



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



*Catedral Metropolitana, San Pedro Sula
The girl is from Jocotín Village in Guatemala.*

SPECIAL FOCUS: CENTRAL AMERICA

Florida International University's College of Business Administration, South Florida's leading business school with unique expertise in international business, entrepreneurship, and a range of financial services—from accounting to banking to real estate—is the largest of the university's professional schools. It also is known for its innovative, market-driven, and technology-enabled educational programs for both degree- and non-degree-seeking business professionals in South Florida and beyond. Among the college's more than 25,000 alumni are some of the region's most successful business leaders and entrepreneurs.



Downtown Miami, Florida

Having opened its doors when the university was launched in 1972, the college has been a leading force behind the university's phenomenal growth and serves a diverse, multinational student body. Every year, approximately 6,000 students are enrolled in undergraduate business courses in the college's Landon Undergraduate School of Business and more than 1,000 graduate students study in its Chapman Graduate School of Business. Another 1,000 participate annually in one or more of its executive and professional education programs.

The college enjoys a national and global reputation in international business education at both the undergraduate and graduate levels. For the past four years, *U.S. News & World Report* has included the college in the top fifteen in its rankings of the nation's

best undergraduate international business programs. The same magazine ranked the college's graduate international business programs among the nation's top 25. *BusinessWeek* has three times ranked the college (2002, 2004, 2006) among the top 68 graduate business schools in the United States (top fifteen percent of all business schools) and in the top 25 among public business schools (number four among one-year international business MBA programs). The college is listed among The Princeton Review's "Best 290 Business Schools, 2008 edition.

Since 1998, *Hispanic Business* has ranked the college among the top 25 business schools for Hispanic MBAs—most recently in the top ten. For the third year in a row (August 31, 2006), *AméricaEconomía*, (a pan-regional business journal) has included the college among its list of the best international business schools for Hispanic-Americans and Latin Americans. The college is among the top international business schools included in *Latin Trade's* (October, 2006) first-ever MBA ratings, which examined features like curricular innovation, entrepreneurial focus, diversity of the student body, and more.

In 2006 and again in 2007, *Fortune Small Business* identified the college as offering one of the most innovative entrepreneurship programs in the nation.

Financial Times (October 23, 2006) included the college's Executive MBA program in its list of the "Top 85 Executive MBA" programs in the world, making it the highest-ranked Executive MBA program in Florida. *Hispanic Trends* (September-October, 2006) ranked the college's Executive MBA program number eight in its list of the 25 best Executive MBA programs for Hispanic-Americans.

The college is one of only fifteen percent 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 global marketplace. AACSB International accreditation demands a superior faculty, high-caliber teaching, and meaningful interaction among students and faculty.



Accredited by AACSB International—The Association to Advance Collegiate Schools of Business

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K-12 Spanish for Business program helps teachers prepare future leaders.

Area K-12 teachers will learn effective techniques for teaching Spanish for international business thanks to a free workshop organized for the second time this year by the college's Center for International Business Education and Research (CIBER).

"Always a priority for CIBER, K-12 became an even greater one during the last funding cycle when the U.S. Department of Education specifically encouraged us to develop programs to benefit young learners," said Sonia Verdu, CIBER program coordinator. "In our successful application, we proposed many ideas—including this workshop—under the theme 'Using Languages and Technology Wisely in International Business: Improving K-12, College, and Organizational Absorption.'"

Participants from Miami-Dade, Broward, and West Palm counties, and members of other CIBERs, will

attend the one-day fall session this year, which will be modeled after last fall's successful workshop.

"Speakers will focus on practical matters, such as providing class plans tailored to the attendees."

—Sonia Verdu, program coordinator, CIBER

"Speakers include representatives from local companies with businesses in Spain and Latin America, professors of Spanish for Business from U.S. universities, and teachers from the K-12 level," she said. "They will focus on practical matters, such as providing class plans tailored to the attendees."

According to Verdu, the event fulfills two of CIBER's most important mandates.

"We want to reach out to our community, and we want to create programs that will facilitate the



Participants at K-12 Spanish for Business workshop

transfer of knowledge and resources from universities to our colleagues teaching K-12," she said.

In addition to their own offerings and through a K-12 consortium, CIBERs across the country collaborate to help students acquire business language knowledge before they enter college. ■

Undergraduate internships put students on career path.

A program to place juniors majoring in the college's international business program into domestic internships took off immediately when it was launched in the fall of 2006.

To date, more than fifty students have had the opportunity to learn about international business careers and, sometimes, to land a position when they graduate. Employers have gained the chance to assess and groom young talent. As it continues to grow, the college is expanding the program to include international internships, too; a couple of students, in fact, already have completed them.

To make the process efficient for parties on both sides, the Department of Management and International Business made two investments: It hired a dedicated staff person and developed a user-friendly web site.

"The fully integrated online portal enables students to create a profile and allows those seeking to fill internships the chance to review prospective interns, improving the chances for a good match." —Mark Elbadramany (BBA '06), internship manager



Mark Elbadramany (BBA '06), internship manager (left), with K. Galen Kroeck, professor and chair, Management and International Business

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“I facilitate the process, helping students make a smooth transition into an internship and marketing the opportunity to recruiters and potential employers to expand the options for our students,” said Mark Elbadramany (BBA '06), internship manager. “The fully integrated online portal enables students to create a profile and allows those seeking to fill internships the chance to review prospective interns, improving the chances for a

good match. Employers can specify their criteria, such as GPA, language abilities, and courses the student should have taken.”

Integrating an internship into a demanding curriculum poses challenges that involve K. Galen Kroeck, department chair, Management and International Business.

“The internship can serve as a real-world elective in lieu of electives we offer our students, but I need to

ensure that the substitution gives students an equivalent experience that justifies three college credits,” he said.

In addition to the personal service Elbadramany provides and the comprehensive information available at the portal, students also take a blended course—*Internship Cooperative Education*—to maximize the impact of their internships on their careers in the field. ■

International Business Honors combines small classes, community service, and research.



Jerry Haar, professor, Management and International Business, associate director, Knight

Ridder Center for Excellence in Management, and faculty director, IB Honors program

With its multi-disciplinary curriculum spanning courses in international business, regional studies, and foreign languages, the International Business Honors (IB Honors) program continues to evolve as it prepares students for success in the international business arena. Offered through the College of Business Administration and the Honors College at Florida International University, IB Honors includes both research and community service components.

“We’ve broadened the scope and choices for students to do community service, including projects in Miami-Dade County human services agencies and non-profit business organizations,” said faculty director

Jerry Haar, professor, Department of Management and International Business, and associate director, Knight Ridder Center for Excellence in Management, who works closely with students. Haar helps program participants shape their theses and meets with them periodically to get feedback on the program and to discuss issues related to their courses.



“We felt that our professors wanted more for—and from—us, and that drove us to work harder.”

—Claudio Mattos (BBA '07), account executive and marketing director for CoCard Systems, Merchant Services and Processing

“I liked the fact that required classes are small, so we got to interact with the professors more, and that the classes involved more work,” said

Claudio Mattos (BBA '07), account executive and marketing director for CoCard Systems, Merchant Services and Processing. “We felt that our professors wanted more for—and from—us, and that drove us to work harder.”

Community service and thesis dovetailed for Mattos.

Mattos’s community service experience—as a participant in the 2005 Global Leadership and Service Project—Bangkok, during which he worked at a day camp for elementary school children in the impoverished Klong Toey district—had a profound impact.

“I went to Thailand with the idea that I was going to change the lives of the kids, but it was my life that changed...completely,” he said. “I’d been working at a kayak company as a guide, along with holding my CoCard job. After the trip, I became more serious, and I left the kayak job to focus on my CoCard position. Also, I realized I wanted to do more to change communities.”

That new dedication to community

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service fed into his honors thesis. Given the option of developing a business plan and of taking entrepreneurship courses as his electives, he proposed a non-profit organization with a strong service orientation for his home country, Brazil.

“People there donate less than in the United States because it’s hard to find reliable non-profits,” he said. “My plan offers a way for communities to purchase from certain businesses, with some of that money then being donated to non-profits on behalf of the buyers. It’s a way to promote businesses and enable communities to benefit. Originally, I planned a for-profit venture, but after the trip to Thailand, I decided to put my energies into creating a non-profit instead.”

IB Honors builds well-rounded, job-ready graduates.

The program’s additional features further help prepare students as international business leaders.

“Each week, we distribute several timely and relevant articles on international business policy, management, and strategy from the popular business press (e.g., *Wall Street Journal*, *BusinessWeek*, and *Fortune*) to keep students apprised of the latest developments,” Haar said. “I also work diligently to help them secure internships, drawing on my network of global corporate contacts, and I intend to emphasize job placement even more this coming academic year.” ■



Robert Hogner, associate professor, Management and International Business, and development director, IB Honors program, meets with students.

