

INTERNATIONAL BUSINESS

# WORLD

Leading the way in international business education.

INSIDE

The inaugural Americas Venture Capital Conference

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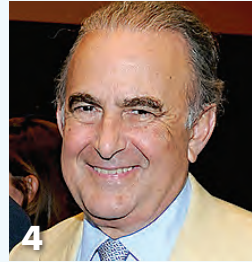
**Business**

FLORIDA INTERNATIONAL UNIVERSITY

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INTERNATIONAL BUSINESS

# WORLD

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# FIU-CIBER receives record grant.

**CENTER DELIVERS ON ITS MISSION, CONTINUES TRADITION OF EXCELLENCE.**

It was a banner year for the Center for International Business Education and Research (CIBER) at Florida International University (FIU).

FIU-CIBER, the first in Florida, was one of 33 U.S. CIBERs to receive a major grant from the U.S. Department of Education (DOE). The center's grant represented the largest funding awarded to Florida's three CIBERs for 2011-14, and a 15 percent increase over the previous funding cycle.

According to Mary Ann Von Glinow, the center's director, CIBER's ambitious proposal scoped out 53 specific programs that FIU-CIBER would undertake, grouped around the two major themes set out in the application:

- improving U.S. international competitiveness in today's world of heightened business challenges/security, and
- using languages and technology wisely in international business: improving K-12, university and business effectiveness through entrepreneurial, innovative means.

Joyce J. Elam, executive dean of the College of Business Administration, calls the financial support a "long-term investment" by the DOE.


"This grant recognizes our commitment to innovative program delivery and timely research in the international business arena," she said.

CIBER also organized two Faculty Development in International Business (FDIB) programs.

The 14th Annual FDIB Mercosur program took 15 faculty members from across the country to Brazil, Argentina and Chile for 12 days.

"We saw how the countries are dealing with the global economic crisis and how recent changes in the United States will affect bilateral relations with the regional trading bloc," said Sonia Verdu, associate director, FIU-CIBER.

Sumit K. Kundu led this year's FDIB to Mumbai and Bangalore in India, during which 11 participants had the opportunity to visit local and multinational corporations, including Siemens and Caterpillar.

FIU-CIBER also co-sponsored the 4th Annual Faculty Overseas Study, with stops in South Africa, Tanzania and Kenya. Titled "Understanding the Business Challenges of Sub-Saharan Africa," the program included visits to large corporations, to smaller traditional companies and to innovative enterprises. 



Mary Ann Von Glinow, Joyce J. Elam and Sumit K.Kundu

Top photo: Gurpreet Singh, senior vice president, organizational capability and innovation, Welspun Group, at Welspun Limited's offices in Mumbai; bottom photo: Infosys Bangalore Campus

The Academy of International Business (AIB), the leading association of international business scholars and specialists, named Mary Ann Von Glinow as its president for 2010-2012. FIU celebrated the event during the organization's annual conference, held in Rio de Janeiro, Brazil. A professor and award-winning researcher, Von Glinow has authored more than 100 journal articles and eleven books, and sits on eleven editorial review boards and numerous international panels. She is the only person to have been elected president of both the Academy of Management and AIB.

# Study abroad programs transform students.

## TRIPS FOSTER RELATIONSHIPS, ENCOURAGE REFLECTION.

It's long been a winning combination for FIU business students: short-term study abroad programs packed with corporate visits, lectures by professors at local universities and immersion in daily life. Together with ongoing coursework, these trips, many organized by FIU-CIBER, deepen the awareness of future global business leaders and create enduring friendships.

Over the past year, the programs have landed groups in Beijing, Shanghai and Hong Kong; Egypt; Paris and London; and Spain, Italy and France, part of the time on a cruise ship. In addition, for the first time, a group of nine International MBA students attended "Corporate Strategies for Europe," a summer program offered by France's EDHEC Business School, a partner in the college's Dual Degree network.

Doreen Gooden, the faculty leader and planner of many of the trips, shares the students' belief that study abroad programs offer "something you would not have learned sitting in a classroom . . . something you have to go and experience."

"The experience is tangible and unpredictable, helps cancel cultural assumptions and gets students to analyze their differences and possible inequities," said Angela Bullard (MA '08), FIU Business undergraduate advisor, who participated in the trip to the Far East.

EDHEC's program brought together students from Argentina, Australia, China by way of Canada, Germany, Malaysia, Peru, South Korea, the United



Adventure-packed study abroad programs deliver unforgettable experiential learning.

Kingdom and the United States for a curriculum that spanned European Union trade regulations, institutions and cultural diversity as well as French studies, with travel to Brussels, Cannes, Lille, Nice and Paris.

"The journey we took was not one measured in miles, but of growth within ourselves," said Frank McGuinness (IMBA '10, BBA '08), who blogged for the group. "We faced different cultures and came to realize the culture most requiring understanding was at times our own. We tried to separate and explain our personal views from that of a nation or region, keep an open mind about how different cultures see the world and pushed ourselves to adapt in ways large and small to be better bridges for communication." 🌐



"The challenging environment in which I plan to work requires skills in dealing with people from various countries, cultures, languages and backgrounds. FIU is a great place to obtain these necessary skills."

