

*CIBER Synergies*

**An Update on Programs of the  
Center for International Business Education and Research  
Warrington College of Business Administration  
University of Florida**

**Academic Year 2002-2003**

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***From the directors***

*During academic year 2002-2003, UF CIBER posted unprecedented levels of international business (IB) curriculum, research and outreach activities. Part was attributable to a higher level of funding from the US Department of Education as CIBER entered a new four-year grant cycle. Federal dollars awarded for October 1, 2002 – September 30, 2006, increased more than 60 percent from the 1998-2002 allocation.*

*New initiatives for students focused on study abroad, including an International Financial Markets Tour for graduate students in business, scholarships for language students to participate in overseas immersion programs emphasizing commercial language development and new infrastructure to facilitate study abroad by business undergraduates. New research programs focused on forming multidisciplinary teams embodying specialized UF expertise to address challenging global business issues. Topic areas include convergence of world media and telecommunications markets; reconciling protection of the environment and expansion of international trade; business strategy in conflicting international legal frameworks; political economy of Latin American business. New outreach activities supported internationalizing business curricula at Historically Black Colleges and Universities and expanded funding for conferences and presentations that transfer technical university expertise to business and policy practice.*

*While higher direct funding is permitting significant enrichment of UF CIBER programs, equally important is effective leveraging of those federal dollars through new partnerships. In Spring 2003, UF was awarded two new US Department of Education Title VI centers, a Center for European Studies (CES) and a Transnational and Global Studies Center (TGSC). CES and CIBER immediately launched joint curriculum initiatives, TGSC and CIBER are collaborating on an enhanced lecture series and CIBER is coordinating with both on new business outreach conferences.*

*Similarly, new UF CIBER partnerships with sister CIBERs across the nation are expanding opportunities both for UF faculty development in international business and for business outreach. Three new two-week study tours abroad are now offered to UF business faculty: New Delhi, India; Hong Kong and China's Pearl River Delta; Transitional Economies of Central and Eastern Europe (Czech Republic, Bulgaria and Russia). Three upcoming Fall 2003 business conferences are co-sponsored by CIBER consortia including UF's Center: Corporate Security and International Operations: Threat, Prevention, Intervention; Executive Workshop on Chinese Business Practices; A National Forum on Trade Policy: Exploring Federal / State Cooperation.*

*These are only some of the exciting new activities of the growing UF CIBER. This 2003 volume of **CIBER Synergies** details how the Center is serving students, faculty and businesses. Enjoy reading about our journey—and come join our journey!*

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Director,     Business and Economic Studies     Languages, Area and Other  
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## ***Serving students***

Undergraduate programs provide a broad introduction to international business (IB) 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 CIBER-sponsored seminars, workshops and research experiences abroad. Funding is additionally provided for their participation as graduate assistants on a wide range of CIBER initiatives. During the 2002-2003 academic year, CIBER programs impacted over 10,000 University of Florida (UF) students.

### **Undergraduate students**

- ***Business student study abroad was facilitated*** by CIBER funding of a new part-time position in the WCBA Undergraduate Programs Office (UPO) dedicated to promoting and coordinating study abroad and exchange programs. The new position allows UPO to more effectively match rising student interest in overseas study with the growing variety of international programs and the diverse sources of available study abroad financial support. As indicated in Appendix 1, CIBER was able to meet this UPO critical need and still continue its own scholarships for business majors with outstanding academic records and course emphases in international business, foreign languages or area studies.

- ***New study abroad scholarships for non-business students*** encouraged participation in two six-week overseas Spanish language immersion programs. Directed by UF's Department of Romance Languages and Literatures, the study abroad includes commercial language modules initially developed with CIBER funding. This past year, CIBER stimulated student interest in the IB-enriched programs by awarding four \$1,000 scholarships to program applicants (see Appendix 1).

- ***Students in the On-line BSBA program*** benefited from a new IB course, *Economics of Global Business*, offered for the first time in Summer 2003. Developed with CIBER support in the previous two semesters, the class was simultaneously available to students on campus in a live section. Both sets of students were particularly enthusiastic about the "case study wrap-ups" that integrated individual insights on case studies across both sections. The wrap-ups provided richer and more diverse perspectives on IB issues than emerge from a single class and also brought a sense of "classroom participation" to the on-line students. Overall student evaluations of the course were exceptionally high, averaging 4.8 on a scale of 1 (poor) to 5 (outstanding).

- ***Student demand for UF's popular Foreign Languages Across the Curriculum (FLAC) classes*** exceeded supply for sections attached to business content courses. Over the past year, one-credit discussion sections in Spanish were taught in conjunction with courses on international trade and international

macroeconomics, the Latin American business environment, economic development of Latin America, Spain in the European Union and public relations in the Spanish-speaking world. Discussion sections in French augmented classes on France and the European Union and introduction to European law. A total of 83 students enrolled in these FLAC sections for the 2002-2003 academic year. CIBER annually subsidizes training of graduate language students who conduct the integrated content-language enrichment sections and this past year, the Center additionally funded development of a new Portuguese FLAC section to augment the Spring 2004 offering of the *Latin American Business Environment* class.