International Business Honor Society continues to redefine its role.

For the past three years, the college’s International Business Honor Society (IBHS) has made its mark by organizing Global Leadership and Service Projects (GLSPs) to Thailand. These trips, which take a year of intensive planning and fundraising, have emerged as a model of international civic engagement, and IBHS members are justly proud of their achievements. However, the potential of IBHS—with its underlying purpose of bringing together students with a mutual interest in international business—extends beyond these missions (*see story on page 17*).

“The GLSPs always will require a lot of effort and they are valuable for getting out our university’s name and the objectives of IBHS,” said Jacob Dobbs, the organization’s new president. “But, we want to develop additional activities to benefit our members.”

“We want to devise workshops and corporate visits to expand networking opportunities and to give our members a greater taste of the business world.”

—Jacob Dobbs, president, IBHS

A third-year International Business Honors (IB Honors) major, Dobbs sits on the Business Student Council (BSC), which provides a vehicle for exchanging ideas with his counterparts in all the other student groups in the college.

“We’ll keep having regular IBHS meetings, but we want to devise workshops and corporate visits to expand networking opportunities and to give our members a greater taste of the international business world,” he said. “We also plan to work with Career Management Services in the college to increase what we offer for career development.”



Jacob Dobbs, president, IBHS, in China, summer of 2007

The IBHS welcomes any student with a 3.2 GPA and an international mindset. ■

College launches unique undergraduate journal.

The *Journal for Global Business and Community (JGBC)*, a new online, multidisciplinary publication for undergraduate students, will hit the virtual streets before year's end. Designed to serve as a forum for tomorrow's business leaders, *JGBC* also will acquaint students with the rigors of preparing a paper for publication.

"This first-of-a-kind publication will cover the political, economic, social, moral, and technical issues associated with globalization."

—Robert Hogner, associate professor, Department of Management and International Business, and executive faculty editor

"There are undergraduate journals, but none in international business, much less any focused on the issues of global business and community," said Robert Hogner, associate professor, Department of Management and International Business, and executive faculty editor. "This first-of-a-kind publication will cover the political, economic, social, moral, and technical issues associated with globalization."

Four articles are out for review. They came from across the United States, and the authors were not all students in business schools, which reinforces the legitimacy of the publication's cross-disciplinary approach.

The journal's staff seeks submissions from around the world and plans to publish *JGBC* twice a year.

"If a submission strikes us as interesting but not yet suitable for publication, we will work with the author to explore its potential for future inclusion," Hogner said.

Current reviewers include faculty members from Florida International University's College of Law, Honors College, College of Architecture, and College of Business Administration as well as a faculty member from the School of Business and Public Management and Elliot School of International Affairs, George Washington University.

Aydin Bonabi (MSF '06, BBA '05), program specialist in FIU Online, and Aadil Edoo (BS '06) proposed the idea when they were undergraduates; they now comprise the student editorial board. ■

International trips take the classroom to countries around the globe.



Members of the study-abroad program in front of the western façade of Notre Dame Cathedral

Through undergraduate study-abroad programs and special trips planned by graduate programs in the college's Chapman Graduate School of Business, students travel the world, immersing themselves in other cultures while acquiring a valuable addition to their résumés. Recently, programs took students to France, Hungary, and the Czech Republic.

Short-term undergraduate study-abroad program opens eyes, delights palates.

Study-abroad programs, whose logistics the college's Center for International Business Education and Research (CIBER) handles, combine on-site classes with visits to compa-

nies and some sight-seeing. One trip this year took a group of 25 to Paris, a popular destination.

"The size of the group gave us the resources to offer many highlights, including a boat trip on the Seine, a guided tour of Versailles, and free tickets to visit the Louvre, the Eiffel Tower, and the famous French cabaret—the Lido," said Randall Martin, Management and International Business and faculty director for study-abroad programs, who led the trip.

For the second year in a row, business visits included those to Piper-Heidsieck and Moët & Chandon, where students learned the history of the champagne business, saw the cellars, and sampled the product.

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"It's easy to forget that it's a big world and people are different."
—Ian Lugo (BBA '07), inventory coordinator, Academic Space Management, Florida International University

Longtime Miami resident Ian Lugo (BBA '07), inventory coordinator, Academic Space Management at the university, took the Paris trip on the heels of a study-abroad program to Rome. He experienced what he described as "a bigger sense of history. . . you get used to the culture in Miami," he said. "It's easy to forget that it's a big world and people and cultures are different."

Graduate students sharpen their understanding of Eastern Europe.

Within the Chapman Graduate School, a mandatory international trip plays an essential role in the Executive MBA (EMBA) and in other master's programs. In spring, 2007, thirty students, staff, faculty, and alumni witnessed life in post-Communist Europe with visits to Hungary and the Czech Republic. Students came from the Master of International Business (MIB) program, which has included an international trip since its inception, the International MBA (IMBA), and the Professional MBA (PMBA).

In collaboration with Hungary's CEU Business School, Isabel Lopez (MIB '06, BBA '03), program manager, Master of Science in Finance (MSF), and Paola Moreno, associate director, International Graduate Programs, made the arrangements. Lopez, Associate Dean Tomislav Mandakovic, and Maria Sierra, assistant for the PMBA and EMBA programs, went on the trip.

"We had sessions at CEU on history, economics, Hungary's evolution, and its efforts to become part of the European Union," Lopez said.

At GE Power Systems in Budapest, the firm's regional manager talked about leadership and opportunities for career development. At MOL Hungarian Oil Company, the head of risk management spoke to the students. In Prague, the group visited CzechInvest and heard two presentations on the Czech Republic and on doing business in the country.

"Our students realized that, within a small geographic area, there were huge differences in cultural, political, and developmental issues."

—Tomislav Mandakovic, associate dean, Chapman Graduate School

"Our students realized that, within a small geographic area, there were huge differences in cultural, political, and developmental issues," said Mandakovic, in Europe for the MIB trip and



Students from the Paris study-abroad program at the Louvre

to promote the college's Dual Degree program by visiting eight universities in five countries. "That awareness significantly contributed to their international business education." ■

Dual Degree program expansion brings opportunities to students worldwide.

A global network of leading business schools enables high-quality students to earn an MBA from their home universities and a Master of International Business (MIB) from Florida International University's business school. Not only do they complete two degrees through the innovative Dual Degree program, but also the process takes significantly less time than it would if they were completing the two degrees sequentially. Created by the college's Chapman Graduate School, the network currently embraces 25 partners from around the world, invited after a careful vetting process.

"Students who complete the program have experiences in two different business and economic environments, acquire two networks of friends and colleagues, have access to a second set of employers, and learn what it takes to do business around the world," said José de la Torre, dean of the Chapman School and one of the driving forces behind the Dual Degree program.

De la Torre, who has done much of the recruiting for the network, expects the program—now in its fourth year—to continue to grow.

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Universidad Adolpho Ibáñez, a partner school in Santiago, Chile

"We hope to expand into Canada, the United Kingdom, and Italy and to increase our presence in several other areas, such as Asia."

—José de la Torre, dean, Chapman Graduate School

"We hope to expand into Canada, the United Kingdom, and Italy and to increase our presence in several other areas, such as Asia, where we have already established some partnerships," he said.

Though the network focuses primarily on delivering an exceptional educational experience for students, it also affords the opportunity for participants to collaborate on additional exchange programs, among faculty, for example.

In October, Florida International University will host the annual partners' meeting in conjunction with hosting this year's CLADEA conference.

CLADEA conference draws international faculty and administrators to Miami.

The Dual Degree partners' meeting immediately precedes the 42nd annual meeting of the Latin American Council of Management Schools (CLADEA), which the college also will host, as it did in 1992. Attendees will include representatives from more than 100 universities from Latin America and the Caribbean, along with fifty schools from North America and Europe with strong ties to the region.

"CLADEA conferences combine faculty presentations and sessions of interest to deans and associate deans of business schools from all over the world," de la Torre said.

Organizers structured this year's event to emphasize administrative matters—from human resources to supporting faculty research to evaluating faculty performance—and invited experts with an international orientation to offer their insights. Among them will be members of the college's Dean's Council.

"Through our Dean's Council, we are fortunate to have close partnerships with individuals who hold top management positions in their companies and who will provide real-world perspectives."