**TURKI BASFAR, SAUDI ARABIA**



# College expands Chinese partnerships.

## GRADUATE STUDENTS EMBARK ON BOTH NEW AND ESTABLISHED PROGRAMS.

FIU Business launched an innovative Dual Degree healthcare program with Guangzhou's Southern Medical University (SMU)—ranked as one of the top medical universities in China.

Nancy Borkowski, director, Health Management Programs, and Weidong Xia made the initial visit to China.

Executive Dean Joyce J. Elam and Christos Koulamas, senior associate dean, joined them for the official opening of the relationship, as did two members of the U.S. Consulate General from Guangzhou and the Minister of Health for the province. Twenty students began their studies at SMU and will be traveling to the United States in the fall of 2011 to complete FIU's Healthcare MBA program.

Back at FIU, President Mark B. Rosenberg and Elam invited 23 graduate students from China to a luncheon and meeting. These students are earning a Master of International



FIU President Mark B. Rosenberg welcomed graduate students from China.

Business (MIB) or a Master of Science in Management Information Systems (MSMIS), along with a graduate degree from Dual Degree Network partner universities in China: Tianjin Foreign Studies University, Shandong Economic University and Qingdao University.

Rosenberg said he was “thrilled that so many students from China want to be at FIU,” asked them about their time on campus and answered questions. 🌐

### MIB STUDENTS BUILD TEAMS AND COMPETENCIES.

A new group of 49 students, 40 of them in the Dual Degree program, began FIU's MIB program in the fall of 2010. During an intensive two-day residency in the Florida Keys, they met each other, found out about the resources available to them and participated in team-building activities that culminated in a race and a case study. Twenty-one of the students are from China. 🌐



### GRADUATE DUAL DEGREE NETWORK

Partner schools in the Dual Degree Network collaborate on programs that enable students to experience two different academic and cultural environments while earning two complementary degrees: one from their home institution and one from FIU.

**Argentina** IAE Business School, Universidad Austral (Buenos Aires); UADE Business School (Buenos Aires); Universidad Católica de Córdoba

**Brazil** Pontifícia Universidade Católica do Rio de Janeiro

**Chile** Universidad Adolfo Ibáñez (Santiago); Universidad de Chile (Santiago)

**China** Qingdao University; Shandong Economic University (Jinan); Southern Medical University (Guangzhou); Tianjin Foreign Studies University (Tianjin);

**Colombia** Universidad de los Andes (Bogota); Universidad del Norte (Barranquilla); Universidad EAFIT (Medellin)

**Costa Rica** INCAE (San Jose)

**Croatia** Zagreb School of Economics and Management

**France** EDHEC Business School (Nice and Lille); ESC Clermont Graduate School of Management; Sup de Co Montpellier Business School

**Germany** Munich Business School

**India** The Indian Institute of Information Technology and Management, Atal Bihari Vajpayee (Gwalior); Guru Gobind Indraprastha University (Delhi); Uttar Pradesh Technical University (Lucknow)

**Italy** ALMA Graduate School, Università di Bologna; MIP School of Management, Politecnico di Milano; Università Carlo Cattaneo (Castellanza); Università degli Studi di Bari

**Mexico** EGADE, Tecnológico de Monterrey; ITAM (Mexico City); Universidad Anáhuac (Mexico City)

**Peru** Universidad ESAN (Lima)

**Portugal** ISCTE Business School, Instituto Universitário de Lisboa

**Puerto Rico** Universidad de Puerto Rico (San Juan)

**Spain** ESIC Business & Marketing School (Madrid)

**Trinidad and Tobago** Arthur Lok Jack Graduate School of Business, University of West Indies (Port of Spain)

**Uruguay** Universidad ORT (Montevideo)

**Venezuela** IESA (Caracas)

# Gustavo A. Cisneros is FIU's Executive in Residence.

## NEW RELATIONSHIP PROMISES MUTUAL BENEFITS.

For the first time, the business school has an Executive in Residence: Gustavo A. Cisneros, one of the world's most successful businessmen and chairman of The Cisneros Group of Companies. Already well known to the FIU community through his Wertheim Lecture—"The Role Private Enterprise Can Play in Alleviating Poverty in Our Hemisphere"—and his keynote address at the inaugural Americas Venture Capital Conference, Cisneros will expand his involvement in the college over the next few years.

"We are delighted that Gustavo Cisneros will regularly share his expertise with us in the areas of international business, entrepreneurship and leadership," said Joyce J. Elam, executive dean. "We look forward to his conversations with our faculty as he learns about their research and contributes to their knowledge, and to his lectures to our students, among many other activities."

**"We are delighted that Gustavo Cisneros will regularly share his expertise with us in the areas of international business, entrepreneurship and leadership."** Joyce J. Elam

One example of the value of Cisneros's presence: Modesto A. Maidique, FIU president emeritus and Alvah H. Chapman Jr. Eminent Scholar in Leadership, plans to interview him for his forthcoming book, *Decoding Your Decision DNA*.