- ***New and enhanced courses with IB components in IFAS and the College of Health and Human Performance*** stimulated both business and non-business students to think about important IB aspects of courses delivered in colleges other than WCBA. CIBER's long-standing campus partner, the Institute of Food and Agricultural Sciences (IFAS), introduced a new course on *International Humanitarian Assistance* that considers a range of business, social science and cultural issues including impacts of humanitarian assistance programs both on global commodity prices and on IB opportunities for US farmers and agricultural processing firms. In the College of Health and Human Performance, CIBER-funded IB modules in undergraduate sports management courses introduced students to the international context of the athletics and physical fitness industries.

- ***The 2003 Florida Hispanic-Latino Collegiate Forum*** was hosted by the University of Florida March 21-23, 2003. The event featured sessions on specialized opportunities to study Latin American business and on potential careers in the field of international business. WCBA and CIBER sponsored seven outstanding undergraduates (see Appendix 1) to participate in this annual statewide forum for students of Hispanic heritage.

- ***The US-Brazil Consortium of International Management*** is funded by the FIPSE / CAPES US-Brazil Higher Education Consortia Program to develop new and unique certificate and dual-degree programs in US-Brazilian business. It is a collaborative effort of two US universities, UF and San Diego State University, and two Brazilian universities, Rio de Janeiro-Catholic University (PUC-Rio) and Curitiba-Federal University of Paraná (UFPR). US students study abroad at a Brazilian university and also intern in a local Brazilian firm. Similar opportunities in the US are arranged for Brazilian students. During the past year, the program advanced from planning and pilot phases to general access for qualified UF students.

- ***Undergraduates across the country***, as well as their instructors, accessed UF-developed, web-based support material for the sixth edition of the leading text, *International Economics* by Paul Krugman and Maurice Obstfeld. CIBER originally funded graduate student Iordanis Petsas to develop the teaching and student resources under the guidance of Economics Professor Dr. Elias Dinopoulos. With high, and increasing, student demand for ECO 3703, *International Trade*, it was hoped the new resources would enable a larger group of doctoral students to teach the material

effectively. Both the authors and Addison-Wesley (publisher) were impressed with the results and are distributing them broadly through the publisher's web page for the Krugman and Obstfeld text.

- ***Upcoming undergraduate programs*** include a new IB degree, funding for IB research in the University Scholars Program and expanded business language offerings. In addition, a dynamic new WCBA student organization, the *International Business Society* (IBS), is implementing a range of educational and social initiatives to encourage WCBA undergraduates to study abroad and to enhance the US experience of foreign business students coming to UF.

The proposed IB degree includes basic training in business skills, an area studies specialization, development of foreign language expertise and study abroad. Recent expansion of the Asian Studies Program and the newly funded Title VI Center for European Studies greatly facilitate introduction of the degree. These centers provide the infrastructure for development of area specializations with business-related regional courses on Asia and Europe similar to current offerings on Latin America. To accommodate students seeking a less intensive degree program that combines business skills with area studies, planning will begin in 2003-2004 for a BABA with a European Studies specialty and a BABA with an Asian Studies specialty that are modeled after the existing BABA with a Latin American specialty.

Undergraduate WCBA programs may also benefit from UF's new Paris Research Center (PRC) located at Columbia University's Reid Hall building in Paris. PRC will offer UF scholars an overseas office for communications and consultation and also meeting and classroom space. WCBA is exploring using PRC classroom space and computer lab facilities as part of a semester-long study abroad for 35-40 UF students.

The University Scholars Program funds outstanding UF undergraduates to pursue scholarly research with a faculty mentor. CIBER financial incentives (scholarship awards, travel grants and purchase of data sets and software) will encourage this academically select group to investigate IB topics. New business language offerings for undergraduates include a FLAC discussion session in Portuguese linked to Latin American business and economic development courses and expanded business Chinese classes. New commercial language development in 2003-2004 will focus on UF's first business Japanese course.

Approximately 100 undergraduates attended the organizational meeting of the *International Business Society* in September, 2003. Proposed activities of the new organization include encouraging undergraduate study abroad through informational sessions on opportunities and student experiences in different parts of the globe, welcoming and socializing events for foreign exchange students, a speaker series on IB career opportunities, and regular "office hours" to assist both foreign and domestic students in navigating the bureaucracy of UF's international programs. CIBER funding will help defray IBS publication, supplies and travel costs.

## Graduate students

● ***New co-sponsors of UF's Business in Brazil program*** added almost \$5,000 in scholarship funds to the WCBA CIBER's pool of approximately \$10,000. During Summer 2003, eight students from five universities participated in the fourth consecutive offering of the six-week study abroad that combines coursework on Brazilian business, company site visits, training in Brazilian Portuguese and immersion in Brazilian culture. Participants included students sponsored by the three new program co-sponsors, the CIBERs at Florida International University, San Diego State University and the University of Kansas (see Appendix 1).

● ***The International Financial Markets Tour*** (FIN 6930) was piloted in Fall 2002. Seven students enrolled in the course that begins with classroom sessions addressing international finance issues and concludes with a one-week tour of financial market centers in Latin America. CIBER funded development and delivery of the pilot and in addition, provided student travel scholarships (see Appendix 1). Indicative of the pilot tour's popularity with both MBA and MAIB (Master of Arts in International Business) students, registration for the Fall 2003 tour rapidly reached capacity limits with no more than word-of-mouth advertising.