—José de la Torre, dean, Chapman Graduate School

"Through our Dean's Council, we are fortunate to have close partnerships with individuals who hold top management positions in their companies and who will provide real-world perspectives," said de la Torre, who will lead a panel on globalization and the abilities needed by executives in multinational firms, while Joyce J. Elam, executive dean and vice provost of FIU Online, will moderate one on strategies for distance learning. ■

Dual Degree Program Network

- ALBA, Athens, Greece
- COPPEAD, Federal University of Rio de Janeiro, Rio de Janeiro, Brazil
- EDHEC, Nice and Lille, France
- EGADE, Monterrey Tech, Monterrey, Mexico
- ESIC, Madrid, Spain
- Florida International University
- Group Sup de Co Montpellier, Montpellier, France
- HHL-Leipzig Graduate School of Management, Leipzig, Germany
- IAE, Universidad Austral, Buenos Aires, Argentina
- IESA, Caracas, Venezuela
- INCAE, San Jose, Costa Rica
- ISCTE Business School, Lisbon, Portugal
- ITAM, Instituto Tecnológico Autónomo de México, Mexico City, Mexico
- Munich Business School, Munich, Germany
- ORT University, Montevideo, Uruguay
- Qingdao University, Qingdao, China
- Reims Management School, Reims, France
- Shandong Economic University, Shandong, China
- Universidad Adolfo Ibáñez, Santiago, Chile
- Universidad Anáhuac, Mexico City, Mexico
- Universidad de los Andes, Bogota, Colombia
- Universidad del Norte, Barranquilla, Colombia
- Universidad de Puerto Rico, Rio Piedras, Puerto Rico
- Universidad de Sao Paulo, Brazil
- Universidad ESAN, Lima, Peru

Family helps shape new faculty member's attraction to international business.

"As travel agents, my grandparents brought home stories about many other cultures, and when I was in high school, my father was transferred to Japan for two years," said William Newbury, a new assistant professor in the college's Department of Management and International Business. "These experiences got me interested in international issues at a young age."

He later traveled to Australia as a Graduate Rotary Scholar. While there, he studied international relations and Japanese, interests he continued to pursue during a six-year stint at McDonnell Douglas Corporation, earning certificates in both Japanese and Mandarin Chinese.

Now, instead of being in the corporate world, Newbury researches

it. He explores headquarters/subsidiary relationships...but with a twist.

"Most scholars look at strategic issues from headquarters' management's perspective down, but I often start with the local employee's perspectives and look up," he said. "What causes local employees to act in ways that support a firm has important strategic implications."

Newbury, who also conducts research in the areas of ethics and sustainability, accepted the appointment in the college for many reasons.

"I wanted a school with strengths in international business, and the college's growing reputation had not escaped me," he said. "It's quickly becoming one of the top schools in the country in my discipline."

"I wanted a school with strengths in international business, and the college's growing reputation had not escaped me."

—William Newbury, assistant professor, Department of Management and International Business



He also appreciated its serious research focus, its well-known senior faculty, its impressively credentialed new hires, and the presence of a Center for International Business Research and Education (CIBER), "which indicates the college's commitment to international business research," he said. ■

Executive Dean Joyce J. Elam receives prestigious international honor.

The Fellows of the Academy of International Business (AIB) elected Joyce J. Elam, executive dean of the College of the Business Administration as "International Dean of the Year" for 2007.

The award recognized Elam for her contributions in fostering international business education at Florida International University and elsewhere. She joins an elite list of deans from top international business schools around the world who have received the award.

Jean J. Boddewyn, professor of international business, Baruch College, City University of New York (CUNY), presented the award in her role as dean of the AIB Fellows, a select group of AIB members recognized for their contributions to the scholarly development of the field.

The distinguished Fellows membership includes José de la Torre, dean of the Chapman Graduate School and past president of AIB, and Mary Ann Von Glinow, professor, Knight Ridder Eminent Scholar Chair in International Management, Department of Management and International Business and former AIB vice-president as well as director of the college's Center for International Business Education and Research (CIBER), who, along with Elam was inducted as an AIB Fellow during the organization's annual meeting, held in June in Indianapolis, Indiana.

James Goodnow, professor and coordinator of international business programs, Foster College of Business Administration, Bradley University, and chair of the AIB Fellows 2007 Committee, summarized Elam's achievements, noting how she has



Joyce J. Elam receives International Dean of the Year award

launched, redesigned, and expanded graduate programs; obtained a wide range of hefty grants; and strengthened an already-impressive international business faculty. He also touched on her many contributions to her discipline (management information systems) and to professional organizations. ■

An Interview with Jerry Haar, professor, Department of Management and International Business, College of Business Administration, Florida International University

What follows is an interview with Jerry Haar, professor, Department of Management and International Business, College of Business Administration, Florida International University, associate director, Knight Ridder Center for Excellence in Management, and faculty director, IB Honors program. Haar speaks and writes frequently about business, economics, and politics throughout Latin America. He shared his assessment of Central America's challenges and achievements.



WORLD: *Media attention on Latin America often focuses on the negative—including illegal immigration, drug trafficking, and the alleged populist-leftist drift in Venezuela, Bolivia, and Ecuador. Where does Central America fit into this picture?*



"We find a slew of positive developments in Central America."—Jerry Haar, professor, Management and International Business, associate director, Knight Ridder Center for Excellence in Management, and faculty director, IB Honors program

HAAR: We find a slew of positive developments in Central America. For starters, its competitive advantages are significant: political and macroeconomic stability, a longstanding trade and investment relationship with the United States—notably, the Dominican Republic-Central America Free Trade Agreement (DR-CAFTA) trade agreement—close proximity to the region's major

export market, relatively inexpensive labor, and diversity in agricultural/agribusiness and manufacturing. Major players such as family-owned conglomerates Poma; La Fragua; and Pellas; and financial firm Lafise plus scores of contract manufacturers in textiles, apparel, and electronics continue to demonstrate competitiveness within and outside the area.

WORLD: *What opportunities exist for growth?*

HAAR: At the end of the last decade, INCAE, one of the hemisphere's leading business schools and one of our Dual Degree program partners, produced *The Central American Agenda for the 21st Century*, a departure point for the region's economic development. This policy paper profiled the following sectors as having the greatest potential to evolve and become competitive with higher value added: environmental and cultural tourism, export-oriented agribusiness, maquila textile and electronics production, and services related to software and computers. The report does not mention biofuels, but they should be included. Specialty goods—particularly agribusiness products—enjoy great potential for exports within Central America, Mexico, and the United States, especially in light of the growing demand for ethnic foods. For example, Costa Rica's Industrias Bendig, a medium-sized company employing sixty, produces five dozen types of machinery for processing coffee, with 75 percent of its sales destined for export markets. Guatemala's Pollo Campero fast-food franchise has made major inroads in the United States among both Anglos and Latin Americans.

WORLD: *Do the countries differ in focus?*

HAAR: Costa Rica is excelling in ecotourism and electronic components. As a "first mover" in rainforest tourism, Costa Rica received 1.65 million visitors in 2006—a 7.1 percent increase from 2005—and brought in \$1.7 billion in tourism revenue, an 11 percent jump. With Intel's 1996 decision to locate a \$300 million semiconductor assembly and test plant in Costa Rica, the sector has grown and attracted other science and technology-based foreign firms. Allergan, a California-based pharmaceutical company, has invested \$13 million in product manufacturing and doubled its workforce to 400.

Guatemala also did well in tourism, with more than 1.5 million tourists and \$1 billion in revenue, a 13 percent increase from 2005. Agribusiness products expanded significantly, furniture and home accessories now reach global markets, and China has invested in

the country's textile industry. El Salvador, with the highest labor productivity level in the region, is surging ahead in light manufacturing and has expanded its call center operations. It intends to position itself as a major distribution center and has state-of-the-art free zones such as the Miramar Industrial Park, located on 63 acres, twelve miles from the airport, and home to major local and multinational tenants.

WORLD: *Has China had an impact on Central America's trade situation?*

HAAR: A torrent of low-cost Chinese textile and apparel exports to the United States has resulted in factory closings and layoffs in Central America, but the DR-CAFTA agreement has lessened the potential impact of

these exports. DR-CAFTA countries exported nearly \$19 billion to the United States in 2006. With shipping times to the United States only five days from El Salvador versus four weeks from China, time-sensitive and "taste-sensitive" garments have a competitive advantage over those from Asia, as does higher-end apparel in which pricing diminishes the manual labor factor.

WORLD: *So, overall, you're optimistic?*

HAAR: Yes. Although the DR-CAFTA countries won't be able to compete across the board, they will be able to in selective arenas. With continuing reforms in taxes and regulations, infrastructure, and finance, Central America's outlook is a bright one. ■

Farmer-to-Farmer program helps Guatemalan farmers get a leg up on poverty.



Lettuce fields in Guatemala

Asociación de Agricultores Paraxaj, a vegetable producer organization in the municipality of Tecpán about 45 minutes from Guatemala City, aims to boost the economic status and improve the lives of its members, thanks in part to technical assistance provided through the college's John Ogonowski Farmer-to-Farmer (FTF) program, funded by the U.S. Agency for International Development (USAID).

Farmers in that community traditionally have struggled to provide for their families because of limited resources and lack of skills. Today, the story differs.

