

CIBER Synergies

An Update on Programs of the

Center for International Business Education and Research

**Warrington College of Business Administration
University of Florida**

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Website: <http://bear.cba.ufl.edu/centers/ciber/>

Telephone: (352) 392-3433

Fax: (352) 392-7860

From the directors

During 1999-2000, MBA students spent six weeks in Rio de Janeiro gaining fluency in Portuguese and studying business in Brazil. Undergraduates filled to capacity new courses on Global Telecommunications Strategy and Economic Development of Latin America. Small businesses in Florida benefited from export strategy plans developed abroad by graduate students in business from four universities across the state. Academics, government policy makers and industry representatives participated in conferences on the world sweetener markets in the 21st century, on infrastructure and e-business opportunities in Latin America, and on university-industry collaboration to improve global competitiveness of technology businesses. University of Florida (UF) faculty began new research on emerging markets of Eastern Europe, foreign franchising, exchange rate volatility and international measurement of telecommunications infrastructure.

These are a few of the exciting new CIBER-supported programs that served students, faculty and businesses last year. Emphases of 1999-2000 were enhancing multidisciplinary research and increasing opportunities for on-site international business experiences abroad. Faculty from six colleges and eighteen departments participated in a monthly workshop series on international business (IB) research and a competitive research grants program encouraged multidisciplinary studies. Study tours and study abroad programs were funded for undergraduates, MBAs and faculty and graduate student travel funds supported foreign fieldwork for IB dissertations and theses.

First-year initiatives of 1998-99 were revised, improved and expanded. CIBER-supported courses and degree programs during 1998-1999 and 1999-2000 impacted nearly 10,000 undergraduates and over 1,000 graduate students at UF. Curricula programs ranged from a broad introduction to the global economy for thousands of students in Principles of Macroeconomics to specialized tutorials on Asian business for Japanese language students to an entire new IB master's degree.

To continue on this successful journey, new initiatives are being planned and implemented. These focus on the goals of increasing student and faculty opportunities for specialized, intensive IB experiences; greater incorporation of area and language studies into the business curricula; extension of IB learning opportunities to other institutions; expansion of interdisciplinary IB research; and development of new outreach programs that partner CIBER with businesses and institutions of higher learning.

Welcome to the growing UF CIBER! We're proud to share with you how CIBER is serving students, faculty and businesses.

Carol West
Director

Mark Jamison
Associate Director for
Business and Economic
Studies

Terry McCoy
Associate Director for
Languages, Area and Other
Professional Studies

Serving students

Undergraduate programs provide a broad introduction to international business for thousands of students and specialized, intensive opportunities for students seeking more in-depth training. Graduate students receive advanced IB training through formal coursework as well as through research experiences abroad.

Undergraduate students

- ***Study abroad and tuition scholarships*** were awarded to four outstanding undergraduate students this past year. With supplemental funding provided by the United States Department of Education, the Center was able to offer two, \$3,500 awards to study abroad. Applications were reviewed by a special committee and the recipients were selected on the basis of financial need, grade point average, and demonstrated commitment to a career in global business. Heather Fava, junior in Marketing and Jason Mills, sophomore in Marketing and Finance, received the awards. Both students participated in the Summer Tour for Undergraduates to Paris, Brussels, and London. On an ongoing basis, UF CIBER will annually award two undergraduates with a \$1,000 general tuition scholarship. In 2000, a committee selected two students to receive this support based on grade-point average, financial need, and interest in global business. Rashelle Sannon, junior in Finance with a minor in Economics, and Patricia Gomez-Gracia, sophomore in Marketing with a minor in Economics, were the recipients.

- ***Principles of Macroeconomics*** continues to provide an exceptional forum to introduce a large number of UF students to international business. Approximately 3,000 students per year take the course via TV replay from campus teaching legend Distinguished Service Professor David Denslow. Funded by CIBER during the 1998-1999 academic year, Dr. Denslow developed a set of seven live extra-credit lecture/short quiz sessions on international business topics to augment the regular course material. These lectures were enhanced and increased to a total of ten in the most recent academic year and have become known as "The CIBER Classes." Over 67% of the nearly 3,000 students enrolled attend these optional lectures. (For a list of series topics, see Appendix 1). In addition to the three new extra-credit lectures, Dr. Denslow internationalized the mainstream portion of the course this past year by relating the effects of globalization to basic macroeconomic models and principles.

- ***International Business Economics*** was introduced as a track in the economics major in the 1998-99 academic year and was enhanced in 1999-2000.

Besides the standard business core, students in the track take a trio of courses to complete their BSBA degree: *International Macroeconomics*, *International Trade* and *The Firm in the Global Economy*. (Course descriptions were provided in Appendix 2 of the 1998-1999 CIBER Annual Report). During the 1999-2000 academic year enrollment in the three courses grew from 292 students to 328 students. The courses are enormously popular, receiving average student ratings of 4.27, 4.37, and 4.42 respectively on a scale of 1 (poor) to 5 (outstanding).