● ***New and enhanced IB degree programs*** include a CIBER-sponsored Business Environment Concentration in the Master of Arts in Latin American Studies (MALAS) degree. The program, detailed in Appendix 2, provides graduate interdisciplinary training for students pursuing careers focused on business and investment in Latin America. Responding to the increasing globalization of construction activity, UF's Rinker School of Building Construction introduced a Master of International Construction Management degree in the 2002-2003 academic year. Revisions to another industry-specific master's degree, the Master of Agribusiness, enhanced IB course content to better prepare students for agribusiness management in the global context.

The Food and Resource Economics Department is partnering with the Escuela Superior Politécnica del Litoral (ESPOL) in Guayaquil, Ecuador to deliver a UF Master of Science degree in Food and Resource Economics on the ESPOL campus. While this program, funded by an endowment from the InterAmerican Development Bank, will primarily serve Latin American students, it will simultaneously allow US students from the Gainesville campus to study in Ecuador as part of their advanced degree program.

● ***Funded by CIBER Curriculum Grants***, two new graduate courses on IB aspects of environmental conservation, and one on international sports management, were offered in calendar year 2003. Drs. Robert Buschbacher and Marianne Schmink prepared the initial offering of *Conservation and Entrepreneurship: Business and Management Practices in International Environmental Conservation* (LAS 6291). Thirteen students from nine countries and eight academic units participated in the

course. Seventeen students enrolled in Dr. Steve Powell's College of Law course *International Trade and the Environment* (LAW 6930). The class examines legal and policy issues raised by clashes between global rules promoting free trade and domestic efforts to conserve natural resources.

Dr. Gregg Bennett's *International Sport Business* (PET 5936) is the first course with 100 percent IB content in the Exercise and Sport Sciences Department of the College of Health and Human Performance. Material covered in lectures and readings includes: the history of global sport expansion; international sports competition and international governing bodies of sports; the management challenges raised by differing cultures, differing monetary systems and regional economic integration; global licensing and merchandizing of sports and sporting goods. The 30 enrolled students also prepare new case studies of international sports businesses or firms, thus creating pedagogical materials for future classes.

- **Nearly \$4,000 in travel funds** were awarded to graduate students from WCBA and IFAS. The funding permitted them to attend specialized IB conferences and workshops and to present their research abroad at the *Business Association of Latin American Studies (BALAS) Conference* in Sao Paulo, Brazil and the *American Agricultural Association Annual Meetings* in Montreal, Canada. In addition, three MAIB students received scholarship funds to support their participation in the study abroad component of that degree program. Recipients of these travel grants and scholarships are listed in Appendix 1.

Current administrative restructuring limited 2003 enrollment in the *IB2020* initiative. This unique and innovative curriculum/outreach program simultaneously provides hands-on export development training for graduate students and supports entry of small Florida firms into global markets. Despite limitations imposed by the restructuring, three WCBA students helped Florida firms develop export plans and then traveled to Spain in Summer 2003 to research implementation of the plans. Future delivery of *IB2020* is expected to be facilitated by WCBA's *Center for Entrepreneurship and Innovation*.

- **Nineteen graduate and undergraduate students received both IB training and financial support** through work on CIBER projects. Participating students (see Appendix 1) came from a variety of business and non-business professional disciplines, area studies and language programs. Student research assistants addressed issues in the Latin American business environment, international trade policy, international agricultural policy, global media markets and network industries. Student teaching assistants delivered FLAC sections and assisted in the pilot offering of the new on-line *Economics of Global Business*. A third group of students supported CIBER outreach programs by developing and organizing conference materials, working paper series and web sites.

- **Upcoming for graduate students** are two new international finance classes, *International Cash Flow Management* (FIN 6603) and *Project Analysis in a Global*

*Environment* (FIN 6623). Simultaneously, CIBER is funding development of a class on *International Negotiations* for business and non-business graduate students. All three courses will help meet demand for IB electives as WCBA's popular MAIB program increases enrollment by 35 percent, growing from a current cap of 55 students to a new cap of 75 students. The new courses will also expand international offerings in the MBA and MSM programs and the two finance classes will enrich UF's Master of International Finance.

Both graduate and undergraduate students are invited to attend a CIBER co-sponsored, one-day March 2004 conference, *The Latin American Business Environment: Corporate and Career Opportunities*. In the morning sessions, senior level executives with extensive Latin American experience will discuss their companies' approaches to the region. In a first afternoon session, corporate representatives will reflect on alternative pathways to careers in Latin American business and finance, drawing on their personal histories and company recruiting practices. A second afternoon session will feature experiences of recent UF graduates working in Latin America.

For graduate students in the College of Journalism and Communications, CIBER program initiatives in 2003-2004 include design of a joint MSM/MA in International Communications. Implementation is planned for the following year. In that same year, MBA students at Florida A&M University will benefit from a new simulation course on *Global Project Management* being developed by CIBER funding in 2003-2004. It will serve as a capstone to the currently required IB sequence: *World Business Cultures* (MAN 5000), *World Resources* (MAN 5615) and *Global Logistics I and II* (TRA 5722 and 5723).