With technical assistance and small loans made possible through various USAID-funded initiatives, including the college's FTF program and Winrock International, 75 farm families are experiencing a booming agricultural business and a rising quality of life.

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"The FTF program has sent several volunteers to this Guatemalan community to provide technical assistance in international produce sanitation standards, strategic planning, marketing, and good business practices."

—Carmen Algeciras, (MIB '03, BA '01), director, John Ogonowski Farmer-to-Farmer (FTF) program, funded by the U.S. Agency for International Development (USAID)



Farmers in Guatemala enjoy new prosperity thanks to FTF program volunteers.

"The FTF program has sent several volunteers to this Guatemalan community to provide technical assistance in international produce sanitation standards, strategic planning, marketing, and good business practices," said Carmen Algeciras, (MIB '03, BA '01), director, USAID Farmer-to-Farmer program in the college.

Through *Labradores Mayas*, the commercial arm of the *Asociación de Agricultores Paraxaj* based in Chirijuyu, Guatemala, the Tecpán farmers export zucchini, peas, and radishes to the U.S. market and have built a supply chain to deliver products throughout Central America. They also have emerged as a leading supplier of vegetables to Wal-Mart stores across Central America.

Program sows seeds of change—as farming families reap the benefits.

As a result, these Guatemalan farmers are now thriving. The program has created jobs, increased children's

access to education, and greatly improved general living conditions.

"I've made several trips to the area over the past few years and have witnessed dramatic improvements in the lives of these families," Algeciras said. "They are sending their children to school, building a medical clinic, and really giving back to their community."

U.S. president recognizes the importance of free trade.

Since Guatemala became a full member of the Dominican Republic–Central America Free Trade Agreement (DR–CAFTA), trade with the United States has increased.

President George W. Bush saw first hand the impact of FTF's work while visiting farmers in Guatemala during a recent trip there. His visit included some hands-on experience as he helped move cartons of lettuce at the *Labradores Mayas* vegetable packing plant.

After meeting with local farmers and seeing the results of the USAID-funded project that introduced Guatemalan farmers to high-value vegetable crops yielding more than ten times the income of corn and other traditional crops, Bush voiced his support for the program and for continuing trade relations to combat poverty in the region.

"Free trade is important to a lot of people. It's a gateway. It creates jobs in Central America as it creates jobs here."—President George W. Bush



President George W. Bush visits *Asociación de Agricultores, Paraxaj* in Guatemala.

"Free trade is important to a lot of people," Bush said. "It's a gateway. It creates jobs in Central America as it creates jobs here."

When commenting on his trip to Guatemala, Bush described it as "one of the great experiences of my presidency." ■

Concerns for energy security fuel Central American plan of action.

Energy, the environment, and the escalating cost of fossil-based transportation fuels rise to the top of the list of topics of great importance to countries around the world. Throughout Central America and the Caribbean Basin, countries rely heavily on imported gasoline and diesel for fuel. Climbing oil prices and diminishing fuel availability hit local economies the hardest.

Ethanol and biodiesel from homegrown crops represent sustainable fuel alternatives that can provide energy and economic security through diversification, domestically controlled production, job creation in agriculture, and regional trade. First, though, challenges around government subsidies and production capacity need to be resolved.

To address these critical issues, experts in the fields of biofuels and energy security convened during the annual meeting of the Caribbean-Central American Action (CCAA) conference, held in Miami in December, 2006. CCAA facilitates trade and investment by stimulating constructive dialogues between the private and public sectors to improve policy and regulatory environments for businesses both internationally and locally.

During the conference, Florida International University's Energy and Business Forum, which the college sponsors in part, organized and moderated a panel titled "Regional Energy Security: The Potential of Biofuels." Ed Glab, director of the college's Knight Ridder Center for Excellence in Management, and George Philippidis, associate director of the university's Applied Research Center (ARC), led the discussion. Government and business representatives from the U.S. and Central American organizations participated.

The group's discourse focused on answering key questions such as: Does the region have the will and ability to embrace applicable fuel technologies and attract financing and private investment to develop competitive biofuel markets? What policy and regulatory barriers need to be overcome? What will facilitate biofuel trade given gasoline versus ethanol prices? And, how easily can the current energy infrastructure integrate biofuels?

University-based initiatives sharpen focus on alternative fuels.

According to Philippidis, the time is right for this kind of discussion.



Sugarcane offers a sustainable fuel alternative for Central America.

"Energy security is of the utmost importance as we work with countries in Central and South America to help one another rely on fuels produced in our own hemisphere."—George Philippidis, associate director, Applied Research Center, Florida International University

"We now have federal and state policies in place to promote the use of alternative fuels, especially biofuels," Philippidis said. "We can leverage these policies to create a fertile environment for private investment. Energy security is of the utmost importance as we work with countries in Central and South America to help one another rely on fuel produced in our own hemisphere as opposed to those produced in more unstable regions of the world."

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Today, the university's Energy and Business Forum, along with the college's John Ogonowski Farmer-to-Farmer (FTF) program, which the U.S. Agency for International Development (USAID) funds, play an active role in biofuel-related initiatives throughout the Central American region, particularly in Guatemala and El Salvador.

"We are working to ferment a model that can be replicated throughout Central America, with an emphasis on programs for generating economic development at the grassroots level."

—Ed Glab, director, Knight Ridder Center for Excellence in Management

"We are working to ferment a model that can be replicated throughout Central America, with an emphasis on programs for generating economic development at the grassroots level that, in turn, can boost employment and energy security," Glab said. "Our Energy and Business Forum brings together the business acumen and technological know-how to help make this vision a reality." ■

College's events bring attention to alternative fuels.

In January, 2008, the college will host a major conference titled "Transportation Fuel Security for the Americas," designed for Western Hemisphere energy stakeholders to generate recommendations for addressing the challenges—technical, economic, policy, and environmental—for alternative fuel strategies. Central American countries are among the first movers in developing ethanol and biodiesel fuels and will make significant contributions at the conference.

In May, 2007, a program titled "Biofuels in the Hemisphere: Current Status and Prospects," took place as part of the "Hemispheric Agribusiness Seminar Series." It brought together university and global experts from the Inter-American Institute for Cooperation on Agriculture (IICA) and the Florida Department of Agriculture and Consumer Services.

Key sponsors for energy-related events include the Energy and Business Forum, sponsored in part by the college and its Knight Ridder Center for Excellence in Management; the Center for Energy Technology of the Americas (CETA), of the Applied Research Center (ARC); and the Jack D. Gordon Institute for Public Policy and Citizenship Studies—all from Florida International University—as well as private sector entities.

Volunteer legal experts explain trade agreement intricacies to Honduran exporters.



According to the Office of the United States Trade Representative, Central America and the Dominican Republic constitute the second largest market for United States exports to Latin America, making the region a larger export destination than Brazil—and larger than India, Indonesia, and Russia combined.

In turn, Central America looks to the United States as a viable avenue for expanding its export markets and accelerating participation in free-market trade.

Enter the Dominican Republic–Central America Free Trade Agreement, commonly known as DR-CAFTA, which can bring immeasurable benefits to its signatory states in terms of new opportunities and expanded markets.

USAID volunteer attorney answers questions from participants in Honduras.

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“These benefits cannot be fully realized unless the participating Central American exporters understand the new trade laws associated with the agreement,” said Carmen Algeciras (MIB '03, BA '01), director, John Ogonowski Farmer-to-Farmer (FTF) program, funded by the U.S. Agency for International Development (USAID).

To that end, the FTF program, implemented in partnership with Winrock International, sent two international trade lawyers to Honduras in November, 2006.

Attorneys Jamie Beaber and Thomas Trendl, both with the Washington, D.C.-based law firm of Steptoe & Johnson LLP, traveled to Tegucigalpa and San Pedro Sula to provide training and technical assistance to more than 200 current and future Honduran exporters.

In both locations, Beaber and Trendl gave presentations focused on legal requirements and regulations covering the commercial importation of goods into the United States.

Question-and-answer sessions followed each presentation, giving participants a chance to talk with volunteer legal experts, all of whom have extensive international trade law experience.

According to Beaber, an associate attorney, the attendees ranged from small farmers looking to export to the United States for the first time to larger, established multinational corporations.

“Many came eagerly prepared with specific questions that we tackled on a case-by-case basis,” Beaber said. “We found it challenging and rewarding to be presented face-to-face with such wide-ranging legal and practical business issues.”

Pro bono efforts help open doors to free trade.

Providing legal assistance to Honduran exporters met a defined need, as many were not accustomed to or aware of standard American business practices. For example, a number of the attendees conducted business by a mere handshake and verbal agreement, making them apprehensive about technical U.S. business documents as well as exportation-related legal requirements.

