the three-day event was “Communities in Transition.”

“We left the conference much inspired and with a greater understanding of the Gulf region and the opportunities and challenges for its women as they assume a more prominent role in the United Arab Emirates and the Gulf region,” Elam said.



Three members of the Abu Dhabi Businesswomen Council with university representatives: **Shafika Al Ameri**, director; College Executive Dean **Joyce J. Elam**; **Susan Webster**; **Amanda Bullough**; **Carmen Algeciras**; **Rawda Al Mutawa**, chair; **Fatima Obaid Al-Jaber**, deputy chair; and **Deanna Salpietra**

(continued from page 15)

The college’s representatives also met with local non-governmental organizations (NGOs) and university leaders in both Dubai and Abu Dhabi to discuss the design of a program to address the needs of women and businesses in local communities in the region.



Site visit to Miami Free Zone

After their networking and data collection efforts, Salpietra and Algeciras began to formulate a plan for such a program. It centers on the cultivation of women’s economic empowerment through entrepreneurship and other leadership initiatives among faculty and students from the UAE and elsewhere.

Small and Medium-size Enterprise Center of Excellence (SMECE) celebrates a successful launch.

As the culmination of a six- to eight-week self-paced online training program, thirty-four participants from small and medium-size businesses in the Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua, and Panama attended the first three-day Small and Medium-size Enterprise Center of Excellence

(SMECE) conference in Miami in June, 2006. Established by the College of Business Administration and the United States Agency for International Development (USAID), SMECE is dedicated to helping small and medium-size businesses compete more successfully in international commerce.

“We offered participating entrepreneurs an up-close look at the dynamics of international commerce—from marketing to financing to developing a viable business plan and placing a product successfully into the marketplace,” said Jerry Haar, associate director of the Knight Ridder Center for Excellence in Management and professor in the college’s Department of Management and International Business.

The conference, which also included site visits to the Port of Miami, Sedanos Supermarkets, Goya Foods, the Miami Free Zone, and Starboard Cruise Services, drew highly-enthusiastic reactions.

“The comments validate our best thinking about what international entrepreneurs want and need to improve their business performance in international markets,” Haar said.

As with the first SMECE course, the fall, 2006, offering will be in Spanish and will include the online courses followed by a three- or four-day conference in Miami in November, 2006.

Farmer-to-Farmer program forges important relationships.

Rural poverty in El Salvador, Guatemala, Honduras, and Nicaragua is being nudged toward rural prosperity thanks to the efforts of the John Ogonowski Farmer-to-Farmer (FTF) program, funded by the U.S. Agency for International Develop-

ment (USAID). FTF also seeks to promote trade-led economic growth in the region.

Dairy, horticulture, forests, and tropical fruits are among the areas for which the program has dispatched volunteer experts. Over a short, work-packed few weeks, these individuals lend their expertise in a number of areas, including market research and survey design. The program has recruited more than 100 volunteer experts, seventy-two of whom have been selected to complete volunteer assignments. (See related story on the FTF program.)

Recently the college formed an alliance with the Public Intellectual Property Resources for Agriculture (PIPRA). The two institutions will work together to identify agricultural technology for potential transfer to program participants in the region.

“PIPRA’s objectives are to promote the management of intellectual property related to agriculture and to use agricultural innovation for research, commercial ventures, economic development, specialty, and humanitarian purposes,” said Carmen Algeciras (MIB ’03, BA ’01), director, USAID Farmer-to-Farmer program. “This relationship opens the door to exciting new opportunities for agricultural advancement and growth in Central America.”

The university serves as a subcontractor in Winrock International’s \$4.5 million, five-year grant award from USAID with implementation support from the Eugenio Pino and Family Global Entrepreneurship Center as well as the Knight Ridder Center.



## College plays leading role at international business conference.

When the 2006 Annual Meeting of the Academy of International Business (AIB) unfolded smoothly for its 1,200 attendees in Beijing in June, 2006, much of the credit belonged to AIB program chair Mary Ann Von Glinow, Knight Ridder Eminent Scholar Chair in International Management and professor, Management and International Business Department in the college, and director of Florida International University's Center for International Business Education and Research (CIBER).