"Gustavo Cisneros is one of the foremost leaders in Latin America," Maidique said. "The college, and in particular our Center for Leadership, have much to learn from his knowledge and vast experience. We look forward to a long and very fruitful collaboration."

At Cisneros's first campus visit in his new role, he met with FIU President Mark B. Rosenberg, a number of FIU and business school administrators and a faculty member who researches international business.

"I have no doubt this will be a productive and fulfilling experience for all participants at FIU," Cisneros said. "As

**"I am looking forward to discussing the challenges and implications of leadership in today's globalized world with younger generations and other members of the FIU community as well as the role of entrepreneurs in constantly changing societies."** Gustavo A. Cisneros



Mark B. Rosenberg, FIU president, and Gustavo A. Cisneros

Executive in Residence, I am looking forward to discussing the challenges and implications of leadership in today's globalized world with younger generations and other members of the FIU community as well as the role of entrepreneurs in constantly changing societies." 🌐

# Outreach aids businesses, students.

## EVENTS TAP INTERNAL EXPERTISE AND EXTERNAL CONTACTS.

Although Haiti continues to struggle in the face of challenges, the entrepreneurial impulse remains strong, and with the help of Digicel and FIU, it received a welcome boost.

As part of a new awards program sponsored by Digicel, 24 Haitian CEOs and entrepreneurs—selected from a group of 250 applicants—traveled to FIU for a three-day program, one leg of their journey in competing for “2010 Digicel Entrepreneur of the Year.” They got much-needed encouragement, made important business connections and learned from academics, seasoned entrepreneurs and venture capitalists.

“Despite the acute problems in Haiti, the business people were extremely hopeful and optimistic, which is characteristic of entrepreneurs in any environment,” said Jose de la Torre, who orchestrated the program, organized by the Office of Professional and Executive Education (EPE) and the Eugenio Pino and Family Global Entrepreneurship Center.

In January 2011, Hans P. Garoute, founder of Institut National pour le Développement et la Promotion de la Couture (INDEPCO), the largest network of micro-entrepreneurs in Haiti’s garment sector, and representing the “industry” category, won the coveted title. Winners



Right: ESAN student

Zulma Quispe Anaya;

bottom photo, two participants in the “2010 Digicel Entrepreneur of the Year” program




were recognized in the categories of emerging, environment, food and agriculture, services, and tourism and culture.

EPE also organized weeklong study modules for undergraduate and graduate students from schools in FIU’s Dual Degree Network.


“These students come to experience our highly popular ‘Inbound Study Tour’ of classroom instruction and business site visits,” said Jerry Haar, who designed the program.

Undergraduates from UNIBE, Dominican Republic, focused on international commerce, while graduate business students from Peru’s Escuela de Administración de Negocios para Graduados (ESAN) and Universidad Externado de Colombia took “Introduction to International Business.” Each program included lectures by business leaders; presentations by FIU experts on topics spanning social media, marketing, finance, banking and supply chain management; and visits to sites such as the Port of Miami, the Net Access Point of the Americas and international Internet routing company Terremark.

Experiences during the on-campus residencies reinforced the principles of the program.

“I saw the words ‘Worlds Ahead . . . Global Learning for Global Citizenship’ above the south entrance of the Graham Center,” said Zulma Quispe Anaya, from ESAN. “This is a great message, and shows FIU’s focus and level of commitment. Plus it summarizes my unforgettable experience at FIU.” 

### LATIN AMERICAN FORUM OFFERS UNIQUE OPPORTUNITY TO C-LEVEL EXECUTIVES.

Since its founding in 2004, the Latin American Forum—the brainchild of Jose de la Torre, professor emeritus, and Marjorie Kean, managing director, Diversified Search—has brought together the heads of Latin American operations for major multinational corporations as well as several presidents of Latin America-based companies to discuss critical issues they face in the region and to hear from a host of business, government and academic leaders. A members-only group, the forum generally meets eleven times each year for intense discussions and networking. Recent topics have spanned Peru’s prospects for trade and investment, Brazil’s election and its impact on economic prospects, and the search for talent in the region. 



## A path to new connections for Latin American entrepreneurs

The launch of the Americas Venture Capital Conference is a story of collaboration among the university, the business community and a multinational group of individuals, all committed to emerging ventures.

**The entrepreneurial vision.** As the director of the Eugenio Pino and Family Global Entrepreneurship Center, Irma Becerra-Fernandez had a mission: leveraging FIU's position as a focal point for the South Florida business community and the Latin American entrepreneurial world. She sought to create an event that would bring entrepreneurs from throughout Latin America together at FIU in Miami, linking them with the regional and national infrastructure of venture capital investors and support services. Becerra-Fernandez shared her plan for the Americas Venture Capital Conference (AVCC) with Executive Dean Joyce J. Elam, known as a champion of innovative programs that have extended the university's reach globally. Elam's strong support of the program—and commitment of the school's resources—gave the green light to a full-scale planning effort.