“We explained why it is critical to secure all business transactions with firm contracts and letters of credit.”—Jamie Beaber, attorney, Steptoe & Johnson LLP

“We explained why it is critical to secure all business transactions with firm contracts and letters of credit,” Beaber said. “And we reassured them that our laws apply equally to domestic and foreign producers.”



Hondurans pay close attention to presentations by volunteer international trade lawyers during their visit in November, 2006.

The participants welcomed Beaber and Trendl’s presentations along with their business and legal advice.

“The DR-CAFTA information sessions were a success. The participating Honduran exporters walked away with valuable information that will assist them down the road with exporting their products to the United States.”

—Carmen Algeciras (MIB '03, BA '01), director, John Ogonowski Farmer-to-Farmer (FTF) program, funded by the U.S. Agency for International Development (USAID)

“The DR-CAFTA information sessions were a success,” Algeciras said. “The participating Honduran exporters walked away with valuable information that will assist them down the road with exporting their products to the United States.”

Beaber said that he and Trendl received numerous thank-you notes and continue to field follow-up questions.

“I, for one, look forward to participating in similar opportunities with the FTF program and Winrock International—perhaps to Costa Rica, following the ratification of DR-CAFTA there,” Beaber said. ■

Students research marketability of Central American products.

Which exported fruits and vegetables appeal most to the U.S. Hispanic market?

Does exporting herbs to the United States make good business sense?

How fast will the market for organic products continue to grow?

Students in a recent *Managing Marketing Information* class tackled questions like these as they conducted research exploring the viability of exporting various Central American commodities into the U.S. marketplace. The course links directly to the college's John Ogonowski Farmer-to-Farmer (FTF) program, funded by the U.S. Agency for International Development (USAID).

The research provided more than just a classroom exercise, as the reports prepared by student teams made their way to farmer organizations and even the ministries of agriculture in countries such as Honduras, where they spurred opportunities for Central American farmers and exporters.

"The class meets two goals: fulfilling the need for accessing U.S. market information by the FTF program and enabling students to gain real-world experience." —Cecilia Alvarez, assistant professor, Marketing

"The class meets two goals: fulfilling the need for accessing U.S. market information by the FTF program and enabling students to gain real-world experience," said Cecilia Alvarez, assistant professor, Marketing. "This year, FTF asked us to help define the market for a host of products, ranging from more traditional fresh produce to organic coffee, herbs, and ornamental plants."

Danielle Waller, an undergraduate marketing major, worked with her team to research the current U.S. market for palm trees, interior plants, and landscaping plants.

"The fact that our work had a real-world connection really motivated me," Waller said. "I realized that farmers in Central America would use and depend on our research."

Research reports get down to details.

In one report on citrus commodities, student researchers found that the U.S. population consumes more lemon and lime products than domestic crops



From left, Danielle Waller, Andre Jaimot, Cecilia Alvarez, and Adrian Casanelas

yield. This finding translates into good opportunities for producers looking to export to the United States, particularly in the summer.

". . .implementing a good pricing policy and differentiating from the competition as a quality lemon and lime supplier should give a farmer in Central America the best opportunities."
—Adrian Casanelas, Marketing student

"We concluded that implementing a good pricing policy and differentiating from the competition as a quality lemon and lime supplier should give a farmer in Central America the best opportunities for securing contracts with wholesalers and distributors," said Marketing major Adrian Casanelas.

Research team member Andre Jamiot noted that finding the right information did not always happen easily.

"My group spent countless hours researching government web sites as part of our primary research," Jamiot said. "When we could not find the right information online, we reached out to local experts and conducted in-person interviews. Continuing to think of the farmers who would benefit from our research kept us going to meet our aggressive research deadlines."

While all the students put forth tremendous effort,

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upon the completion of the class, Alvarez recognized two research teams for the thoroughness and quality of their work.

First-place honors went to Adrian Casanellas, Andre Jamiot, and Jacqueline Chavarria for their report on

oranges, grapefruits, lemons, and limes. She awarded second-place to Faiza Charles, Alfred Fernandez, Laritza Fonet, and Juan Tafur, who researched the export market for okra, watercress, and eggplant. ■

“Born global” may not be global concept.

Since a 2004 visit to Costa Rica, Sumit Kundu, Knight Ridder Research Professor of International Business, Department of Management and International Business, has kept the country within his wide research purview. Much of his scholarly work focuses on the software industry, including the degree of entrepreneurship associated with the software development and export efforts of various countries. Costa Rica provided an interesting contrast to his earlier explorations of the global nature of the software industry as manifested in India, Finland, China, and Taiwan.

“Costa Rica is the crown jewel of Central America—a successful democracy with no army,” he said. “The bulk of its budget flows into health care and education rather than into the military.”

A very small country with an open economy, Costa Rica had primarily exported coffee and plantains. However, Intel changed that in 1996 when it opened a facility in San José, lured in part by the presence of a population which had enjoyed the benefits of free education.



“I was interested in the extent to which Costa Rica took a global approach to exporting software.”—Sumit Kundu, Knight Ridder Research Professor of International Business, Department of Management and International Business

“With the arrival of Intel, the country got a new microchip industry, and the hardware spilled over into a new software industry,” Kundu said. “Unlike coffee and plantains—tangible products with potentially complex trade requirements—software can be transmitted over the Internet without issues of crossing borders. I was interested in the extent to which Costa Rica took a global approach to exporting software.”



Costa Rica offers beauty as well as business opportunities.

Research shows regional approach to business growth.

Yet his research, which involved collecting data through interviews with CEOs or founders of forty Costa Rican software firms, revealed that the country has chosen to focus on nearby markets.

He and two colleagues presented their findings in a paper titled “Born Global or Born Regional? Evidence from an Exploratory Study in the Costa Rican Software Industry” at the Academy of International Business (AIB) 2007 Annual Conference in Indianapolis, Indiana, in June, 2007, during a session titled “Unleashing the Powers of International Entrepreneurship.”

“Our data showed that most software companies in Costa Rica followed a gradual approach to internationalization, and they did not export immediately upon birth,” he said. “Companies have taken a very focused export stance, exporting only in the region—not even to North or South America at the outset. We might more appropriately describe them as ‘born regional.’”

The situation in Costa Rica differs significantly from what he found in the other countries he has researched.

“In India, for example, many companies develop software and solutions, and then enter many markets simultaneously, going abroad to sell services and software in less than a year after their launch,” said Kundu, who is preparing the study about Costa Rica for publication. ■

A decade of research provides abundant insights into whom we trust, when, and why.



José de la Torre, dean, Chapman Graduate School of Business

For more than ten years, José de la Torre, dean, Chapman Graduate School of Business in the college, has explored the question of trust: from its implications in multinational corporations involved in strategic alliances to the relationships among individuals within a company. The spectrum of his output ranges from the creation of a high-level thought piece to the assembly of a massive database.

"It began with a case study that examined the interaction between two partners—Coca Cola and Nestlé—over the course of a failed international joint venture."

—José de la Torre, dean, Chapman Graduate School of Business

"Learning from Failure: Towards an Evolutionary Model of Collaborative Ventures," launched my research into this important subject," he said. "It began with a case study that examined the interaction between two partners—Coca Cola and Nestlé—over the course of a failed international joint venture, identifying the adjustments and ruptures that occurred in response to external pressures and internal politics."

The article not only opened a rich area of research for de la Torre, but also it caught the attention of other academics. Since it appeared in 1998 in "Managing Partnerships and Strategic Alliances," a special issue of *Organization Science*, it ranks as the most frequently cited refereed article from the issue—at last count, 58 other scholars had referenced it.

Based on findings in this and other studies, de la Torre published "Relational Quality: Managing Trust in Corporate Alliances," in *California Management Review* in 2001, and with the same co-authors, he developed a broader framework in "Relational Quality and Interpersonal Trust in Strategic Alliances," published by *European Management Review* in 2005. He next applied the ideas gleaned at the corporate and

strategic levels to the interpersonal level, developing a database of more than 600 individual responses to inter-corporate collaboration conditions and co-authoring "What Makes Executives Trust Each Other," accepted by *Creativity and Innovation Management* for publication in 2007.

Now, Steve Zanakis, professor, Department of Decision Sciences and Information Systems, and de la Torre are capturing the data and carrying out a more sophisticated analysis of ways people interpret trust across nationality, religion, and industry size, among many demographic variables.

"We provided a short case describing circumstances between two companies planning to work together, then asked respondents questions to elicit the key triggers of trust and mistrust," said de la Torre, who expects to publish the findings in 2008. "From an international business perspective, it's interesting to note that our data show that nationality doesn't make much of a difference in professionals' attitudes about trust." ■

Global Leadership and Service Project to Thailand celebrates third year of success.

Socially committed undergraduate students from the college learned about leadership, teamwork, communication without words, and gardening during their third Global Leadership and Service Project (GLSP) to Thailand. This year's group included a travel grant winner from another university—a way to promulgate the concept—and a member of FIU Online who will help develop *Community Service Program Management*, an online course with an embedded service project. Thai university service groups, particularly from Rajabhat University, participated, creating international friendships based on a shared dedication to civic engagement.