Teaching capacity in the track was expanded as macroeconomist Dr. William Bomberger developed the requisite IB teaching skills to deliver *International Macroeconomics* as well as traditional *Intermediate Macroeconomics*. Dr. Bomberger's new IB efforts were clearly well-received by students who rated his Spring 2000 international course a 4.50 on a scale of 1 (poor) to 5 (outstanding).

- ***International Economic Relations*** upgraded content and technology this past academic year with CIBER course development support. One hundred students enrolled in the course which focused on the development of international economic policies; geographic, economic, social and political factors underlying contemporary international problems; and economic and political methods employed by the leading commercial nations. The new content and Microsoft PowerPoint delivery proved exceptionally effective. The course received an almost perfect student rating-- 4.89 on a scale of 1 (poor) to 5 (outstanding).

- ***Area studies and language students*** were, for the second academic year, provided specialized international business study opportunities through UF's Foreign Language Across the Curriculum (FLAC) program. Traditionally, FLAC augments a non-language course with a one-credit extra section of related material taught in a foreign language. In Fall 1999, CIBER funded a Spanish FLAC for the *Latin American Business Environment* course taught in the Center for Latin American Studies (CLAS). Ten students participated in that course. Continuing from the practices of the previous year, the Warrington College of Business Administration (WCBA) funded a one-credit extra section on Japanese business for Japanese language students in the Spring of 2000. Six students took advantage of this opportunity. To address problems with differing levels of language competency noted in the first year, separate sections were offered for second and third year students this past year.

CIBER supported a summer term non-credit class, *Intensive Beginning Spanish for Business*. While the class was targeted for graduate students, faculty and members of the business community as well as undergraduates were eligible to enroll. In response to the interest and needs of students, this course will be revised for Summer A 2001 and be offered for credit as *Intermediate Commercial Spanish* for undergraduate students.

- ***Both business and non-business students*** benefited from CIBER-assisted development of two new IB undergraduate courses in the Economics Department. The courses were *Economic Development of Latin America* and *Global*

Telecommunications Strategy. Business students learned how differing global cultures, politics and regulatory policies impact international strategy and non-business students learned how economic fundamentals of the world marketplace need to be considered in business development plans. Each class was very popular with the broad range of students it attracted. Both courses reached capacity enrollment with many more students requesting the opportunity to register. Course evaluations indicated broad-based student enthusiasm for more global multidisciplinary offerings.

Economic Development of Latin America was one of the new courses introduced under CIBER support in Spring 2000. The course is a critical assessment of Latin American political economy and economic development issues key to understanding the evolution of the area into the major global market it is today, a 33-country region with nearly 500 million inhabitants. Topics covered include commodity price cycles and balance of payment fluctuations; import substitution industrialization; international indebtedness; trade liberalization and the development of free trade areas; inflation stabilization policies; poverty eradication difficulties; privatization. The class filled to capacity at 42 students and will be offered again in the Spring of 2001. (The Spring 2000 syllabus for this course is provided in Appendix 2.)

Global Telecommunications Strategy was the second new course introduced by CIBER support in Spring 2000. It provides an overview of the global information industries and players, government regulation and trade issues, technology and business practices. Particular emphasis is given to the rapid evolution of these industries; convergence of media, telecommunications and computer sectors; media conglomerates; mergers and alliances; pricing; property rights; local and global strategies; new business creation; customer acquisition and retention. Case studies cover traditional businesses, new conglomerates and new entrants and are drawn from both developed and developing countries. The capacity enrollment of 45 students evaluated the class a 4.50 on a scale of 1 (poor) to 5 (outstanding). The course will be enhanced and offered again in Spring 2001. (The class syllabus from Spring 2000 is provided in Appendix 3).

• ***International business components*** were developed from CIBER-supported research in 1998-99 for courses in international relations and in advertising in the College of Liberal Arts and Sciences and the College of Journalism. These were integrated into the curricula during 1999-2000 with further enhancements planned for 2000-2001.

International relations courses were enhanced this past year after Associate Professor of Political Science, Leann Brown, returned from a CIBER supported faculty development program. Dr. Brown revised lectures for the 2000 level *International Relations* course to account for recent world developments such as the WTO controversy and the launch of the Euro currency. Enrollment in this course totaled 715 students. Dr. Brown also revised the course *Politics in the World Economy* and implemented a new unit entitled "Is Global Capitalism Working?" Forty-three students took the course. Additionally, Dr. Brown augmented the course

Rich and Poor Countries in the World System with a new unit on the “Global AIDS Crises.” Class enrollment totaled 41 students.

New course offerings in international relations were available this past year. Iro Chen taught *Culture and International Relations* to 42 students. This class considered some of the principal issues associated with cultural forces such as nationalism, ethnic, linguistic, and religious identity and their impacts on eco-political relations. Sixteen students participated in a new *International Environmental Relations* course taught by Samuel Barkin. The course addresses environmental issues in the context of international business development, the special problems posed by environmental issues for international policymakers; some of the primary organizations addressing environmental problems; and selected specific international environmental topics such as global warming, ozone depletion, and rain forest destruction.