**Strong community resources.** The AVCC Advisory Board, with members from all facets of South Florida's entrepreneurial, investment and financial services community, took on the development of the conference, structuring panels and workshops, building relationships with business services and sponsors, and generating community awareness and support for the event. Led by Becerra-Fernandez and conference co-chair Faquiry Diaz Cala, CEO and president of Tres Mares Group, the board designed an opportunity for the top innovative ventures in South Florida and Latin America to present their business plans to venture capitalists and other conference attendees. A selection committee chose fifteen ventures working in strong growth sectors from South Florida and Latin America to present at the conference. To help companies that were presenting to venture capitalists for the first time, the board recruited a team of coach-mentors who were available for guidance and support.

**Leading experts speak; important participants attend.** Energized by the opportunity to participate in a first-of-its-kind gathering, panelists from across the United States and Latin America accepted the invitation to address the conference. FIU Business faculty members, led by conference co-chairs Jerry Haar, associate dean of international programs, and Sumit K.



Kundu, Knight Ridder Research Fellow, helped design a program that would educate conference attendees, many of them hands-on entrepreneurs, on recent research. Thought leaders in Latin American entrepreneurial education included Silvia Carbonell, founder and director of the Entrepreneurship Center at IAE Business School in Argentina, and Andres Guerrero Alvarado, entrepreneurship coordinator of the Universidad de Los Andes School of Management in Colombia. FIU College of Law faculty convened an expert panel on legal issues related to venture capital. Investment advisors and venture capitalists from around the United States





# at FIU Business

explored current issues, and attendees came from around the country and the world. Successful entrepreneurs, including Constancio Largaia, founder of Weemba and Patagon, and leading corporate executives such as Don Browne of Telemundo, shared firsthand stories of success in the global environment.

**Stellar results: four important growing companies recognized, networks formed.** A panel of judges awarded prizes to four companies in key sectors.

**Oncobiomed**, Chilean biotechnology company focused on the prevention and treatment of cancer. Tres Mares Innovation Prize: \$10,000 in cash and an artist's rendition of innovation by Miler Lagos valued at \$5,000.

**Baby Abuelita**, producer of Hispanic cultural toys and education products for leading retailers. FedEx Access to Global Markets Prize: \$10,000 in-kind services, for its commitment to global trade.

**Open English**, online provider offering a customized program of English language instruction. CP Capital Emerging Venture Prize: \$10,000 in investment banking services.

**Yellow Pepper Mobile Financial Solutions**, provider of mobile financial solutions to consumers in Latin America. CP Capital Inflection Venture Prize: \$10,000 in investment banking services.

"The presenting companies were among the most attractive group of early stage private ventures I've seen recently, a unique and dynamic set of companies" said Jon Karlen, general partner at Flybridge Capital Partners of Boston, Massachusetts, an early stage venture capital fund with an investment in Open English.



## FIU Business: at the center of an energized conversation.

The two-day event took place at FIU's stunning College of Business Complex. Eager to capitalize on the opportunity to meet and learn from each other, participants engaged panelists at sessions on finding investors, managing risks, and targeting ventures in key sectors and emerging nations. Countless networking opportunities emerged, from morning coffee to cocktails in the courtyard under balmy Miami skies. The atmosphere was one of collegiality—and possibility.

"This is a place where we can begin to propel dreams forward toward reality and help creative ideas bear fruit," Gustavo A. Cisneros, chairman of The Cisneros Group of Companies, told over 350 attendees in his keynote address.

Spurred by a supportive community and an institutional commitment to global leadership, FIU pledges to continue its role as a catalyst for the continued convergence and growth of the Latin American business community. Plans are now underway for the second America's Venture Capital Conference, November 16-17, 2011.

"Our business school, our university and our alumni stand at the center of the entrepreneurial core of South Florida," FIU President Mark B. Rosenberg said. "We will continue to grow with our growing community, as an integral part of the future of our hemisphere's entrepreneurial world." 



### SPONSORS

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Carey, Rodriguez, Greenberg & Paul, LLC  
New World Angels

#### Award Sponsors

Tres Mares Group  
CP Capital Securities, Inc.  
FedEx Express Latin America and Caribbean

1 Keynote speaker Don Browne, president, Telemundo Communications Group, Inc.

2 Conference co-chair Faquiry Diaz Cala

3 Attendees actively participated in the sessions.

4 Irma Becerra-Fernandez; Mark B. Rosenberg; Patricia Phelps Cisneros; Gustavo A. Cisneros; and Adriana Cisneros de Griffin, vice chairman and director of strategy of the Cisneros Group of Companies



# Business school continues to shine in rankings.

## COLLEGE REMAINS STRONG FOR INTERNATIONAL BUSINESS, HISPANICS.

Four recent rankings showed the ongoing strength of FIU's business school in international business.

Since 2005, *U.S. News & World Report's* "America's Best Colleges" has ranked undergraduate international business programs in the college among the 15 best in the nation, three times in the top 10. In 2011, this specialty within the college's programs ranked #15.