Dealing with the unexpected reinforces leadership abilities.

One cadre returned to the Children's Creativity Foundation (CCF), a pre-school that rescues children living on the streets. They presented a curriculum focused on culture, hygiene, and self-promotion. The second contingent worked at a new GLSP site: Baan Rachavadee, a modern, government-sponsored complex that delivers services to people with special needs, in this case males, mostly children, with severe disabilities.

"As the minutes went by, we saw they were regular kids, and that wowed us."—Maria Polanco (BBA '06), chair, GLSP committee in the International Business Honor Society (IBHS)

"It was very difficult emotionally for us to confront their disabilities, which were more severe than we expected, but as the minutes went by, we saw they were regular kids, and



that wowed us," said Maria Polanco (BBA '06), chair of the GLSP committee in the International Business Honor Society (IBHS), the student organization that drives the GLSPs, and now change management coordinator, business information group, Cordis Johnson & Johnson.

The students immediately abandoned their planned curriculum, working as a team to devise activities within the reach of their charges, such as teaching them how to brush their teeth and sing simple songs.

Auburn student contributes before, during, and after the event.

"Since my return, I have encouraged student organizations at Auburn to get involved in a similar project."—Suresh Mudragada, Auburn University

GLSP 2007 trip to Bangkok involved work with the Children's Creativity Foundation.

For Florida International University travel grant recipient Suresh Mudragada, an international business major at Auburn University who is active in community service activities and who did fundraising prior to the trip, the experience was "really inspiring. We saw kids with disabilities help those who were even more challenged," he said. "Since my return, I have encouraged student organizations at Auburn to get involved in a similar project."

Garden provides management model.

Working together, the group also transformed an arid patch of land into a garden. Since none had gardened before, the project immersed them in management realities.

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Children appreciate GLSP 2007 students at their Creativity Foundation.

“We understood that we needed a project manager, we identified people’s special skills, and we broke down the tasks,” said Aydin Bonabi (MSF ’06, BBA ’05), IBHS co-founder and former president, and now a program specialist for FIU Online.

He attended the trip as participant/observer in anticipation of developing an online course with Robert Hogner, associate professor,

Department of Management and International Business, and coordinator of the college’s Civic Engagement Initiative.

“I saw the operational structure at work,” Bonabi said. “We can explain those steps in the course, along with other content that will help create socially and ethically strong business leaders.”

“This year, the GLSP became a sustainable enterprise without extraordinary management on the part of our business school.”—Robert Hogner, associate professor, Department of Management and International Business, and coordinator of the college’s Civic Engagement Initiative

According to Hogner, “This year, the GLSP became a sustainable enterprise without extraordinary management on the part of our business school. Having a participant from Auburn University and someone from FIU Online gave us two new avenues to help spread enthusiasm and involvement in this innovative form of leadership development and global community service.”

Also, he expects an already strong partnership with Rajabhat University to deepen.

“The university’s administrators want to formalize the relationship with the college and are very enthusiastic about having their students come to Miami to do community service,” he said. ■

GLSP 2007 participants renovate garden in Bangkok.



Business schools in Latin America deliver timely programs in partnership with Executive and Professional Education.

Universities around the world see the college's faculty and programs as valuable complements to their offerings. Some have found the Dual Degree program, in which students earn an MBA at home and a Master of International Business (MIB) from Florida International University, a compelling combination. Others want to provide shorter-term enrichment opportunities for their communities. That's where the college's Executive and Professional Education (EPE) office comes in.

Academic leaders present on global leadership to school in Brazil.

"Three senior faculty members from our Department of Management and International Business will participate in an eight-module program on global leadership."—Robert Garcia (EMBA '97), director, EPE

"ESPM in Brazil, with which the college has established several joint ventures, wanted to create an executive education program co-taught by our professors and theirs," said Robert Garcia (EMBA '97), director, EPE. "Three senior faculty members from our Department of Management and International Business will participate in an eight-module program on global leadership, each presenting over a three-day period on ESPM's Sao Paulo campus."

Sumit Kundu, Knight Ridder Research Professor of International Business, opens the program with a module titled "The International Environment of Global Business," followed by "Managing Effectively with Cultural Diversity," taught by



From left: Robert Garcia, director, Executive and Professional Education in the college; Ana Maria de Vega, executive director, America Business School; Josevelyn de Murga, commercial director, America Business School; and Anny Santos, administrative director, America Business School.

Mary Ann Von Glinow, professor, and Knight Ridder Eminent Scholar Chair in International Management. Juan Sanchez, professor and Knight Ridder Byron Harless Eminent Scholar Chair in Management, will teach "Leadership in the Global Environment."

ESPM faculty will handle "Strategic Management of Global Companies," "Accounting and Finance for Global Business," "Global Marketing Management," and "Change Management in Global Business," preceding the final module, "Best Practices in Global Management," which will be taught on the Univer-

sity Park campus in Miami.

"Our professors have woven Brazil-specific content into the material, such as how the two countries do business with each other and how Brazilian companies can make use of Miami to expand their business opportunities," Garcia said.

America Business School in El Salvador will host multiple EPE-created events.

EPE also has established a relationship with the newly launched America Business School in San Salvador, El Salvador. With a partnership in place with Monterrey

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Corcovado, overlooking Rio de Janeiro, Brazil

Institute of Technology in Mexico, administrators sought a relationship with a U.S. university to deliver programs similar to the program to be offered in Brazil.

“They want us to replicate that program using our professors for all the modules and to work with us to offer additional EPE programs, such as ‘Managing the Media’ and ‘Project Management,’” Garcia said.

EPE’s expanding reach builds on demonstrated successes.

Accustomed to tailoring courses for company- or country-specific needs, EPE looks forward to expanding these relationships and developing others.

“We’re excited about the opportunity to provide executive education outside South Florida in partnership with in-country organizations and institutions,” Garcia said. “It’s gratifying to know that our university’s reputation and our connections with major businesses in Latin America make us a sought-after partner, and the caliber of our faculty as well as of the EPE staff ensures that what we deliver will be first-rate.” ■

Faculty development program brings U.S. academics to a continent straddling the past and the future.

Safaris. Modern cities. Gold and diamonds. Poverty. HIV. Hope.

Africa looms in the public imagination as the embodiment of such contradictions. For Irma Becerra-Fernández (PhD '94), associate professor, Department of Decision Sciences and Information Systems in the college, a two-week study-abroad for professors helped her gain perspective on the paradoxes.

“I knew this would be a once-in-a-lifetime opportunity to learn about Africa—first hand and in depth.”—Irma Becerra-Fernández (PhD '94), associate professor, Department of Decision Sciences and Information Systems

“Such programs move us beyond being tourists, immersing us in the continent’s history, politics, economies, and challenges, and giving

us the opportunity to meet with business and government representatives,” said Becerra-Fernández, who previously participated in a Professional Development in International Business (PDIB) to Mercosur, led by the college’s Center for International Business Education and Research (CIBER), which co-sponsored the May, 2007, trip to South Africa and Kenya. “The destination appealed to my adventurous side and I knew this would be a once-in-a-lifetime opportunity to learn about Africa—first hand and in depth.”

Two countries reveal opposite extremes.

Visiting the two countries presented Becerra-Fernández with additional contrasts.

“South Africa is rich in natural resources, producing 30 percent of the world’s gold, plus diamonds and platinum,” she said. “But the country



Irma Becerra-Fernández during FDIB trip to Africa

faces huge problems with two economies—one rich and white, the other poor and black—and with one-third of the population HIV positive. The condition of the workers was reminiscent of 17th century England at the onset of the Industrial Revolution.”

Despite corruption, a lack of infrastructure, and more evident poverty, Kenya did not suggest the despair she sensed in South Africa.

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“More opportunities exist along with greater access to education, which means positive developments may come faster there,” she said. “For example, the new director of the Kenya Wildlife Service uses technology to make the business more transparent and provide a better experience for the tourist.”

Academic connections emerge from experience.

Becerra-Fernández and several colleagues from the trip plan to produce a case study based on what they witnessed at the Kenya Wildlife Service.

“It’s a model of how technology can help break the shackles of corruption,” said, Becerra-Fernández, the only faculty member from management information systems (MIS) in the group.

The non-profit KickStart.org also fed into her scholarly interests.

“Rather than passing out money, the organization produces tools that Africans can buy to become better entrepreneurs,” said Becerra-Fernández, currently at work on an entrepreneurship-related project funded by a prestigious Kauffman Professor Award. “We visited a woman who bought irrigation tools for a small plot of land, which she now has greatly expanded, becoming a successful entrepreneur.”