International advertising courses were also enhanced or expanded this past year after Dr. Marilyn Roberts, Associate Dean and Associate Professor of Journalism and Communications, returned from a CIBER supported internship with Johnson and Johnson Corporation in the summer of 1999. Dr. Roberts revised her undergraduate course for the 1999-2000 academic year to include new segments on global and cultural issues pertaining to advertising. Course enrollment was 74 students. Dr. Roberts also developed and introduced a new graduate level section *Special Topics in International Advertising* where students do special project work in conjunction with their learning about cultural issues in advertising. Eight students participated in this graduate offering.

- ***Upcoming for undergraduate programs*** are new rounds of IB scholarships and study abroad financial support. In Spring 2000, WCBA set a goal that within five years, 50 percent of its undergraduate students experience a foreign study abroad or study tour as part of their educational program. Currently, approximately 25 percent of undergraduates have overseas experiences, up significantly from less than 5 percent five years ago. While the Undergraduate Office has worked to develop affordable opportunities, marginal costs still exceed the budgets of a number of students and CIBER will continue to expand travel scholarships. In addition to increasing seats in the three courses of the International Business Economics track, CIBER has secured financial support for repeat offerings in 2000-01 of the popular international electives provided during 1999-00, *International Economic Relations*, *Economic Development of Latin America* and *Global Telecommunications Strategy*. During the first half of 2001, two new CIBER-sponsored business language classes will be offered -- *Commercial Chinese* in the Spring semester and *Intermediate Commercial Spanish* in the first summer term. Business majors can look forward to a tour of Latin America financial markets that is currently being organized by Andy Naranjo, Associate Professor of Finance.

Graduate students

- ***The University of Florida Summer Program in Rio de Janeiro*** was launched this year as a collaborative program between UF and the Catholic University of Rio (Pontificia Universidade Catolica or PUC-Rio). The program provides a unique study opportunity that combines business coursework with training in Brazilian Portuguese. Building upon UF's longstanding experience in providing Portuguese language training in Brazil and its solid relationship with PUC-Rio, this six-week, six-credit program integrates the language component with professional level business coursework and visits to local companies in financial, industrial, and service sectors. (The syllabus for *Study Business in Brazil* is provided in Appendix 4).

The program is designed for MBA students and others with career interests in Latin American IB and is open to faculty members and to students from other universities. CIBER provided scholarships to seven graduate students to attend this program. Five were from the University of Florida, one was from Northwestern University, and another was from the University of Illinois at Urbana-Champaign. In the future, the Center will seek funding from businesses and other schools to provide additional scholarship support to student and faculty participants in this program.

- ***The IB 2000 Program*** is a unique, innovative approach to development of critical IB skills. It integrates classroom teaching with experience abroad as students assist companies in achieving their overseas business objectives. A total of 28 students from the University of Florida, University of Central Florida, University of Tampa and Florida Atlantic University participated in the *IB 2000 Program*. UF CIBER funds provided travel support to four students -- one representative of each of the four participating universities.

Students began the program in Spring 2000 by taking a four-credit course that teaches a broad spectrum of export operations through role-playing, simulations and case studies. Course participants then identified companies, small Florida businesses, to recruit into the program and worked with those companies to develop an export strategy. By the end of the semester, the students established a "memorandum of understanding" or contract with these companies on what the student would do on behalf of the company to put the strategic plan into operation. During the summer session, the students went abroad in teams of two to carry out the contract. Target countries in Summer 2000 were Israel, China and the United Kingdom. Upon satisfactory completion of this work, the students received certification by the Small Business Administration as an Overseas Company Representative. (For a more detailed description of *IB 2000* see Appendix 5).

The *IB 2000 Program* is being enhanced for the upcoming year and the consortium of four Florida universities continues to work with private companies as well as public sources to fund this excellent opportunity for practical IB training. Faculty from the consortium of schools have proposed an *International Market Research Service (IMRS)* designed to train students from universities around the world to conduct product/service and company-specific market research using a standardized format. Companies or organizations can obtain the service for a nominal

fee. In return, the firms receive a report outlining the information needed for their specific international trade or investment decisions.

- **MBA offerings** were enhanced this past year. Two new courses were developed and the MBA Latin American Business Concentration was approved by the college and university. The courses, the *Latin American Business Environment* and *Latin American Business Topics*, will be delivered in Fall 2000 and Spring 2001 respectively. Additionally, another course for the concentration, *Latin American Business Economics*, is in process of being developed with CIBER funding and will be offered in the Spring 2001 semester.