Academic year 2003-2004 will also mark the initial offering of a new graduate language course, *Teaching Spanish for the Professions* (SPN 6166). The course is the third phase of CIBER-supported development of business Spanish at UF. When CIBER was founded in 1998, there were no opportunities to study business Spanish at UF. Phase 1 of the CIBER Spanish language program funded development of traditional business Spanish courses that are now offered on an on-going basis. Phase 2 provided more substantive links between foreign language and IB content through FLAC sections attached to international courses in WCBA and through scholarships for language students to attend immersion programs abroad that emphasize commercial applications. Phase 3 recognizes that to have a long-term impact on US IB capacity, it is critical to "train the future trainers." Doctoral students are the "future trainers" and SPN 6166 will assure that UF students graduating with advanced degrees in Spanish are excited about teaching business Spanish and knowledgeable on how to do it effectively.

Like SPN 6166, CIBER funding that encourages graduate students to study abroad, to go overseas on research projects and to pursue international dimensions of their disciplines has an exceptional long-term depth of impact. The formative years of graduate school are critical in developing perspectives doctoral students will bring to

their classrooms and to their research when they move on to being the next generation of college and university faculty. Consequently, CIBER's on-going initiatives that fund basic development of IB expertise and pursuit of IB research topics will continue to be the cornerstones of its program for graduate students.

### ***Serving faculty***

Through a variety of initiatives, CIBER supports specific faculty projects and study tours that enhance IB research and teaching expertise. CIBER-sponsored faculty development programs encourage UF faculty, and instructors from other Florida schools, to develop IB aspects of their courses and their research agendas. A lecture series brings distinguished speakers to campus and a working paper series makes UF IB studies available to researchers elsewhere. A multidisciplinary workshop brings together faculty from diverse colleges, and from outside the UF campus, to learn from the perspectives of other disciplines.

### **Research support**

During 2002-2003 CIBER developed the ICIBE concept to guide its funding of specific research projects. An Integrated Center of International Business Excellence (ICIBE) links specialized UF expertise across several disciplines to address a current issue in globalization. Also integrated across functions, a complete ICIBE includes curriculum, research and outreach components. Centered on multidisciplinary combinations of expertise not readily replicated elsewhere, the ICIBE has the potential to become a national and international resource for innovative IB teaching, research and service on its specific topic. The University of Florida will be the place scholars and practitioners look to for answers when questions on the subject arise. Four sets of research projects initiated in 2002-2003 reflected the new ICIBE foci.

- ***Patterns and Effect of Entry in the World Media Market*** is a multi-phase research project conducted jointly by Dr. Sylvia Chan-Olmsted of the College of Journalism and Communication and Dr. Mark Jamison of WCBA. The study seeks to (1) understand how target country characteristics (economic, political, legal and cultural) and firm-specific characteristics (e.g., media asset portfolio and capitalization) affect entry strategy among media conglomerates and (2) determine how entry of the world media market into a country changes that country's socioeconomic structure, political environment and international relations. Initial 2002-2003 research developed an extensive database from public and private sources. The data set was used to (1) analyze trends in cross-border mergers, acquisitions and joint ventures in the media industries and (2) identify international diversification strategies of the leading global media conglomerates.

The project is a research cornerstone of the ICIBE *Convergence of World Media and Telecommunications Markets*. CIBER supported the initial 2002-2003 investigation by funding graduate assistants and purchasing data sets. Results will be presented in fall 2003 at the conference *Strategic Responses to Media Market Change* in Jönköping, Sweden, and the *International Telecommunication Union's World Telecom Conference* in Geneva, Switzerland.

• ***International Antitrust in Network Industries*** is a research project being conducted jointly by Dr. Mark Jamison (WCBA) and Dr. Clifford Jones of the Levin College of Law. It analyzes the problems network industries can face when operating in multiple antitrust regimes. Using Microsoft as a case study, Jamison and Jones compare and evaluate substantive legal and economic issues in comparative US-European Union antitrust law and consider strategies to deal with inconsistent cross-country competition policies.

Supported by CIBER salary and travel funding, the project researches one aspect of the broader ICIBE, *International Conflict of Law*. Two working papers have been presented at the annual meetings of the *Western Economic Association* and the *International Telecommunications Society*. A third is in press to appear as a chapter in the forthcoming volume, *The Future of Transnational Antitrust* (J. Drexel, ed.; Berne: Staempfli Publishers and The Hague: Kluwer International). A second major aspect of *International Conflict of Law* is cross-country variation in the protection of intellectual property rights. Supported by CIBER funding in 2002-2003, Dr. Elias Dinopoulous developed a theoretical economic treatment of the issue in "International Technology Transfer with Insecure Intellectual Property Rights."

• ***US Cuban Policy and its Implications for US Agribusiness*** was researched by political scientist Dr. Terry McCoy and agricultural economist, William Messina. The study builds on an extensive compilation and analysis of the Cuban agricultural sector undertaken collaboratively by UF and the University of Havana's Center for Research on the International Economy. In the first phase of the study, a differential import allocation model estimated Cuba's potential as a market for US agricultural exports.

Supported by CIBER with funding for graduate student research assistants, the project is one of the research components of the ICIBE, *Critical Issues in Latin American International Business*. The study has been the topic of several articles and Mr. Messina testified before the US Senate Committee on Finance on the implications of the findings to date.