On the go twelve hours a day, the group met with the U.S. ambassador to South Africa and went to the Stock Exchange in Johannesburg, among other official visits. They also went on safari during the weekends, spotting numerous species, including cheetahs hunting, then eating their prey.

“To see the animals in their native habitat, completely indifferent to our presence, was amazing,” said Becerra-Fernández, who strongly recommends the trip.



CIBER participants on FDIB trip to Africa

The eighteen-person contingent included faculty members from across the country as well as CIBER staff from the University of South Carolina, the CIBER that managed and led the excursion and that plans to repeat it over the next two years. ■

Conferences address issues of pressing international concern.

How do companies effectively manage work that draws team members from around the world? Beyond outsourcing and offshoring, what challenges arise for global supply chain management or global R&D? What must we do to ensure our safety in an open, yet unsecure, world?

Such questions occupy academics from a scholarly perspective and practitioners as they chart business strategies. At conferences around the globe, members of the college’s faculty present their research while the college’s Center for International Business and Research (CIBER) often acts as sponsor, co-sponsor, or information clearing house.

Conference takes interdisciplinary look at globally distributed work.

In July, 2007, business people and academics met at the Indian Institute of Management Bangalore in India for the “Second International Conference on Management of Globally Distributed Work (GDW).” Kuldeep Kumar, professor, Department of Decision Sciences and Information Systems, and the prime mover in conceptualizing the idea of the Globally Distributed Work Research Foundation and finding corporate partners, served as conference co-chair. Mary Ann Von Glinow, professor, and Knight Ridder Eminent Scholar Chair in International Management, Department of Management and International Business,

was one of three program committee chairs.

“It was particularly gratifying to have the conference in India, where people highly esteem GDW research. . . and where they ‘get’ that offshoring and outsourcing represent only a small part of globally distributed work.”—Mary Ann Von Glinow, professor, and Knight Ridder Eminent Scholar Chair in International Management, Department of Management and International Business

“The conference theme was ‘Globally Distributed Work and the Quest for Business Competitiveness,’ and

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Globally Distributed Work conference included conference co-chair Mary Ann Von Glinow (right), professor and Kinght Ridder Eminent Scholar Chair in International Management, Department of Management and International Business

we had unbelievably fantastic speakers, including high-ranking executives from Infosys; Tata Consultancy Services (TCS), Asia’s largest software services company and a corporate sponsor; BPO, and Accenture India, among others,” Von Glinow said. “It

was particularly gratifying to have the conference in India where people highly esteem GDW research . . . and where they ‘get’ that offshoring and outsourcing represent only a small part of globally distributed work.”

Alan Carsrud, executive director, Eugenio Pino and Family Global Entrepreneurship Center; and Sumit Kundu, professor and Knight Ridder Research Professor, Department of Management and International Business, served on the program committee. Next year’s conference will take place in China.

Fifth Annual AIB Conference on Emerging Research Frontiers in International Business slated for Miami.

Academics from around the world will gather in Miami November 29–December 1, 2007, to consider “Conflict, Security, and Political Risk: International Business in a Challenging Environment” at the Fifth Annual Academy of International Business (AIB)/*Journal of International Business Studies* (JIBS) Conference on Emerg-

ing Research Frontiers in International Business, organized and hosted by CIBER.

“The program will attract those people with an interest in conflict and security in a world that is not secure,” said Von Glinow, director, CIBER; chair of the program committee; and former AIB vice president, whose idea it was to join AIB and JIBS—which CIBER sponsors—for annual conferences.

As a gateway to Latin America, Miami offers an ideal setting in which to discuss the ramifications of doing business in a world of increased threat. A high-level tour of the Port of Miami will bring participants into the heart of the effort to promote trade security.

“Our interdisciplinary orientation spans international business, political science, and international relations to offer a full perspective on the subject,” Von Glinow said. “We hope to publish a special issue of JIBS from the work that emerges from the conference.” ■

College collaborates with peer institutions to benefit students.

With an ongoing commitment to refining its international business programs to prepare graduates for careers in international business, the college taps into many resources to find innovative practices for consideration.

The Consortium for Undergraduate International Business Education (CUIBE), of which the college is a founding member and steering committee member, provides an excellent source for new ideas.

“We changed our structure to an open membership organization, expanding the number of university programs from which all members can draw ideas.”

—Robert Hogner, associate professor, Department of Management and International Business, and development director for undergraduate international business programs

“In 2006, we changed our structure to an open membership organization, expanding the number of university programs from which all members can draw ideas,” said Robert Hogner, associate professor, Department of Management and International Business, and development director for undergraduate international business programs, who represents the college in CUIBE.

“Membership jumped from the original ten to seventeen in the first quarter of accepting applications for joining, and seven more are in the process of application and program review,” he said.

Not only have many universities expressed interest in joining, but also, AACSB International—The Association to Advance Collegiate Schools of Business (AACSB International)—has taken note.

In the spring, AACSB International invited Hogner and three other CUIBE members to present on “Innovative International Alliances in Undergraduate Business Education,” during a session on “Global

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Collaboration and Leadership” at the AACSB International Conference and Annual Meeting.

“We talked about how global service projects fulfill AACSB International’s goals,” Hogner said. “I used our three Global Service and Leadership Projects (GLSPs) to Thailand—which our students plan and execute in partnership with local service clubs—as a proven example of how such internationally sited

projects put a face on globalization and inspire participants to pursue an international business career with a strong service focus.”

The university also hosts CUIBE’s web site.

“Our Technology Center staff worked hand-in-hand with Washington State University, the former host, to ensure a full and complete transition,” Hogner said. ■



Robert Hogner with students in class

New graduate student organization plans to make a difference.

An international trip and a capstone project that affords the chance to apply classroom knowledge to a real-world challenge for a multinational company attract students to the college’s Master of International Business (MIB) program. Now, another draw exists to further this goal: a formal graduate student organization called Graduates Reaching Out Worldwide, or GROW.

“We hope to fortify and deepen graduate students’ understanding and appreciation of community and global service.”—Melissa Miranda, president, GROW



GROW members gather in front of MARC building at University Park.

“We hope to fortify and deepen graduate students’ understanding and appreciation of community and global service,” said GROW president Melissa Miranda, who expects to graduate in December, 2007.

Members intend to work closely with local organizations, corporations, and community groups to increase awareness of the social issues affecting millions of disenfranchised people globally.

“We hope to highlight the multiple barriers pertaining to poverty, homelessness, and social injustice

while gaining the experience and insight needed to become better business and community leaders,” said Sherman Humphrey (BBA ’05), GROW vice president, and August, 2008, candidate for the MIB degree. “We want to promote and engage in intensive social discourse as a way to foster new ideas and become catalysts for change.”

The organization may be unique, according to its faculty advisor, Robert Hogner, associate professor, Department of Management and International Business, and the

college’s Civic Engagement Initiative coordinator.

“I am not aware of any other organizations chartered with the global scope of GROW or this kind of direct linkage with an MIB program,” he said.

“Compassion. Unity. Teamwork. Responsibility. These should comprise an indispensable part of any college education today...and they happen to be the core principles at the foundation of GROW,” Miranda said. ■

He teaches and does translation, but for Malcolm Vivian, the real work involves learning Spanish.



Malcom Vivian (EVEMBA '06)

Malcolm Vivian (EVEMBA '06) describes his involvement in the college's Civic Engagement Initiative as the "icing on the cake with respect to the Evening MBA."

He worked on community service projects as a graduate assistant to Robert Hogner, associate professor, Department of Management and International Business, and coordinator of the initiative.

"It reminded me that those of us with business training can use our knowledge and skills to serve the

communities we live in," he said.

Currently, Vivian focuses his talents on a more personal pursuit, one that seems equally satisfying and signals the fulfillment of a lifelong dream. For the past year, he has lived in Venezuela, learning to speak Spanish.

"I always have wanted to know a second language," Vivian said. "It opens more doors to travel and creates greater cultural understanding."

While Vivian's decision to move to Latin America to study Spanish may seem an atypical path for an MBA graduate, the determination with which he pursues his goal is typical of dedicated college alumni.

Through sheer ingenuity, he keeps himself afloat by cobbling together a living that involves teaching English and working as a translator with a technology firm. He also did a month-long, unpaid stint with an insurance company shortly after his arrival, forcing himself to rely on his newfound language skills outside the comfort zone of the classroom.

"My interest in learning Spanish is for personal enrichment," Vivian said. "But anything that helps you grow on a personal level helps you professionally as well."

"I decided to stay because I discovered that learning a language takes a lot of time, energy, and patience," he added.

"I have discovered that learning a language takes a lot of time, energy, and patience."

—Malcolm Vivian (EVEMBA '06)

Vivian will doubtless leave Venezuela having reached his objective. He exhibits the kind of tenacity that suggests he can achieve whatever he sets his mind to.