Three non-traditional MBA programs are receiving IB upgrades. Taping of an IB module for the WCBA Internet MBA was completed in Spring 2000 and will be delivered by Dr. Roy Crum in the fall. *International Business Economics* was made available to accelerated (one-year) MBA students in the second half of Summer 1999 and is again being offered in Summer 2000. Dr. Waldo's *Open Economy Macroeconomics* has long been popular with participants in UF's Executive MBA program, earning Dr. Waldo the honor of Executive MBA Teacher of the Year in 1999-2000. The class will be added to the Weekend MBA roster in 2000-01.

- **A Master of Arts in International Business (MAIB)** was awarded to an inaugural class of 45 students in May 2000. Sixty students have been accepted into the new MAIB class for the upcoming academic year. The 30-credit hour curriculum, completed over a 10-month period, is designed to provide students with an interdisciplinary approach to the study of the functional areas of international business and to increase students' awareness of cross-cultural, societal and business differences. It includes a Study Tour to major business centers that gives a brief, but intensive, international immersion experience. A final project produces an extensive case study of a global industry or company. (Details of the MAIB program of study are available in Appendix 3 of the 1998-1999 CIBER Annual Report.) The Center supports updating and enriching courses and expanding study abroad options for students in the MAIB program. In Spring 2000, two MAIB students, Brian O'Keefe and David Cortes, each received \$1,000 CIBER scholarships.

- **Doctoral student travel funds** allowed Ph.D. students from WCBA, Romance Languages and Literatures, and the Institute for Food and Agricultural Science (IFAS) to attend special conferences organized by other institutions. Students have the opportunity to present their own research, conduct research, and to learn about international dimensions of their disciplines. Economics Ph.D. student Eric Chiang presented his paper "Technology Diffusion and Costly Knowledge Spillovers: A Cross-Country Analysis" at the Young Economists' Conference 2000 at Oxford University in March. CIBER co-sponsored the attendance of Kasturi Rangan (Ph.D. student in Finance) at the Doctoral Consortium on Finance organized by the UCLA, University of Washington, University of Michigan, University of Texas-Austin, Purdue University, and Duke University CIBERs.

Economics graduate student Janice Hauge attended the Miami Conference on the Caribbean and Latin America in December 1999. This large, annual interdisciplinary meeting attracted 525 participants attending sessions on the environment, E-commerce, telecommunications, agribusiness, finance, energy, tourism, and transportation. Economics students Luis Gutierrez and Maria Louisa Corton received travel support from the Center to attend the Latin American Forum on Communications, a CIBER-sponsored event. CIBER provided support to Ph.D. candidate, Marcela Hurtado, to present her work on teaching business Spanish at the Thunderbird - EMU 2000 Language Conference sponsored the Thunderbird CIBER.

CIBER particularly encourages graduate student research abroad. Supported jointly by CIBER and IFAS, two doctoral students in Food and Resource Economics traveled to Latin America to conduct research in international transportation and trade issues. Kevin Athearn worked in Ecuador to study costs of product delivery to Latin American Markets, while Waldir Fernandes conducted research on international citrus production and economic competition in Brazil. Using CIBER and private funding, Economics graduate student Janice Hauge traveled to Europe to gather data for a cross-country comparison of U.S. and European competitiveness in telecommunications. She met with executives of the European Union, Analysys, Oftel, and British Telecom. CIBER research and travel funds partially supported MBA student Alexander Kaltsas in his work with a venture capital company on privatization and management in Russia.

• ***Graduate and undergraduate student training in international business*** is available through opportunities for students both in business and non-business programs to work on CIBER projects. Twenty-two students participated in the Center's second year of operation: Brandon Knox (Master of Arts in Latin American Studies or MALAS); Richard Kjellander (MBA); Eric Chiang, Luis Gutierrez, Jacqueline Hamilton, Janice Hauge, Iordanis Petsas, Kudayja Parker, Salvador Martinez and Maria Louisa Corton (Ph.D. -- Economics); Jungsuk Park (Ph.D. -- Journalism and Communication); Tauheed Khan (MA Decision Information Sciences); Jason Mills (BSBA); Eileen Pun (Liberal Arts and Sciences); Joshua Silverboard (BS Decision Information Sciences); George Glenn (BSBA); Kevin Stofan (Liberal Arts and Sciences); Kevin Athearn and Waldir Fernandes (Ph.D. -- Food and Resource Economics); Tricia Bailey (MS - Food and Resource Economics); Marcela Hurtado (Ph.D. -- Spanish); and Carmen Canete Quesada (MA/Ph.D. -- Latin American Literature). Students researched the Latin American business environment and global telecommunications, prepared and taught international economics courses and international business foreign language sections, and supported CIBER outreach programs through preparation of conference materials, working paper series and web sites.

• ***Faculty support for internationalizing doctoral education in business*** on a national scale was also provided his past year. CIBER Associate Director, Dr. Terry McCoy, served on one of the faculty panels for the program "Internationalizing Doctoral Education in Business: a Ph.D. Seminar" sponsored by the Midwest CIBER Consortium and convened at the Fisher School of Business at Ohio State University.