• ***The research agenda of the ICIBE Reconciling Protection of the Environment and Expansion of International Trade*** was initiated with two projects. CIBER provided travel funds and course release time for political scientist Dr. Samuel Barkin to gather data in Europe for his study of the features of environmental rules that survive the DSM. Dr. Charles Jacoby, Assistant Professor in the Department of Fisheries and Aquatic Sciences, collaborated with researchers in Food

and Resource Economics (FRE) to analyze the efficacy of “green certification” in reducing conflict between the global fishing industry and the global marine environment. CIBER funded graduate assistant research support for the project. In addition, CIBER-sponsored instructor for the course *Economic Development of Latin America*, Dr. Dennis Mahar, participated in a multidisciplinary panel evaluating the effectiveness of the World Bank PRODEAGRO and PLANAFLORO programs in the environmentally fragile Amazon basin.

- ***Three new scholarly studies deepened insight into international economic, management and financial issues*** initiated in the first CIBER funding cycle of 1998-2002. Dr. Elias Dinopoulos used techniques of theoretical Schumpeterian growth modeling to analyze the interaction of international technology transfer and economic expansion. Research by Marketing Associate Professor Dr. Jinhong Xie on cross-country cultural effects on new product development resulted in the publication, “Antecedents and Consequences of Goal Incongruity on New Product Development in Five Countries: A Marketing View,” *Journal of Product Innovation Management*, Volume 20, Number 3, May 2003. Using the Compustat Global Database, Drs. Jay Ritter and Andy Naranjo of the Finance Department began examining global market inefficiencies and capital structure with special emphasis on emerging markets. These studies were funded by CIBER allocations for faculty summer salary, graduate student support and travel.

- ***Research supporting CIBER outreach activities*** included analysis of the evolution of the US-Mexican sweetener industries under NAFTA (Dr. Thomas Spreen, FRE), the first stage of preparing a searchable international media market database (Dr. Sylvia Chan-Olmsted, College of Journalism and Communications), and data collection and analysis for the annual publication *The Latin American Business Environment*. CIBER funded graduate research assistants to support this outreach-oriented research.

- ***The CIBER Working Paper Series continued to expand*** with an additional 24 papers being added in 2002-2003. Research frameworks included theoretical and applied analyses and disciplines represented included Economics (e.g., “A Theory of North-South Trade and Globalization,” “Trade, Foreign Investment, and China’s Wage Inequality” and “Production Specialization in a Multi-Cone Trading World”), Finance (e.g., “Differences between European and American IPO Markets” and “Greece and the Euro”), Management (e.g., “Culture and CEO Compensation”), and Law (e.g., “The Third Directive: EU Audiovisual Policy, Content Quotas, and the Review of Television without Frontiers” and “The Second Devolution of European Competition Law: Empowering National Courts, National Authorities, and Private Litigants in the Expanding European Union”). Appendix 3 provides a complete list of the 24 new working papers.

- ***Upcoming for faculty research*** are completions and extensions of studies on patterns and effects of entry in the world media market, the impact of US Cuban agricultural policies and evolution of the US-Mexico sweetener industries under

NAFTA. New ICIBE research initiatives being started include: (1) evolution of international intellectual property law and international best practices in regulation (ICIBE *International Conflict of Law*); (2) viability of US sustainable use programs in the world crocodilian market (ICIBE *Reconciling Protection of the Environment and Expansion of International Trade*); (3) impacts of the US War on Terrorism on business opportunities in Latin America (ICIBE *Critical Issues in Latin American International Business*). Terrorism will also be analyzed in a theoretical economic framework to investigate its impact on international trade flows. CIBER support for these research activities will continue to include faculty summer salary, graduate research assistant funding, travel grants and awards for purchasing data and software.

## Curriculum development support

- **Diverse faculty** from Economics, Finance, the Center for Latin American Studies, Law, Romance Languages and Literatures and Exercise and Sport Sciences are delivering CIBER-sponsored new IB courses at both the graduate and undergraduate levels and to both on-line and live sections. Summarizing from earlier parts of this report, the new courses being offered as a consequence of CIBER funding are *Economics of Global Business* (ECO 4934), *International Financial Markets Tour* (FIN 6930), *Conservation and Entrepreneurship: Business and Management Practices in International Environmental Conservation* (LAS 6291), *International Trade and the Environment* (LAW 6930), *Teaching Spanish for the Professions* (SPN 6166) and *International Sport Business* (PET 5936). In addition, CIBER funded a new Portuguese FLAC section attached to the content course *The Latin American Business Environment* and international modules in undergraduate sports management courses.

- **CIBER travel awards facilitated new commercial language curriculum development** by enabling foreign language faculty to attend specialized conferences and workshops on this important aspect of IB education. The meetings provide materials and pedagogical techniques for UF faculty preparing new commercial language courses scheduled for delivery over the next two years. Mary Risner of the Center for Latin American Studies, Kazuko Ioroi, Susan Kubota and Elinore Fresh of Asian Languages and Literatures and Greg Moreland of Romance Languages and Literatures attended language conferences supported through the national CIBER network as well as summer training institutes at the University of Hawaii and the University of Pennsylvania. Risner and Moreland presented papers at the *International Business, Language & Technology: New Synergies, New Times* language conference in Miami, Florida. Moreland also presented a workshop at the conference on methods for developing and maintaining a successful FLAC program. In April 2003, UF CIBER was a financial co-sponsor of the *International Business, Language and Technology Conference* organized by the CIBER at Florida International University.