"It's phenomenal that we're in the top 15 again," said K. Galen Kroeck, chair, Department of Management and International Business. "All the institutions in the group are highly regarded schools with a profound influence on international business. We plan to expand our contributions to the Consortium for Undergraduate International Business Education (CUIBE) through a number of initiatives. The four-year funding for FIU-CIBER will enable us to continue offering outreach programs for business people, sponsor faculty research and organize study abroad opportunities, among many other activities. And, as we keep hiring leading faculty in the field, I have little doubt that we will remain in the top tier of undergraduate business programs in international business."

*U.S. News & World Report* also ranked the Chapman Graduate School 24th in international business in its "Best Business Schools Specialty Rankings: International" category.

"This is another proof point of our increasing prestige in international business," said Luis Casas, the college's director of marketing, communications and recruiting. "We are particularly proud of the rating because it reflects the strategic importance that we place on preparing our students for success in the global economy."


Also, The Princeton Review's second annual "Student Opinion Honors for Business Schools," which reflects the evaluations of 19,000 MBA students, rated the Chapman Graduate School among the top 15 business schools in two categories—global management and operations.

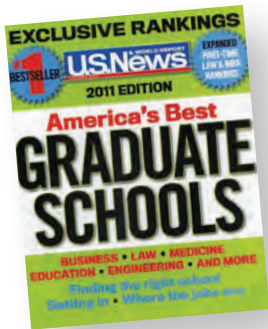


"The student ratings show that we are delivering on our vision of becoming one of the world's leading international business schools," Casas said.

*Hispanic Business* ranked the college eighth in the country for the second consecutive year in its annual ranking of "Best Business Schools for Hispanics." The publication's listing looks at the percentage of Hispanic student enrollment, the percentage of Hispanic faculty and what it

calls "progressive programs aimed at increasing enrollment of Hispanic students."

"We are extremely pleased to be among the institutions in *Hispanic Business's* top ten again," said Joyce J. Elam, executive dean, noting that in 2009 through 2010, the college's Hispanic-American undergraduate enrollment was 68 percent and its graduate enrollment was 51 percent. "Our Hispanic students have cultural roots from all across Central America, the Caribbean, South America and Europe—a diversity that reflects Miami's unique position as 'the crossroads of The Americas.'" 



### CENTER FOR INTERNATIONAL BUSINESS EDUCATION AND RESEARCH AWARDS GRANTS.

FIU-CIBER awards research grants to faculty members for projects with an international focus.

Irma Becerra-Fernandez and Weidong Xia, Designing a Global Innovation Venture Knowledge Base and Profiling Top Innovation Ventures in the Emerging Market

Krishnan Dandapani, Can Emerging Economies Use Technology to Achieve Leapfrog Growth?: A Study of Mobile Banking

Kaushik Dutta, Agility Methodology for Global Delivery Model

Xiaoquan Jiang, Aggregate Earnings-Return Relationship: A Global Perspective

Sumit Kundu, Strategic Capability Shifts, Asset Redeployment and Uncertainty: the Moderating Role of Managerial Discretion in the Choice of Entry Mode

Ronald Lee, How to Offend Your International Host (Or Not): A Bot Simulation Trainer for Angry Aggression

Tiger Li, Teaching International Entry Strategies in an MBA Experiential Learning Course: Implications for International Business Education

Clark Wheatley, Earnings Management in Mexican Firms Subsequent to the Adoption of the North American Free Trade Agreement

Weidong Xia, Clinical Case Studies on the Strategic and Human Resource Management Practices of Chinese IT Off-shoring Providers

Steve Zanakos, Global Tolerance Index and International Competitiveness



## COLLABORATIVE RESEARCH CROSSES BORDERS.

Faculty members collaborate across the college and with colleagues worldwide on cutting-edge research. A sampling of their projects follows.

Monica Chiarini Tremblay's paper "Why Link In? Proposal for a Critical Analysis of a Professional Social Network Site," coauthored with a colleague from the United Kingdom, has been accepted for presentation at the "Critical Management Studies" conference in Italy.

Jose de la Torre is working with colleagues in Chile and Portugal on an article titled "Organizational Responses to Regional Integration Among MNEs in Latin America," slated for publication in *Management International Review*, a premier journal.


G. Ronald Gilbert is collaborating with Meredith Burnett, Donald Roomes and a colleague from Australia on a cross-national organizational performance study. The team, which has captured 10 measures of internal organizational effectiveness that have been validated in the United States, is now attempt-

ing to test them for measurement equivalence across national boundaries, including Australia, Jamaica and the United States.

Sumit K. Kundu is working on a research paper entitled "Institutional Environments for Entrepreneurship: A Three Country Study" with coauthors from Finland, Switzerland and New Zealand.

Robert W. McGee is working on a number of projects with scholars from other countries, including book chapters with coauthors from Canada, Estonia, Germany, India, Poland and Turkey; articles with colleagues from Egypt, Germany, India, Kyrgyzstan, Mexico, New Zealand, Poland, Turkey and United Arab Emirates; and conference papers coauthored with researchers from Germany, Poland, South Africa and United Arab Emirates.