- ***Upcoming for graduate students*** are two new degree programs--a Master of Science in International Finance and an International MBA (IMBA). The former, scheduled to begin in 2001-2002, is taught in three segments, one in Gainesville and the other two at partner institutions in Europe, University of Groningen (Netherlands) and Uppsala University (Sweden). The IMBA is scheduled to start in January 2002. Students in the program will first take major components of the business core at a partner institution abroad and then return to Gainesville for electives and concentrations. As of mid-summer 2000, IMBA business school partnerships had been arranged in seven countries: Chile, China, England, France, Germany, Japan and Turkey. CIBER funding will support a new round of IB enhancements to existing graduate programs through financial support for doctoral research abroad and *IB 2000* international market analyses.

Serving faculty

Through a variety of research grants, including a new competitive grant program, CIBER supports specific faculty research projects on international business. CIBER-sponsored faculty development programs encourage UF faculty to enhance international business aspects of their courses and their research agendas. A lecture series brings distinguished speakers to campus to stimulate interest in international business topics, a working paper series makes UF studies available to researchers elsewhere and a multidisciplinary workshop brings together faculty from diverse colleges to learn from the perspectives of other disciplines.

Research support

- ***Competitive research grants*** were offered by the Center for the first time this academic year. This program is open to all university faculty and graduate students and provides funding for research in international business. The competition emphasizes interdepartmental and interdisciplinary research, especially research combining language / area studies faculty with that of business faculty, and the linking of agriculture faculty with business, language, and area studies faculty. The goals and objectives of this grant program are to 1) promote the competitiveness of US businesses in international markets; 2) enhance the IB capacity of university faculty and students; and 3) encourage a broad interdisciplinary approach to IB issues.

Ten proposals were submitted for funding this year and were evaluated by a Research Advisory Committee. Seven of the ten proposals were awarded grants ranging from \$3,000 to \$7,000 each and totaling over \$36,000. A complete description of the research activities and accomplishments of this program is provided in Appendix 6.

- ***Travel grants*** issued to faculty in the first year of CIBER's operation were the basis for new research and several working papers this past year. Topics included the impact of government regulatory and competition policies on the development of global telecommunications; spatial equilibrium policy modeling of world markets in orange juice and selected fresh fruits and vegetables; cultural aspects of international business; developing business data on emerging markets and developing collaborative projects with researchers in Brazil on regional econometric input-output modeling and privatization. Outside of the competitive research grant program, the Center provided travel support to research transportation bottlenecks impeding agricultural trade in Eastern Europe. This project, headed by Dr. Richard Bielock of IFAS, included joint research with Air Vortex, the Bulgarian representative of Emory Worldwide.

- ***Specialized databases and software*** expand university international business research beyond the constraints of publicly available databases and UF-licensed software. Specialized purchases were made to support several of the research projects awarded CIBER funding in the competitive research grant program. In IFAS, CIBER funding for upgraded software enhanced sophisticated mathematical modeling of world markets in orange juice, fresh fruits and vegetables, and dairy products. The models simulate impacts of changes in trade restrictions, ecological policies, currency devaluations and market promotion activities. This is the second year that CIBER has supported software upgrades to enhance capabilities for analyzing international markets for agricultural products.

- ***Summer salary funding*** was awarded outside the Competitive Research Grants Program to special projects in the WCBA, languages, and area studies. This funding allowed UF faculty in the WCBA to develop a new course for the MBA program, *Latin American Business Economics*. Faculty from the Romance Languages and Literatures Department received CIBER support to teach *Intensive Beginning Spanish for Business* in Summer A and to prepare a new *Intermediate Commercial Spanish* course offering for Summer 2001. Asian language faculty were funded to develop a *Chinese Language for Business* course to be delivered Spring 2001. CIBER additionally supported CLAS faculty research on evolution of Latin American business markets and free trade in the Americas. WCBA and Public Utility Research Center (PURC) matching funds supported four faculty conducting IB research in Summer 2000.

- ***Graduate student funding*** supports faculty international business research as well as training students in the research process and introducing them to current global business issues. Five CIBER-supported graduate students worked with faculty on state IB economic development activities and on research projects analyzing global infrastructure markets, current business conditions in Latin America, and international agricultural markets. The students were Eric Chiang, Richard Kjellander, Tauheed Khan, Brandon Knox, and Tricia Bailey.

- ***The CIBER Working Paper Series*** disseminates UF research to faculty and graduate students at other universities. It began in 1998-99 with a base of forty-three recent international business research manuscripts. (The 1998-99 Working Papers are available in Appendix 3 of the 1998-1999 CIBER Annual Report.) Another forty-five manuscripts were added in 1999-2000. Studies cover a broad range of topics including theoretical models of how world markets develop; empirical policy models that simulate the impact of global trade restrictions (and removing those restrictions); cross-cultural studies of business practices; in-depth case studies of particular international markets and; analysis of the financial, legal, regulatory, socio-economic and political environments that frame the context of international business. (For a full listing of CIBER Working Papers from the 1999-2000 academic year, see Appendix 7).