"This was indeed the most successful AIB conference in my memory," said José de la Torre, dean of the Chapman Graduate School of Business and Fellow of the AIB, who served as program chair for the AIB conference in Banff, Canada in 1996, and then as president of the organization from 1998-2000.

"When I ran the 1996 conference, we had fewer than 500 delegates and about 160 papers presented," he said. "Attendance in Beijing was more than double these figures. I would attribute this in part to the growing importance of international business as a discipline, to the attraction of China as a venue, and to the extraordinary job done by Von Glinow in organizing this conference."

He also singled out the significance of the college's partner in China: Peking University's prestigious Guanghua School of Management.

"Peking University is the number one university in China," de la Torre said. "We were most fortunate to have its support for this conference."

In addition to Von Glinow, the college further distinguished itself within the international collection of scholars through the participa-



Mary Ann Von Glinow addresses AIB delegates.

tion of faculty members and doctoral students.

Two such students, Maija Renko and David Wernick, presented material that grew out of work they did in the international business doctoral seminar they took with Sumit K. Kundu, associate professor, who ran the Junior Faculty Consortium at the conference and who has been recognized as a major figure in international business research.

"Professor Kundu helped me develop the paper further and we co-authored the final version—which addresses the liabilities that international new ventures face when they internationalize their operations—that I presented at the AIB meeting," Renko said.

Not only did the conference help her polish her presentation skills, but also she met leading academics in her field.

"It was a thrill to meet John Dunning, from the University of Reading, UK—one of the most eminent scholars in the field and the author of a number of texts used in our courses," she said. "Professor Kundu introduced us to him during the first night's social event."

Wernick, who has presented at a number of conferences, felt the stakes were higher at the AIB meeting.

"When you are presenting your work to people you admire and who in some cases are pioneers in the field, there's more pressure to make a favorable impression," said Wernick whose paper, "Terror Incognito: Is the New Global Terrorism a Form of Political Risk?" was a revised, updated version of a chapter in the just-published book, *Corporate Strategies under International Terrorism and Adversity*. "Yet the environment at AIB was very collegial, and I

## PREPARING GLOBAL BUSINESS LEADERS...IN THE FIELD

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Mary Ann Von Glinow and colleagues on the stage of the Great Hall of the People.

Sciences and Information Systems Department (DSIS) and Von Glinow's assistant on the project, created a database that enabled planners to track and update details on authors, manuscripts, and sessions.

Many of the presentations had real world application, such as a plenary speech on whether China or India will be the next country of major importance for business.

"Everyone has to deal with some aspect of international business, from managing diverse cultures, typical to those of us in Miami, to establishing direct foreign investments," Von

Glinow said. "The content of many of the presentations was highly relevant for business interests in South Florida, Florida, and the United States."

The college was further represented at the conference by international business and management faculty members Dana Farrow, professor; G. Ronald Gilbert, associate professor; and Chris Changwa Chung, assistant professor, as well as doctoral students Amanda Bullough and Andrea Jean Roofe.

received valuable feedback on my paper that will allow me to take my research to the next level."

The conference was titled "From the Silk Road to Global Networks: Harnessing the Power of People in International Business." More than 935 articles were submitted from fifty-five countries requiring 1,121 reviewers and resulting in a program book that included more than 100 pages of session and participant information. Silvia Salas (MSMIS '03), a doctoral student in Management Information Systems (MIS) in the college's Department of Decision



AIB participants at a dinner held in the Great Hall of the People. At front table, front left, Mary Ann Von Glinow; next to her, Dean Changqi Wu, Guanghua local arrangements contact; second from far right, Alan Rugman, AIB President.

## PREPARING GLOBAL BUSINESS LEADERS...IN ACTION

# College education helps Norwegian alumnus thrive.

Thomas Frøiland Dalsgaard (BBA '02)



"I like the way college classes are taught in America," said Thomas Frøiland Dalsgaard (BBA '02), explaining why he wanted to come to the United States to attend college. In Norway, he said, students take one exam at the completion of each year. In the U.S., students have

to balance multiple papers, projects, and exams throughout the course of the school year, in much the same way that they have to juggle multiple tasks and projects on the job.