Juan I. Sanchez presented a study entitled

"Testing a Model of Tolerance towards Unethical Behavior amongst Employees of State-Owned Companies in China" at the Third World Ethics Business Forum in China, coauthored with a colleague from China. He also presented his work at Lingnan University in the Hong Kong territories, and gave an invited talk at DIOP, the society for Industrial and Organizational Psychology, in Hong Kong. In addition, he is working on a manuscript titled "What is the Best Way to Manage Cross-Cultural Differences? A Test of Three Models in Latin America," with colleagues from ESADE Business School in Barcelona. And he is working on a manuscript entitled "Individualism-Collectivism as a Moderator of Work Demands: A Cross-Level and Cross-National Examination," coauthored with researchers in Florida, Oregon, the United Kingdom and others. 

### FACULTY PREMIER JOURNAL PUBLICATIONS

Dinesh Batra, "Modified Agile Practices for Outsourced Software Projects," *Communications of the ACM*, 52.9 (September 2009) 143-148.

B. Vissa and Aya S. Chacar, "Leveraging Ties: the Contingent Value of Entrepreneurial Teams' External Advice Network on Indian Software Venture Performance," *Strategic Management Journal*, 30.11 (November 2009) 1179-1191.

L. You and Robert T. Daigler, "Is International Diversification Really Beneficial?," *Journal of Banking and Finance*, 34.1 (January 2010) 163-173.

L. Lopez, Sumit K. Kundu and L. Ciravegna, "Born Global or Born Regional: Evidence from an Exploratory Study in the Costa Rican Software Industry." *Journal of International Business Studies*, 40.7 (September 2009) 1228-1238.

D. Chen, S. Park and William Newbury, "Parent Contribution and Organizational Control in International Joint Ventures," *Strategic Management Journal*, 30.11 (November 2009) 1133-1156.

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L. Lu, P. E. Spector, C. L. Cooper, S. Kao, T. Chang, T. D. Allen, L. M. LaPierre, M. P. O'Driscoll, S. A. Poelmans and Juan I. Sanchez, "Cross-cultural Differences on Work-to-Family Conflict and Role Satisfaction: A Taiwanese-British Comparison," *Human Resource Management* (John Wiley and Sons), 49.1 (January 2010) 67-85.

John Tsalikis and Walfried M. Lassar, "Consumer Perceptions of Business Ethical Behavior in Two Muslim Countries," *Journal of Business Ethics*, 89.1 (September 2009) 91-98.

### FACULTY BOOKS

F. J. Contractor, V. Kumar, Sumit K. Kundu and T. Pedersen, *Global Outsourcing and Offshoring: An Integrated Approach to Theory and Corporate Strategy*, Edition No. 1, Cambridge, United Kingdom: Cambridge University Press, 2010.

Robert W. McGee and G. G. Preobragenskaya, *Accounting and Financial System Reform in Transition Economies: A Case Study of Russia*, Edition No. 1, Dalian, Liaoning Province, China: Dongbei University of Finance and Economics Press, 2010.

Robert W. McGee and G. G. Preobragenskaya, *Accounting and Financial System Reform in Eastern Europe and Asia*, Edition No. 1, Dalian, Liaoning Province, People's Republic of China: Dongbei University of Finance and Economics Press, 2010.



Kenneth Henry (PhD '08) recently was elected as the first and only U.S.-based member to serve on the board of directors for the Association of Chartered Certified Accountants, the global body for professional accountants.

# Alumni success has global reach.

## CORPORATE EXECUTIVES AND ENTREPRENEUR PUT DEGREES INTO PRACTICE.

### **MBA NAMED TO A TOP SPOT AT INGERSOLL RAND.**

In August 2010, Manlio Valdes (MBA '01) was named president, EMEIA (Europe, Middle East, India and Africa) Climate Solutions for Ingersoll Rand, a \$13 billion global diversified industrial company. The announcement marked the latest achievement for this talented and accomplished industry leader.



**“The master’s program gave structure and context to some practical knowledge I had.”**

Manlio Valdes (MBA '01), EMEIA Climate Solutions for Ingersoll Rand

Now based in Brussels, Belgium, Valdes joined Ingersoll Rand in 1988 as a product specialist. His career has included assignments in Mexico, the United Kingdom, the United States and Venezuela in sales, distribution, services and general management. Most recently, he served as vice president, global product management for the industrial technologies division.

Valdes had received a Bachelor of Science in electrical engineering from Duke University in 1988. To earn a Master of Business Administration, he selected a program at FIU that allowed him to continue his career.

“One of my mentors, Ernesto Ramon, then president of Ingersoll Rand Latin America, spoke very highly of the school and recommended it to me,” he said.

Now Valdes himself praises FIU.

“The master’s program gave structure and context to

some practical knowledge I had,” he said. “It also gave me a forum to exchange ideas, experiences and challenges with a very talented group of individuals.”