Faculty development

- ***Study programs*** for faculty combine formal lectures and opportunities to visit global firms. The UF CIBER co-sponsored two programs in Summer 2000 -- the South American Faculty Development Program organized by the Florida International University CIBER and the European Union program organized by the University of Memphis CIBER. UF faculty from Economics and Decision Information Sciences attended the former two-week business tour of Argentina, Brazil and Chile. It emphasized the impact of the global economic crises on South American markets, national economic reform and regional integration. Faculty from Marketing and Business Law participated in the European program that focused on economic, financial and management issues in the European Union. The University of Antwerp delivered the two-week program. CIBER additionally funded business faculty from Hillsborough County Community College (HCCC), the University of Tampa and Florida A& M University (FAMU) to attend these programs. The Honors Institute Director from HCCC and an Associate Professor of Accounting from the University of Tampa participated in the South American tour. A FAMU Associate Professor of Accounting attended the European tour. Students from all three schools will receive enhanced IB training as a result of the study tour participation of these faculty members.

- ***The CIBER Interdisciplinary Research Workshop Series*** officially kicked off in September 1999. The forum promotes a systematic exchange of ideas and research among a broad campus working group. During 1999-2000, faculty from six colleges and 18 departments participated in the monthly series featuring presentations on IB research by faculty and graduate students as well as IB presentations by invited speakers. Topics presented by UF faculty included cross-cultural analyses of conflict management and resolution; globalization of telecommunications and media; implications of economic, social, and political developments for the Latin American business environment; and potential impacts of the FTAA on the world orange juice market. The faculty presenters represented the WCBA, Journalism and Communications, IFAS and CLAS. Faculty presentations for the upcoming year will

feature research by those awarded CIBER competitive research grants in 1999-2000. As in the previous year, lectures by invited speakers will also be featured.

• **Lecture series** bring distinguished scholars and business leaders to campus, enhancing the research environment and providing faculty links to the business community. CIBER-supported presentations featured a range of speakers representing international businesses, government agencies and academia. Richard Terlink, former Chairman of the Board for Harley Davidson discussed how the motorcycle company learned to adjust product to different preferences across cultures and countries. Carlos Ginardini, President of Motorola, Latin America and Senior Vice President, Motorola, Inc., provided insights into Motorola's Latin American business strategy. Consul-General Ken Shimanouchi from the Japanese Embassy in Miami addressed a large interdisciplinary group of faculty and students on the status and future of US/Japanese trade and investment. CIBER, CLAS and the Economics Department augmented funding from the Bradbury Lecture Series to sponsor a public lecture by Dr. Robert Staiger, Professor of Economics at the University of Wisconsin. Dr. Staiger spoke on "GATT-Think: Making Economic Sense Out of a Mercantilist Institution."

Presentations of basic research on international business topics were coordinated through specialized seminar series and included "Policy Implications of the Trade and Wages Debate" (Alan Deardorff, University of Michigan); "How (Diverse) Exports Drive US Growth and Comparative Advantage" (David Richardson, Syracuse University); "Intel Economics" (Paul Segerstrom, Michigan State University); "Multilateral Trade Negotiations, Bilateral Opportunism and the Rules of GATT" (Robert Staiger, University of Wisconsin); "A Unification of Second Best Results in International Trade" (Avind Panagariya, University of Maryland); "The Effect of Monetary Policy in Exchange Rate Stabilization in Post-Crisis Korea" (Ken Shepsle, Harvard University).

• **International business conferences and seminars** for scholars provide unique opportunities for faculty initiating new curriculum and research projects. To strengthen campus links between foreign language and business, CIBER sponsored UF attendance at the Thunderbird - EMU 2000 Conference on Language & Communication for World Business and the Professions and the Annual Asian Business Language Workshop at Brigham Young University. Techniques learned at the language conferences are being integrated into the *Intermediate Commercial Spanish* and *Commercial Chinese* courses scheduled for offering in 2001. Dr. Greg Moreland, Department of Romance Languages and Literatures, also shared his experiences on teaching intensive business language courses at the Annual Meeting of the American Association of Teachers of Spanish and Portuguese held in San Juan, Puerto Rico.

To strengthen links between IFAS research and global agribusiness, CIBER sponsored UF attendance at the conference "Global Agricultural Trade in the New Millennium" in New Orleans and at two association meetings – the Western Economic Association International and the Western Agricultural Economics

Association. At the Conference in New Orleans, Dr. Suzanne Thornsbury presented the paper "Sanitary and Phytosanitary Issues: Where Does the WTO Go From Here?" Dr. Thornsbury serves as a field researcher for IFAS at the Fort Pierce extension station. At both association meetings, Dr. Gary Fairchild of the Food and Resource Economics Department chaired sessions and presented two IB papers: 1) "Impacts of Economic Adulteration on the U.S. Honey Industry;" and 2) "Using Business Simulations and Issue Debates to Facilitate Synthesis in Agribusiness Capstone Courses." Materials from the international agribusiness conference and association meetings are the basis for further WTO related research, an IFAS briefing book for regulators involved in global agricultural trade, future IFAS Extension Fact Sheets for Florida and US farmers, and new curriculum development.