"My interest in learning Spanish is for personal enrichment," Vivian said. "But anything that helps you grow on a personal level helps you professionally as well." ■

MIB gives travel professional a chance to change course.

Vicki Clementoni (MIB '04, BBA '95) is a woman on the go. As Sabre Travel Network's manager of travel agency marketing for Latin America, she ventures to the region frequently to help customers implement the company's world-leading technology solutions.

"My team's passion about Latin America shines through in our products and services," Clementoni said.

A travel schedule that might prove grueling to some seems to energize Clementoni, for whom travel represents a calling of sorts and who loves being transported to a part of the world brimming with "culture, natural beauty and amazing people. I have always had an unquenchable desire to experience life on the other side of the world," she said.

Clementoni worked in public accounting for several years. But travel kept beckoning her. In 1994, she decided to take a position in finance at System One. Four years later, she moved into business planning at Sabre.

After she earned her master's degree, Sabre offered her a chance to switch her professional focus by entering the company's marketing

organization. It meant relocating to Dallas, Texas, away from friends and family, an "incredibly hard decision" she said. However, the opportunity to enter a more creative field and further engage her love of both travel and Latin America proved too appealing to pass up.

"I had enrolled in the Master in International Business (MIB) program in the College of Business Administration in part because I wanted to have the broadest opportunities available to me career-wise," Clementoni said. "I knew if I didn't accept the challenge, I'd always wonder 'what if.'"

"The MIB opened many doors, and it was up to me to take advantage of them."

—Vicki Clementoni (MIB '04, BBA '95), manager, Travel Agency Marketing, Latin American Division, Sabre Travel Networks

"The MIB opened many doors, and it was up to me to take advantage of them," she said. "I owe a lot to the program; it was difficult to work, travel, and study at the same time, but it was worth every minute." ■



Vicki Clementoni (MIB '04, BBA '95)

MIB degree provides alumna with fresh spin on family business.

Karem Dávalos (MIB '06) left Perú for the first time in 2005 to participate in the college's Master of International Business (MIB) program.

"I wanted to study abroad," she said. "But my father was skeptical, thinking it would be easier to go to school at home."

That served to embolden the young professional, who had worked in her father's business for several years and felt the need to branch out, both professionally and personally.

When Dávalos enrolled in the MBA program at the Universidad ESAN, she intended to participate in the school's Dual Degree pro-

gram with the college. The program enables students to obtain a master's degree from their home university, and an MIB from Florida International University in less time than it would take to complete the degrees sequentially.

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Karem Dávalos (MIB '06)

"I was excited about living and going to school with students from different countries," Dávalos said.

Despite a grueling schedule that involved full-time work and classes at night, she reveled in the culture and diversity of her new environs.

"I met people from all over the world ... I would not trade the experience for anything."

—Karem Dávalos (MIB '06), marketing manager, Dávalos Imports S.A.

"I met people from all over the world and now have friends from Africa, Hong Kong, and parts of Latin America," she said. "I would not trade the experience for anything."

Dávalos has returned to Perú with more than new friendships. Her education and experiences in the United

States have endowed her with skills, knowledge, and ideas she will use to help her father's company—which she will someday inherit—grow and evolve.

She admires her father for overcoming the poverty of his early life and establishing himself as a successful entrepreneur without any formal education. Yet, she believes what she has learned in the MIB will enable her to propel the company "farther into the future."

Currently, Dávalos enjoys her new responsibilities as a manager in her father's firm and the opportunity to re-connect with a favorite pastime: performing *Marinera*, the traditional Peruvian folk dance that has been a passion of hers since childhood.

"When I dance, I feel so free, like I am entering another world," she said. ■

IMBA graduate finds reward in work as a trust officer.

When he is not fishing or renovating his family's home in Nassau, Dimitris Salvaris (IMBA '06, BBA '04) spends his days as a trust officer on the North Asia team at Cititrust (Bahamas) Limited. In this position, Salvaris manages fiduciary vehicles, including trusts, private investment companies, and foundations for high-net-worth clients in Asia.

Another recent graduate might take some time to settle into the pace of professional life. Not Salvaris. Eager to learn and grow in the field, he now works at earning his designation as a trust and estate practitioner. After that, he plans to gain certification as a financial analyst, regarded as the "industry gold standard."

He also looks ahead to a PhD, which would certainly involve a return to his alma mater.



Dimitris Salvaris (IMBA '06, BBA '04)

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“Florida International University has an excellent reputation in the Bahamas,” Salvaris said. “The professors are incredible, and the students are high caliber. I graduated from the International MBA (IMBA) program with a huge skill set and good working knowledge of financial risk management, statement analysis strategy, business law, and other subjects,” intellectual capital that benefits him every day on the job.

Salvaris also gained friends and critical business know-how through his involvement in Alpha Kappa Psi, the oldest business fraternity in the United States.

“It was great to be around people with similar interests,” he said. “The organization helped me become a better public speaker, build my résumé, and learn about team work.”

Ultimately, Salvaris wants to conduct research and analyses to find unique investment vehicles for clients.

“I love finding new ways to build wealth and to uncover investment opportunities that others haven't considered.”—Dimitris Salvaris (IMBA '06, BBA '04), trust officer, Cititrust (Bahamas) Limited

“I love discovering new ways to build wealth and to uncover investment opportunities that others haven't considered,” he said.

Until then, Salvaris remains fulfilled in his work and content with his island lifestyle.

“The Bahamas is a wonderful place, with friendly people, rich culture, beautiful landscapes, and world-class industries,” he said. ■

Alumna prizes business knowledge in career as artist.

“I was jumping for joy.”

That's how Monique Lai (BBA '96), described her response upon hearing famed ArcLight Hollywood would display her photography exhibit, “Private Property.” The gallery described the Jamaica native's work as evoking “an emotional sentiment and a sense of loss for the natural landscape.”

“ArcLight offers an amazing venue with huge exposure,” said Lai, in a rush of excitement that conveys the passion she brings to both her work and her life.

Lai's star is rising in the world of art. In addition to the ArcLight show, she currently directs *Jamaica Farewell*, a one-woman play written and performed by fellow expatriate Debra Ehrhardt. Based on Ehrhardt's experiences, it provides a humorous and poignant account of one woman's efforts to flee the island nation during the revolution-torn 1980s. Performances will take place in Broward County in November, 2007.

While Lai's good fortune seems to be bursting forth spontaneously, in truth it results from years spent cultivating her talents and seeking opportunities for exposure since moving to Los Angeles, California, in 1998, after graduating from the College of Business Administration.

What possessed this multi-talented creative type to pursue a degree in business?

“In many ways, creative talent is either something you have or you don't,” she said. “But art has a business side as well, and to succeed, you have to know your audience and who you're creating art for.”

Lai also explains that time spent in the business school helped build her confidence and made her feel she could “do anything and rely on my own talents.”

“My intention with art is to inspire people to follow their passions and expose themselves to new experiences.”

—Monique Lai (BBA '96),
photographer and director



Monique Lai (BBA '96)

“My intention with art is to inspire people to follow their passions and expose themselves to new experiences,” Lai said. “In many ways, that's what going to business school did for me.” ■

For more information

For more information, visit <http://business.fiu.edu> or any of the sites below that match your area of interest.

BBA	http://business.fiu.edu/landon/bba.cfm
Center for International Business Education and Research (CIBER)	http://www.fiu.edu/~ciber/
Dual Degree Program	http://business.fiu.edu/chapman/dual_degree_program.cfm
Energy and Business Forum	http://krcem.fiu.edu/energy.html
Evening MBA (EVEMBA)	http://business.fiu.edu/chapman/mba_evening.cfm
Executive and Professional Education	http://business.fiu.edu/epe/epe.cfm
Farmer-to-Farmer Program	http://usaid.fiu.edu/
Frontiers Conference	http://ciber.fiu.edu/frontiers/
Global Leadership and Service Project	http://www.fiu.edu/~ibhs/glsproject/index.html
Globally Distributed Work conference	http://www.fiu.edu/~ciber/gdw.htm
International Business Honor Society (IBHS)	http://www.fiu.edu/~ibhs/
International Business Honors Program	http://business.fiu.edu/landon/ibhonors.cfm
International Business Major	http://business.fiu.edu/landon/ib.cfm
International Business Majors' Internship Program	http://management.fiu.edu/Internships/Internships.htm
International MBA (IMBA)	http://business.fiu.edu/chapman/mba_international.cfm
<i>Journal for Global Business and Community (JGBC)</i>	http://jgbc.fiu.edu/
K-12 Spanish for International Business	http://www.fiu.edu/~ciber/workshop.htm
Master of International Business (MIB)	http://business.fiu.edu/chapman/master_of_intl_business.cfm
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Coffee berries from farm belonging to members of the Cooperativa Cafetalera Capucas Limitada in Capucas, Honduras.



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