Dalsgaard thinks his decision to study abroad, and especially in the business school at Florida

International University, gave him a competitive advantage back in his home country. His professional accomplishments seem to bear this out.

Since graduating from the college's Landon Undergraduate School of Business, Dalsgaard has quickly worked his way up the corporate



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ladder at Hansa Borg, Norway's second largest brewery. He started with the company as a temporary hire in 2001. Last year, he became controller for sales, a position that reports directly to the CEO and places him in charge of budgeting and product analysis, which is integral to the company's strategic planning and growth.

Dalsgaard really enjoys his work, in large part because he said he is constantly learning and growing as a professional. However, he discovered recently that growth can sometimes be a sobering and painful experience in business. From 2004 to 2005, a fairly unprecedented change in the Norwegian beer market generated price wars between Hansa Borg and its competitors,

most notably Ringnes, the country's largest brewery. While the company prevailed and emerged with leaner and more efficient operations, a number of Dalsgaard's colleagues were laid off, including some who had been with the company for many years.

"It was really tough," Dalsgaard said about having to weather the uncertainty in his workplace for an extended period of time and watching people he cared about lose their jobs. But he added that it was a time in which his education served as a reliable point of reference and helped him get through the experience and maintain his effectiveness on the job.

He credits the "hands-on" nature of the college's international

business program—characterized by intensive case work on business challenges—with preparing him for a broad range of business scenarios, including ones that are difficult for companies and employees alike. He also attributes living in another country and interacting with individuals from diverse cultures and backgrounds with broadening his perspective and increasing his capacity to consider a situation from a range of viewpoints.

"I learned to function under different rules from those to which I was accustomed," he said.

That should bode well for Dalsgaard as he moves along his career path—one that already has taught him that the challenges in the business world continue to change.



Eduardo Gutt (IMBA '03)

## College alumnus enjoys sweet smell of success.

For Eduardo Gutt (IMBA '03), life is sweet. Or to be more precise, sweet smelling.

Gutt is operations manager for the fast-growing Perfumes Factory, a Venezuelan company that sells perfumes carrying scents similar to those of high-end brands, such as Chanel and Dior, but without the hefty price tags. Perfumes Factory, which started with one store two years ago, now has forty franchises across the country with plans to bring thirty more online by the end of 2006.

While stores that sell perfume are not that unusual, Gutt explains a small twist in Perfumes Factory's approach—one that has proved very appealing to customers. Ingredients, rather than packaged perfumes, are shipped to retail locations, where

customers get to sample scents from a menu of more than thirty choices. When they pick the fragrances they like best, the perfumes are mixed at the counter into the customer's choice of 30-, 50- and 100-ml bottles.

It's a model that seems to be working. And for Gutt, it has provided an exciting opportunity to get in on the ground floor of a young and growing enterprise.

"Because the company is so new," he said, "everyone has the chance to offer ideas and suggestions about how to expand the business and make it better. Our employees have a lot of interesting and innovative ideas, which makes our potential for growth amazing."

Gutt was born and raised in Venezuela, where he attended college fo-

cus on civil engineering. He was employed in the construction field and doing work that he liked well enough, but did not find compelling. When he decided to shift course, he concluded that an MBA would be his best route for a career change.

Selecting a school was easy, he said. "Florida International University has an excellent reputation in Venezuela and its prestige has been growing over time."

When he researched the International MBA program (IMBA), he found many other factors that appealed to him. He liked the fact that he could earn his degree in a year and be back out in the job market quickly. The diversity of students in the program was another appealing feature that turned out to be an important aspect of his learning

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experience.

"I met so many people from all over the world and from all professional backgrounds," Gutt said. "And I got to hear a wide range of views and perspectives on business issues and cases." He added that the networking he did with other students and faculty was one of the most valuable aspects of the program. Gutt keeps in touch with many of

his fellow graduates and maintains a strong connection to Miami, where his family now lives.

He describes how the skills and knowledge he acquired while studying at the Chapman Graduate School of Business have been directly applicable to his day-to-day activities.