MBA Placement Director, Melanie Parker, and Assistant MBA Placement Director, Suzanne Scott, attended the Chazen/CIBE Seventh Annual MBA International Placement Conference at Columbia University. The conference brings together career services professionals from business schools across the country to discuss complex issues surrounding the global marketplace for MBAs. Outside of WCBA and IFAS, Milagros Rivera Sanchez, Department of Journalism, was sponsored by CIBER to participate in the conference "Business and Investment Strategies in Latin American Infrastructure Markets" in Tampa.

• ***International business education for Florida high school teachers*** was enhanced by two Center-supported teacher training seminars. A total of 55 teachers attended the seminars held in St. Augustine and Gainesville on incorporating the study of Latin American business into the curriculum. The Center assisted by subsidizing the printing expenses of an "Outreach Resource Library Catalog" which includes specific lesson plans for a high school Latin American business curriculum. These lesson plans are also available on CD-ROM.

• ***Upcoming opportunities for faculty*** include additional faculty participation in the South American and European Union CIBER programs and a new round of competitive research grants. Scholarships will be available to send Florida community college representatives to the Michigan State University International Business Institute for Community College Faculty. Research results stemming from the 1999-2000 CIBER Competitive Research Grants Program have yielded a full and diversified agenda for the 2000-2001 Interdisciplinary IB Workshop series.

Serving business

An annual publication on *The Latin American Business Environment* is a signature UF CIBER program for state, regional and national businesses. Other business programs vary year to year in response to current issues and needs and include conferences, forums, workshops, publications and presentations.

Conferences, forums and seminars

- ***Sweetener Markets in the 21st Century*** was a CIBER co-sponsored agribusiness conference held November 14-16, 1999, in Miami, Florida. Organized by the Food and Resource Economics Department at the University of Florida, the conference brought together 108 persons from throughout the world to discuss challenges and issues facing the global sweetener industry in the 21st century. Speakers and participants at the event represented the foremost authorities from industry, government and academia. (The conference agenda was provided in Appendix 9 of the 1998-1999 CIBER Annual Report).

CIBER supported Dr. Luis Ramiro Garcia Chavas of Chapingo Autonomous University in Mexico, a widely renowned sugar industry expert, not only to participate in the conference, but additionally to collaborate with UF faculty in the development of an econometric model of the sweetener markets of the United States and Mexico.

- ***The Latin American Forum on Communications*** was sponsored in January 2000 by CIBER, PURC, Communications Competitive Research Initiative (CCRI at the University of Florida), Nortel Networks, and *itFlorida.com* (Governor's Information Services Technology Development Task Force). The forum brought together leading Latin American communications policy makers and United States e-business providers to discuss business development issues. Activities included presentations by international experts, e-business demonstrations, participant panels covering issues and best practices, and roundtable discussions to explore problems, policy options, and implementation hurdles. The forum was held in Miami, a hub for Latin American trade and e-business. Over 50 persons participated in this event. As part of further business outreach, UF and the World Bank sponsored a follow-on forum via the web. (For details on the background, agenda and speakers at the forum, see Appendix 8.)

- ***The itFlorida.com Workshop on University-Business Collaboration*** was held on the UF campus on February 25, 2000, and led by CIBER Associate Director, Mark Jamison, also special academic advisor to the chair of the Governor's Information Services Technology Task Force. Workshop participants explored types of university and business collaborations that foster global competitiveness of technology businesses. (For details on the workshop agenda and speakers, see Appendix 9.)

- ***The First Annual International Conference on Utilities Infrastructure*** was held March 20 - 21, 2000, at the Plant Hall Conference Facilities on the campus of the University of Tampa in Tampa, Florida. The event, *Business and Investment Strategies in Latin American Infrastructure Markets*, provided senior international managers, investors, consultants, and policy makers with key information on how businesses can successfully participate in international utility infrastructure markets, with special emphasis on Latin America. Sessions at the conference focused on

strategies for continued market growth, commercial and regulatory developments, political and economic environments, key lessons from experienced operators, e-business opportunities, and investor and executive perspectives. Seventy persons attended the event. (The conference agenda was provided in Appendix 6 of the 1998-1999 CIBER Annual Report).

As part of CIBER's continuing collaboration on international infrastructure initiatives, the event was also sponsored by PURC. The TECO Energy Center for Leadership in a Global Economy and the Office of International Programs at the University of Tampa provided conference services on site. Nortel Networks, Sprint, AT&T, Lucent Technologies, White & Case LLP, TECO, NERA, Inter-American Development Bank, itFlorida.com and *Wireless Week* formally co-sponsored the conference. Additional support was provided by *Latin American Newsletters*, CEER-UADE, *LatinFinance*, CITEL/OAS, U.S. Department of Commerce, Enterprise Florida, World Trade Center Tampa Bay, Greater Tampa Chamber of Commerce, Central Florida Development Council, Tampa Bay International Business Council and Tampa Bay Women in International Trade.