He cites classes in marketing management, operations management, and mergers and acquisitions financial management as being particularly helpful to his career.

“At Ingersoll Rand, like most multinationals, credentials alone will not get you promoted,” he said. “Your performance and demonstrated potential are the basis for advancement. That being said, the knowledge and experience of my FIU program is a part of the overall mosaic that makes up my portfolio and ‘brand equity’ within the company.”

### **MIB GRADUATE LEADS DISNEY’S EFFORTS TO PROMOTE ITS BRAND WORLDWIDE.**

“Borders blur.”

That’s how Rita Ferro (MIB '03, BS '92), describes global business. She should know. Recently promoted to executive vice president, Disney Media Sales and Marketing, Ferro’s career path has been decidedly international and dramatically upward.



**“I learned ways in which global markets are similar and important differences in the way they respond to business.”**

Rita Ferro (MIB '03, BS '92), executive vice president, Disney Media Sales and Marketing





### **“My Executive MBA from FIU has been a big plus.”**

Jorge E. Murillo-Zuluaga (EMBA '08), owner Blue Water Journeys

Immediately prior to assuming her new role in June 2010, she was vice president, advertising sales, Disneymedia+, leading a sales team of 70 in offices in Argentina, Mexico, Brazil and Miami, and with representatives in Colombia, Venezuela, Dominican Republic, Ecuador, Chile, Peru and Central America.

That breadth of experience has given her the ability to work across borders; a must for someone who is now the head of advertising sales and marketing for Disney Media in the United States as well as the global advertising sales lead for Disney Channels Worldwide. This includes a portfolio of channels in 169 countries/territories in 34 languages available in nearly 300 million unduplicated households worldwide. In addition to the United States, the company has media assets in Canada, Europe, Latin America, Japan, Australia and throughout Asia.

“As someone who understands the international markets and works in the United States, I also understand how we can work with our international counterparts and how we can take our products to those markets,” she said.

Though her work experience has been a key component of her advancement, having the Master of International Business from FIU has also been an essential part of her professional success.

“Among many things I learned were ways in which global markets are similar and important differences in the way they respond to business,” she said.

### **MBA GRADUATE HITS THE HIGH SEAS.**

Some cruise ships are floating cities, with ice rinks, shopping malls and casinos.

Through his new company, Blue Water Journeys, Jorge E. Murillo-Zuluaga (MBA '08) offers a cruise on a smaller vessel, the 66-passenger Sea Voyager, designed to give people more of a high-seas experience.

“The concept of being on a ship got lost somehow, with passengers in a theater instead of enjoying a sunset,” he said. “Our expeditions are about exploring new places while having a real travel adventure. Because of our size, we can visit more secluded areas such as unspoiled beaches, jungles and waterfalls. We go to beautiful spots for scuba diving, ecotourism and photography.”

Hailing from Colombia, Murillo had already earned two bachelor's degrees, including one in marine transportation. But this entrepreneur knew he needed a master's degree to be as prepared as possible and chose the Chapman Graduate School.

“My Executive MBA from FIU has been a big plus,” he said. “It opened my point of view and helped me understand more about starting my own business, including learning operational management, marketing and financing, and being able to put all the pieces together.”

Murillo spent four years developing his business. He reports that the experience has at times been a nightmare; other times, pure joy. But he said, he's always “working like crazy.”

Currently, the Sea Voyager sails from Cartagena, Colombia to destinations including the San Blas Islands and Colon in Panama, and the San Bernardo Archipelago and Capurgana in Colombia, with expansion plans underway for Colombia's Pacific Coast. 🌐



“The business programs constantly rank among the best in the United States. And the mix of students offers me the opportunity to examine real case scenarios from many different viewpoints, which adds to my knowledge.”

**OLAYEMI YOMI-TOKOSI, NIGERIA**



# IBHS develops enriching programs.

## STUDENTS DEEPEN GLOBAL AWARENESS AND COMMITMENT.

Members of the International Business Honor Society (IBHS) take their preparation as future leaders seriously. Through a host of activities, they learn about the world at large and serve the world close at hand.

A series of corporate visits enable the students to “get a glimpse at businesses affecting Miami-Dade and Broward counties,” said IBHS Vice President Victoria Palma, HR coordinator at Columbus Networks, who planned a site visit for the group.



Ten students and IBHS advisor Constance Bates gained insights into high-speed broadband fiber optic networks from the company’s president and COO Paul Scott and six other executives.

“Being able to visit companies not easily accessible otherwise helps us prepare for our professional lives,” Palma said.

The group also hosted “Around the World” events, the idea of IBHS President Belinda Sardinas, focused on international business practices—in Arab nations, China, India, Italy, Mexico and Peru—and designed to help students who plan to study, work or do business abroad.

One of the presenters was Claudio Pastor, executive director of the Miami chapter of the Società Dante Alighieri, an international organization promoting Italian culture and language. Attendees also got a taste of Italy with bruschetta, olives, biscotti and other refreshments.