- **Four business faculty from Albany State University** were able to attend intensive 3½ day seminars on internationalizing the business curriculum as a

consequence of UF CIBER's participation in the *Globalizing Business Schools* initiative. The latter, explained in more detail below, specifically targets internationalizing the business curricula at Historically Black Colleges and Universities (HBCUs). It is managed and delivered by a consortium of nine CIBERs nationwide. UF CIBER's support of the program additionally allowed two foreign language faculty from Albany State to participate in a 2½ day training workshop to develop insights into the relationship between foreign language, culture and international business.

- ***Upcoming CIBER curriculum development support for 2003-2004*** targets courses designed for both business and non-business students at UF. A graduate international negotiations course will be designed for business, area studies, political science and other social science students. A project-based course on entering foreign markets will be developed for students in WCBA (especially Marketing) and students in the College of Journalism and Communications (especially Advertising). For both proposed courses, classroom discussion is enriched by the different perspectives business and non-business students bring to the subject. CIBER will additionally support development of a new political science course, *The Political Economy of Europe*. The course will be the European analog of the currently existing *Latin American Business Environment* course that combines political science, economics, law, anthropology and sociology into a comprehensive business framework for the region. These regionally-targeted courses that link business with social sciences and law are key components of the proposed new IB degrees.

Again as part of the HBCU *Globalizing Business Schools* initiative, four more business faculty and two more language faculty from Albany State University will be funded to attend the internationalization seminars described above. In addition, UF CIBER will have a new HBCU partner in the “second class” of the program and a similar number of its faculty will receive the curriculum training. Augmenting the HBCU initiative, CIBER has awarded a curriculum development grant to Florida A&M University (FAMU) to design a capstone simulation course on *Global Project Management* for its MBA program and has allocated conference travel funds for two FAMU language faculty (one French and one Spanish) to attend conferences focused on developing commercial foreign language expertise.

## **Faculty IB development**

- ***Overseas study programs for business faculty*** combine formal lectures and opportunities to visit global firms. Historically, the UF CIBER has co-sponsored two such programs—the *South American Professional Development in International Business* program organized by the Florida International University CIBER and the *European Union Faculty Development in International Business* program organized by the University of Memphis CIBER. The former program is a two-week business tour of Argentina, Brazil and Chile that emphasizes the impact of global economic crises on South American markets, national economic reform and regional integration. The European two-week program focuses on economic, financial and

management issues in the European Union (EU) and is delivered by the University of Antwerp. Last year the EU program was cancelled as a result of uncertainties about the duration of the Iraqi invasion at the time trip plans had to be finalized. However, CIBER sponsored two WCBA faculty, Dr. Stan Smith, Director of the Bureau of Economic and Business Research, and Ms. Donna Johnson, Director of the Dudziak-McClintock Business Technology Center, to participate in the South American program.

● ***Florida community college faculty*** have benefited in the past from the *Biennial Michigan State University International Business Institute for Community Colleges*. UF CIBER co-sponsored the program in 2002-2003 and funded the participation of Deborah Clark from Santa Fe Community College.

● ***The Globalizing Business Schools initiative*** responds to the legislative mandate that CIBERs contribute to internationalizing business programs beyond their own universities. This particular initiative addresses the problem that globalization of business curricula at HBCUs has typically lagged that of other US institutions of higher education. These colleges and universities require special assistance in introducing IB content into their curriculum, study abroad and research activities. Part of that special assistance is a greater focus on Africa than has been traditional among CIBER programs. This targeted program is being undertaken by a national consortium of nine CIBERs, six African Studies Centers and the Institute for International Public Policy (the US Department of Education Title VI program to prepare underrepresented minorities for careers in international affairs). Both the UF CIBER and the UF African Studies Center are participants in the consortium.

Initiative emphasis is on faculty development since that is fundamental to any successful internationalization of a business program. The initiative has three phases:

■ In Phase I, each HBCU attends CIBER-organized workshops that inform on sources of federal and private funds for internationalizing business programs and provide grant-writing tips, budgeting techniques, etc. Each of the nine HBCUs in a “class” is paired one-on-one with a participating CIBER. The latter then works with the HBCU to develop an internationalization plan for its business program and also provides further guidance in writing grant proposals for funding the plans. Albany State University and UF CIBER were paired in the first group.

■ In Phase II (spread over two years and partially concurrent with Phase I), a total of eight business faculty and four language faculty from each HBCU attend intensive workshops on internationalization of business courses and integration of language, culture and business. If a grant proposal from Phase I was funded, CIBER assists its HBCU partner in the grant implementation. If the grant proposal was denied, a second round of guidance on grant writing occurs in preparation for re-application.

■ In Phase III, there are two weeks of experiential learning abroad for two faculty representatives from each of the participating HBCUs in the class. The study tour includes lectures and meetings with educational, business and government officials. A tour centered on Africa is being designed for the program.

The initiative calls for two classes, thereby directly impacting 18 HBCUs. Consequently, in this upcoming year, UF CIBER will be working on Phase I with a new HBCU partner while moving into Phase II with Albany State University.

It is anticipated that after completing the three-year program, an HBCU will have (1) clearly identified international goals and objectives and a path for achieving them; (2) increased international content in existing courses; (3) increased understanding of business language by foreign language faculty; (4) increased numbers of business faculty exposed to the international aspects of their academic discipline; (5) increased interaction between area studies and business faculty; and (6) increased faculty and financial resources allocated to international business programs. Anticipated longer term results that build on this basic foundation include development of new international courses and international degree programs, expansion of student study abroad and IB outreach to the regional business community.