"My MBA has been a powerful tool in my profession, and I would

recommend the program to anyone considering a career in the field of international business," he said.

It's clear that Gutt has maximized the power of his education by positioning himself in a company where the possibilities abound and the smell of success is oh so sweet.

## International MBA grad makes his mark in Peru.

Marko Lind (IMBA '03, BBA '98)



What do you do when faced with a career opportunity that seems beyond your capabilities? If you're Marko Lind (IMBA '03, BBA '98), you pursue it for the sake of the challenge and the potential for career advancement.

Lind is a projects manager for Cimagroup, a multinational marketing research firm with operations in nine South American countries. He heads Cimagroup's operations in Peru, overseeing a staff of forty and ensuring that day-to-day operations run efficiently and profitably.

Lind's position has required him to master an area of marketing that he formerly regarded as his "Achilles heel." Nonetheless, since taking the position in 2005, his oversight of client development activities has helped net the division a 20 percent increase in its earnings. And, Lind has implemented a new business structure that under his leadership has garnered Cimagroup Peru a 10 percent savings in its operating costs and a 40 percent increase in its productivity levels.

Prior to acquiring his current job, Lind was a retail development executive for British American Tobacco's Peruvian operations, in charge of point-of-purchase and merchandising activities for a portfolio that included more than thirty brands and represented 98 percent of Peru's market share of tobacco products. His efforts on behalf of that company contributed to significant savings and increased sales revenue.

Lind was working for British American Tobacco, and doing very well, when he decided to go back to school for his MBA. As a man who seems to thrive on challenging himself, Lind knew an MBA would not only boost his career prospects, but also commit him to a rigorous course of study that would introduce him to new ways of thinking. Plus, he said, "I had been working in the tobacco industry for four years, and I was afraid that if I didn't go back for my MBA then, I might never go back."

The choice of schools, he said, was obvious. He'd attended Florida International University as an undergraduate, an experience he describes

as "the best time of my life." Lind loved everything about the school, from the quality of the education, to his professors, to the location, to the social outlets.

Lind found the International MBA (IMBA) program in the Chapman Graduate School of Business equally satisfying.

"The teaching caliber was of the highest quality and the professors were great," he said. "The program really teaches you how to think and perform in a business setting, especially the work on individual business case studies."

As an added benefit, he cited the fact that he learned a lot just by being privy to the thoughts, ideas, and perspectives of other students in the program, whom he said "became like my family for the year."

He said he's pleased that the college's International MBA is growing in prestige well beyond U.S. borders.

"There is no doubt that this degree will continue to make a big difference for me and others in the long run," Lind said.



# Faculty Achievements 2005-2006

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**Aya S. Chacar and B. Vissa**, "Are Emerging Economies Less Efficient?" *Strategic Management Journal* (John Wiley and Sons), 26.10 (August 2005): 933-946.

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**A. Ariño, José R. de la Torre,** and **P. S. Ring**, "Relational Quality and Interpersonal Trust in Strategic Alliances," *European Management Review*, 2 (2005): 15-27.

**Carolina B. Gómez and Juan I. Sánchez**, "Managing HR within MNCs to Build Social Capital in Latin America," *International Journal of Human Resource Management* (Routledge), 16.12 (December 2005): 2189-2200.

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## Professional Service

**G. Ronald Gilbert** Asked to apply for visiting lecture series at Curtin University of Technology, Perth, Australia pertaining to his research in the fields of customer service and work preferences across cultures

**Sumit K. Kundu** Invited to teach International Management in the Globalization Seminars hosted by University of Memphis

## Awards

**G. Ronald Gilbert** Co-authored one of two articles to receive the 2006 Emerald Literati Network Award for Excellence. Titled "Measuring Transaction-specific Satisfaction in Services: Are the Measures Transferable across Cultures?" it was published in the *European Journal of Marketing*, a highly respected journal in Europe.

**Mary Ann Von Glinow** Elected to the Academy of International Business (AIB) board as vice president, and program chair of the annual meeting in Beijing, 2006.

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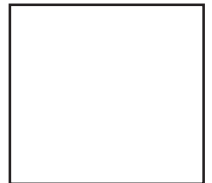


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