- ***Conference development assistance*** for an event sponsored by the University of Florida College of Law was provided through consultations with CIBER staff. The conference *Legal and Policy Issues in the Americas* included a session on “Regional Trade Agreements and the WTO in the Americas.”

- ***Upcoming conferences, forums and seminars*** include three events in fall 2000. The first is the conference *Communications by Design: Exploring the Digital Future* to be held in Tampa, Florida. The Center is co-sponsoring the conference and CIBER affiliated researchers from PURC will serve as speakers. (For background information and a conference agenda, see Appendix 10) The second is the *Seventh International Economic Outlook Conference for Citrus and Non-Citrus Juices* in Orlando, Florida. (For a list of distinguished presenters and a conference agenda, see Appendix 11.) The third is a business seminar in conjunction with the University of North Florida and the Florida West Africa Institute. This seminar will be co-sponsored by UF's Center for African Studies.

Publications and presentations

- ***The Latin American Business Environment: An Assessment*** annually provides a comprehensive examination of business conditions in Latin America, a 33-country region comprising a global market of nearly 500 million inhabitants. The report for the year 2000 is a mid-year assessment that analyzes key developments over the past 18 months and gives individual area reports for the 20 largest markets in the region. CIBER Associate Director, Dr. Terry McCoy, prepared the document that combines text and tables to track socio-economic trends and analyzes recent developments that currently shape the outlook for Latin American markets. Within the context of the report, the business environment consists of government regulatory policies, global and regional external impacts on Latin America and internal Latin

American economic, social and political conditions. (See Appendix 12 for the report's Executive Summary and a list of its tables.)

- ***IFAS Extension Fact Sheets*** are distributed directly to extension offices in the 67 counties of Florida and are available publicly on-line. CIBER has supported further development of web-based information on international agribusiness and research on hemispheric agribusiness issues to be disseminated through this established outreach medium.

- ***Trade publications*** reach a large audience around the globe. During 1999-2000, CIBER researchers from IFAS collaborated on two articles for *Citrus Industry*, "Trends in the NFC Orange Juice Segment" and "Focus on Brazil." CIBER Associate Director, Mark Jamison, contributed to outreach publications on international utilities infrastructure. "Lessons from the World's Utility Regulators" was distributed to 1,400 utility executives and government officials in the *National Association of Regulating Utility Commissioners Bulletin*, April 2000. "The Role of Costing as a Ratemaking Tool in an Environment of Dynamic Change" examines how globalization and competition affects the way regulators oversee telecommunications and pricing. It was published in the Michigan State University Press volume *The Institutionalist Approach to Public Utilities Regulation*, edited by Edythe Miller and Warren J. Samuels.

- ***The Free Trade Area of the Americas: Opportunities and Challenges for Florida*** was widely distributed to public officials, businesses and the media in Florida.

- ***CIBER research presentations*** transfer technical university expertise to business and policy practice. CIBER-affiliated faculty presented research findings to local Florida business groups, to international trade groups and to industry groups nationally and worldwide. Dr. Agnes Leslie of the Center for African Studies and Dr. Barbara McDade of the Department of Geography led sessions in workshops at Valencia Community College on business and economic development in Africa. These workshops served interested parties in both business and academia. Dr. Leslie based her presentation on materials she gathered the previous year when attending a CIBER supported U.S. / African trade symposium. Other audiences of CIBER faculty presentations include the Telecommunications Policy Research Conference, the Florida Communications Policy Symposium, the University of Tampa Brazil Symposium, the World Forum on Energy and the Gainesville Council for Economic Outreach. CIBER presentations emphasized research on international telecommunications competition, trade and investment opportunities in Latin America, lessons for energy regulation based on experiences with telecommunication deregulation and global lessons learned in energy restructuring. (For a complete list of CIBER research presentations for 1999-2000, see Appendix 13).

- ***IB 2000 Export Strategy Reports*** provide small businesses in Florida with strategic plans for expanding international markets. During Summer 2000, students

from the four Florida universities participating in the program represented firms from a diverse range of industries. Examples include manufacturers of customized roofing materials for large commercial buildings, designers and fabricators of exhibition and theme park backgrounds, producers and distributors of construction and food safety testing equipment, and developers of software for stock trading systems.

• ***Upcoming outreach publications and presentations*** include an IFAS briefing book on global agricultural trade, a 2001 edition of *The Latin American Business Environment: An Assessment*, two new *IFAS Extension Fact Sheets* on international agricultural markets and IB presentations and publications on current global infrastructure issues. The *International Market Research Program* within *IB 2000* will also provide reports to participating companies.