● ***Business faculty from around the nation*** attended a workshop on developing global e-business course modules. It was part of the Globalization Seminars series organized by the University of Memphis. Spring 2003 marked the second year that UF's Robert Thomas, Associate Professor of Business Law, contributed to the content and delivery of the e-business sessions.

● ***The CIBER Multidisciplinary IB Research Workshop*** met six times during the 2002-2003 academic year. Attracting faculty and graduate students from multiple colleges and centers across campus, and also from other nearby institutions of higher education, the forum promotes a systematic exchange of IB ideas and research findings among a broad range of disciplines. The series features presentations on IB research by faculty, graduate students and outside speakers. A lunch precedes each presentation, allowing time for the diverse members of the audience to become acquainted with one another. Workshop topics and presenters are listed in Appendix 4.

In addition to its own workshop series, CIBER also supports IB seminars and lectures that are discipline-specific. Last year's department-targeted funding helped bring Dr. Arvind Panagariya (University of Maryland) to Gainesville to deliver the Bradbury Distinguished Lecture in International Economics. A travel award funded Dr. Luis Garcia (Universidad Autonoma Chapingo, Mexico) to present insights on NAFTA and trade in sweetener products to faculty and graduate students in the Food and Resource Economics Department.

• ***New programs for Florida high school teachers*** are being developed through the Florida Foreign Language Association. Their goal is not only to enhance IB knowledge of high school teachers, but also to work with the teachers to promote business language study and to encourage secondary school students to enroll in commercial foreign language courses when they matriculate at institutions of higher education. Traditional programs for high school teachers were offered again this past year through a variety of workshops. CIBER directly supports publication of a *Teacher's Resource Catalog* that itemizes Latin American information sources such as scholarly books, curriculum guides, videos and maps for classroom use and specifically includes sources of information on Latin American business. All listed resources are available for use by teachers nationwide.

• ***Upcoming IB development opportunities for faculty*** include exciting new CIBER-organized two-week study tours abroad. In addition to the South American and European Union programs, both of which occur in the second half of May, new offerings in early January include New Delhi, India (organized by the University of Connecticut CIBER) and Hong Kong/China's Pearl River Delta (organized by the University of Colorado-Denver CIBER). A third May program, organized by the University of Pittsburgh and University of South Carolina CIBERs, travels to Russia, Bulgaria and the Czech Republic to examine business issues in the transition economies of Central and Eastern Europe. UF CIBER will co-sponsor at least three of the five programs and fund participation of five business faculty (four UF and one Santa Fe Community College).

The second class of the *Globalizing Business Programs* initiative met in Memphis in early October 2003. During 2003-2004, UF CIBER will begin Phase I with a new partner (to be announced in early December) and simultaneously proceed to Phase II with its Albany State University partner from the first class.

The two newly funded UF Title VI centers, the Center for European Studies (CES) and the Transnational and Global Studies Center (TGSC), provide exceptional opportunity to combine scarce federal dollars across centers to fund outstanding guest speakers of mutual interest. Two upcoming CIBER luncheon workshop speakers have already been arranged jointly with TGSC: Mr. Tom Fiedler, Executive Editor of the *Miami Herald*, speaking on the topic of the business of journalism in the age of global communications, and Ms. Dawn-Marie Driscoll, Executive Fellow and Advisory Board Member at the Center for Business Ethics at Bentley College, speaking on the topic of international business ethics.

On-going CIBER faculty IB development in 2003-2004 includes again teaching in the Memphis e-commerce workshop, contributing support to the Bradbury Lecture series and continued update and delivery of the high school teacher programs.

## ***Serving business***

An annual publication on *The Latin American Business Environment* is a signature UF CIBER program serving 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**

- ***The Second International Agricultural Trade and Policy Conference***, organized by UF's Food and Resource Economics Department, and co-sponsored by UF's CIBER, was held in Gainesville, Florida, November 14-15, 2002. One hundred sixty persons attended the conference on legislative issues, trade agreements, regulatory policies and competitiveness, labor markets and the overall economic outlook for agriculture in the southeastern United States.

- ***The Third Annual Global Wireless Internet Forum***, organized by the North Texas Global Telecommunications Society (NTGTS), and co-sponsored by UF's CIBER, was held in Dallas, Texas, April 8, 2003. One hundred fifteen telecommunications executives and industry experts participated in the one-day event that focused on wireless data issues, including licensing and standards that impact the global competitiveness of U.S. telecommunications firms.

- ***The Fifth Annual Latin American Telecom & IT Conference 2003: Road to Recovery & Profitability*** was held June 10-11, 2003, in Richardson, Texas. Ninety-seven persons from government, business and academia participated in the conference that addressed the outlook for the telecommunications industry in Latin America. UF CIBER's co-sponsorship brought its established expertise in both Latin American business and in global telecommunications to this business outreach program organized by NTGTS.

- ***The Annual Conference of the Business Association of Latin American Studies (BALAS)*** was co-sponsored by CIBER for the third consecutive year. BALAS is an international organization dedicated to bringing together scholars and professional managers to facilitate the exchange of information and ideas and to provide leadership in the areas of Latin American business research and practice. Attended by academicians and business practitioners from around the world, the 2003 event was held in Sao Paulo, Brazil.