Recognizing that being a global business leader also involves service, the group, along with students from FIU’s National Society of Collegiate Scholars and the Honors College, collected more than 100 child-size Halloween costumes to distribute in Sweetwater, an economically challenged area of mostly Hispanic residents. Donations came from area stores, such as Target, as well as private donors. They also hosted a party, which featured face painting, candy bag decoration, hands-on projects, treats made by the students and a visit from Elmo and Hello Kitty.

“Seeing how much fun the kids were having and the parents enjoying working on crafts with their kids made us volunteers feel wonderful,” said Jessica La Torre, who helped organize the event.

“What the students did was amazing,” said Barbie Cabell, a Sweetwater parent. “This is a poor town, and these kids wouldn’t have had costumes for Halloween. The students brought joy to these children and their parents.” 

IBHS members organize and participate in events that give back to their fellow students and the community.



“FIU Business gives us the opportunity to work with very knowledgeable faculty who challenge our skills and constantly make us want to improve and become better business managers.”

**GIDA AVILA, DOMINICAN REPUBLIC**







## KUWAIT PARTNERSHIP TAKES SHAPE.

Executive Dean Joyce J. Elam and Christos Koulamas, senior associate dean, traveled to Gulf University for Science and Technology (GUST) in Kuwait to discuss new masters programs in accounting and finance, and to sketch out how the logistics between the two institutions might be handled.



- ① Joyce J. Elam and Christos Koulamas flanked by GUST's College of Business Administration's vice dean Kamel Benameur and dean, Lee Caldwell
- ② Shuaib A. Shuaib, president, GUST; Joyce J. Elam; Christos Koulamas; and Lee Caldwell
- ③ Seated, J. Abdulsalam, trustee, GUST, observes as Abdul Rahman S. Al-Muhailan, chair, GUST Board of Trustees, shows Christos Koulamas a picture created by GUST students as a gift to the college.

## FACULTY MEMBERS FEATURED IN THIS ISSUE

**Constance Bates**, associate professor, Department of Management and International Business

**Dinesh Batra**, Knight Ridder Center Research Professor, Department of Decision Sciences and Information Systems

**Irma Becerra-Fernandez**, director and fellow, Pino Global Entrepreneurship Center; professor, Department of Decision Sciences and Information Systems

**Nancy Borkowski**, clinical associate professor, Department of Decision Sciences and Information Systems

**Meredith Burnett**, assistant professor, Department of Management and International Business

**Aya S. Chacar**, associate professor and Knight Ridder Center Research Fellow, Department of Management and International Business

**Monica Chiarini Tremblay**, assistant professor, Department of Decision Sciences and Information Systems

**Robert T. Daigler**, Knight Ridder Center Research Fellow, Department of Finance and Real Estate

**Krishnan Dandapani**, professor, Department of Finance and Real Estate

**Jose de la Torre**, professor emeritus, Department of Management and International Business

**Kaushik Dutta**, associate professor, Department of Decision Sciences and Information Systems

**Joyce J. Elam**, executive dean; James L. Knight Eminent Scholar Chair in Management Information Systems, Department of Decision Sciences and Information Systems

**G. Ronald Gilbert**, clinical professor, Department of Management and International Business

**Doreen Gooden**, instructor, Department of Management and International Business

**Jerry Haar**, associate dean; professor and research fellow, Department of Management and International Business

**Kenneth Henry**, clinical associate professor, School of Accounting

**Xiaoquan Jiang**, assistant professor, Department of Finance and Real Estate

**K. Galen Kroeck**, chair and professor, Department of Management and International Business

**Christos Koulamas**, senior associate dean; chair and Ryder Eminent Scholar Chair in Management Information Systems, Department of Decision Sciences and Information Systems

**Sumit K. Kundu**, Knight Ridder Center Research Fellow, Department of Management and International Business

**Walfried M. Lassar**, director, Ryder Center for Supply Chain Management; chair and Ryder Professor, Department of Marketing

**Tiger (Xiaohu) Li**, associate professor, Department of Marketing

**Robert W. McGee**, associate professor, School of Accounting

**William Newbury**, associate professor, SunTrust Bank Professor, Department of Management and International Business

**Donald Roomes**, instructor, Department of Management and International Business

**Juan I. Sanchez**, professor, Knight Ridder Byron Harless Eminent Scholar Chair in Management, Department of Management and International Business

**John Tsalikis**, BMI Associate Professor of Marketing, Department of Marketing

**Mary Ann Von Glinow**, director, FIU-CIBER; professor, Knight Ridder Eminent Scholar Chair in International Management, Department of Management and International Business

**Clark Wheatley**, associate professor, School of Accounting

**Weidong Xia**, associate professor, Department of Decision Sciences and Information Systems

**Steve Zanakis**, professor, Department of Decision Sciences and Information Systems

"Today's business world depends heavily on one's ability to interact and work effectively in diverse teams and situations. The college's diversity and international focus on global multicultural business will help me succeed."

**PAWEL LAKOMSKI, POLAND**





# Business

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