- ***The Fourth Annual Conference on Legal and Policy Issues in the Americas***, held April 14, 2003 in Gainesville, Florida, was attended by 54 professionals and academics representing eight countries. The UF CIBER co-sponsored the conference that examined rule of law issues in Latin America, focusing primarily on judicial and constitutional issues.

● ***Upcoming conferences build on new partnerships*** both with the two new UF Title VI centers and with sister CIBERs around the country. CIBER is collaborating with the Center for European Studies on a program to inform Florida firms on doing business with the emerging economies of Eastern Europe. Jointly with international centers at the University of South Florida, the University of Central Florida, Florida International University and UF's Transnational and Global Studies Center, CIBER is organizing a business workshop for Fall 2004 on the evolving impacts of globalization on Florida industries, cultures and communities.

Three upcoming conferences are co-sponsored by CIBER consortia including UF's Center:

■ *Corporate Security and International Operations: Threat, Prevention, Intervention*, organized under the leadership of the University of Illinois CIBER, is scheduled for October 30-31, 2004 in Oak Brook, Illinois. Day one of the event is for business practitioners and brings together panels of experts from industry and government to address key corporate security concerns in international operations with a focus on threat assessment, prevention and intervention. Day two is a workshop primarily for university researchers and focuses on conceptualizing and conducting IB security-related research. An agenda for both days is provided in Appendix 5.

■ *The Executive Workshop on Chinese Business Practices* combines expertise from UF, Georgia Tech, Kennesaw State University, the Crummer Graduate Business School, private industry and government agencies in a business outreach program to be delivered in Atlanta, Georgia on November 6, 2003. The unique morning executive workshop is designed to provide an intensive business briefing supplemented by interactive learning. Appendix 6 contains details of the program agenda.

■ *A National Forum on Trade Policy: Exploring Federal/State Cooperation* will bring together high-level officials from public, private and academic sectors to explore and find proactive solutions to globalization. The CIBERs at Duke and North Carolina Universities are coordinating the event and have invited delegations from each state that include US Trade Representatives, trade directors, industry executives and higher education administrators. The conference is scheduled for December 10-12, 2003, in Chapel Hill, North Carolina.

While expanding its business outreach with these new partners, UF CIBER will continue to work with established partners in co-sponsoring events that inform practitioners on current issues in global telecommunications, international agribusiness and the Latin American business environment. These include the *Third International Agricultural Trade and Policy Conference*, November 20-21, 2003, in Naples, Florida, infrastructure conferences in Spring 2004 with the London Business School and the North Texas Global Telecommunications Society, and two Latin

American focused conferences, the *Annual BALAS Conference* and the *Fifth Annual Conference on Legal and Policy Issues in the Americas*.

## **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. 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. It includes text discussion of topical issues, tabular presentation of recent statistics and area-specific reports for the 20 largest markets in the region. Since its first publication in 1999, the *Assessment* has been widely distributed to industry practitioners, policy makers and educators. (See Appendix 7 for the Executive Summary and a list of tables from the 2003 report.)

- ***Web-based Export Guides for Business and Agribusiness*** have evolved from CIBER support of the traditional *IFAS Extension Fact Sheets*. The primers are available in Portable Document Format (PDF) and provide an overview of a given country's market potential through concise and easy-to-use documents that are brief and readily downloaded. These export primers contain information additional to that provided in *Country Commercial Guides*, published annually by the U.S. Department of Commerce, and can be accessed through the UF CIBER web or directly from the IFAS site at <http://agbuscenter.ifas.ufl.edu/export>.

- ***The Free Trade Area of the Americas (FTAA): Opportunities and Challenges for Florida Firms***, co-authored by UF CIBER Associate Director Dr. Terry McCoy and UF CIBER Advisory Council Member Dr. Corinne Young, was published in October 2002. Supported by CIBER research funding for outreach, the publication has been widely disseminated and discussed. Audiences include participants at the *Seventh Americas Business Forum* in Quito, Ecuador, the *Second International Agricultural Trade and Policy Conference* in Gainesville, Florida, the *International State of the State Meeting* in Tampa, Florida, the Metro Orlando International Affairs Commission's *International Dialogue*, and *Prospects for the Free Trade Area of the Americas Workshop* in Huntsville, Alabama (sponsored by The International Business Studies Initiative, a joint program of The University of Alabama in Huntsville and the North Alabama International Trade Association).

- ***CIBER research presentations transfer technical university expertise to business and policy practice*** and additionally impact scholarly research agendas at professional meetings of academics. CIBER-affiliated faculty made 40 research presentations in 2002-2003. For a complete listing, see Appendix 8. Audiences ranged from high school classes and local business groups within Florida to national and international gatherings of academicians, industry practitioners and government

policy makers. Topics of presentation reflected a range of UF research expertise including Latin American business, global telecommunications and agribusiness.

● ***Upcoming outreach publications and presentations*** include expanded web-based information on global agricultural trade, an updated edition of *The Latin American Business Environment: An Assessment* and findings pertinent to business policy and practice that derive from recent CIBER-funded research in the four *ICIBE* units: Convergence of World Media and Telecommunications Markets; Critical Issues in Latin American International Business; Reconciling Protection of the Environment and Expansion of International Trade; International Conflict of Law.