

Undergraduate Travel a Once-in-a-Lifetime Opportunity

"I've traveled abroad with the IBC for two summers in a row now," says junior Laura Ripo. "It's a once-in-a-lifetime opportunity that every undergraduate absolutely should take advantage of. After all, it'll never be easier or cheaper to live or travel abroad than when you're a student. There are lots of programs available and you can usually find scholarships to help pay expenses. The University and the Study Abroad Office really does a good job of helping students travel, live, and study abroad."

Laura, who is working on a dual degree in Finance and Spanish and who plans to obtain certificates in both Latin American Studies and International Business, participated in the 2002 summer MCE + 2 program (a two-credit optional add-on to "Managing in Complex Environments" that is offered to undergraduates by the College of

Interview with Dr. Shuman

Six engineering students were part of the IBC trip to Chile. "We've been encouraging our engineering students to engage in study abroad," says Larry Shuman, Associate Dean of Engineering. "We were very excited about this opportunity to work with the College of Business Administration and the IBC to present this opportunity to our rising sophomore students."

The engineering students participated in the introductory lectures and activities held in the spring. While in Chile, they worked in teams with the business students to study local companies and industries, and will make joint presentations on their findings in September.

"Our engineering students were very enthusiastic about their experience in Chile," notes Shuman. "They wished the study abroad experience were three weeks, not two. And we're very excited about this natural fit between business and engineering. We look forward to seeing our students participate in next spring's trips to Chile, Germany, and the Czech Republic."

Pitt and Santa Maria

The two universities have had a long and fruitful relationship. "Back in the late 1950s the University of Pittsburgh worked with faculty at the University of Santa Maria to develop programs in engineering," says George Klinzing, Vice Provost for Research. "Many of the engineering and mathematics faculty at the University of Santa Maria hold Ph.D. degrees from Pitt, and we have had numerous graduate students come here to obtain advanced degrees, or to work with Pitt faculty as research assistants in engineering and math. The University of Santa Maria produces outstanding students." Klinzing traveled to Chile this summer to work with the university to prepare it for accreditation in engineering.

Business Administration and partially funded by the IBC) trip to the Czech Republic, then spent six weeks in Mexico in an intensive Spanish program. In the spring of 2003 she was funded by the IBC to assist the MCE + 2 students in Valparaiso, Chile. The Pitt students were paired with students from the University of Santa Maria to research Chilean businesses and industries.

After Laura's work with the MCE + 2 students, she began an independent study on women in business in Chile. "I did this project under a Latin American studies program during which we spent the spring semester learning about the history and geography of Chile as well as planning our research projects," she notes. Laura and her fellow students then lived with Chilean families for seven weeks while conducting their research.

"Latin America has an image of being so macho," Laura observes. "I went down there expecting to find a lot of inequality in the workplace. But I found that Chile is actually very forward-thinking—not only are there many women in the workplace, but both the businessmen and women that I interviewed felt that women were equally capable of assuming leadership roles in industry."

Laura urges fellow undergraduates to take advantage of the programs and scholarships offered by the University. "If it is at all possible for you, do it!" she advises. "You'll never have the opportunity to travel and live abroad so easily again. Stick it out through the inevitable rough spots and it will be the most incredible experience in your life!" ■

"Study Abroad Changed My Life"

Sarah Heard, who graduated this spring with a dual degree in international business and Spanish as well as a certificate in Latin American Studies, agrees with Laura's assessment of the value of the study abroad experience. On an IBC-funded scholarship in the fall of 2002, Sarah spent five months in Mexico and earned her International Business Certificate from the Monterey Technical Institute. In addition to taking courses in writing and speaking business Spanish, she took a course in international marketing and one on the international business environment.

"I was the only native English speaker in these two classes," Sarah says. "It was very challenging—there was a lot of group work to manage and the readings, assignments and presentations were extremely involved and intensive."

This was Sarah's second trip to Mexico: during her first, in the fall of 2000, she did an independent research project on the topic of violence in middle schools. On that trip she traveled with a group of U.S. students and faculty. But for her latest study-abroad experience, Sarah applied for an IBC scholarship and arranged her trip herself.

"One of the hardest things to get used to was living again in a dormitory with a roommate who was several years younger than I was!" The social aspect of Sarah's stay was simultaneously one of the most challenging and the most satisfying aspects of her visit. She found it easy to meet other exchange students, but it took time to make friends with students from Monterey.

"The experience of living abroad by myself made me a lot more social. Whereas before I was kind of quiet, going to Mexico alone caused me to have to make all new friends, to cope with problems, and to figure out the strange rules and regulations of the school. But I learned that I could survive on my own and be more independent and more social than I ever thought I could be. I made wonderful friends from all over: Nicaragua, Finland, Italy, and Britain. Everyone should try living abroad—the experience changes your perspective on how you look at your own country as well as other countries." ■

The International Business Center

The International Business Center at the Katz Graduate School of Business was funded in 1989 by a grant under Title VI, Part B from the U.S. Department of Education. This section of the "Educate America Bill" is dedicated to improving and increasing international education at selected institutions of higher education throughout America. The University of Pittsburgh was one of the original five universities in the U.S., and the first in Pennsylvania to receive this grant.

The goal of the International Business Center is to provide tangible benefits in the area of international business to the Western Pennsylvania community—businesses, schools, colleges and universities—as well as to the faculty of the University and its students. Over the years, the International Business Center has used the grant funds to fund faculty and doctoral research, undergraduate study-abroad scholarships, faculty and staff foreign language instruction, conferences on international business, programming for regional businesses, and programs for faculty and students at regional colleges and universities.

Contact the IBC

1R19 Wesley W. Posvar Hall
Pittsburgh, PA 15260

Director: Lawrence Feick, feick@katz.pitt.edu
412-648-2145

Associate Director: Lori Molinaro, Lrider@katz.pitt.edu
412-648-1559

Visit our Web site: <http://ibc.katz.pitt.edu>

IBC Update is published twice yearly, in winter and summer. Writer/Editor: Allison Thompson

They're Not the Weakest Link in World Affairs Knowledge! (continued)

The Pittsburgh World Affairs Council is also pleased to announce that it was recently recognized with the President's Award for Outstanding Achievement, given for "extraordinary growth, innovation, and outreach." This was the first time the award was given in the medium-sized council category, a group comprising approximately half of the more than eighty councils across the U.S. ■



IBC UPDATE UPDATE

SUMMER 2003

Scaling the ALPs of Technology

Scaling the ALPs of technology—it's a fanciful but not inaccurate shorthand way of referring to "The Global Acquisition, Protection, and Leveraging of Technological Competencies," a conference held in October 2002 and funded by the Carnegie Bosch Institute at Carnegie Mellon University and the IBC at Pitt. This closed conference of distinguished academics and practitioners will result in a special issue of the *Strategic Management Journal* edited by Susan McEvily and John Prescott of the Katz School of Business and Kathleen Eisenhardt, Stanford University.

"The conference brought together some of the leading scholars in the field, plus a mixture of practitioners to balance out the academics," says Prescott. "Nearly 150 papers were submitted from which, through a peer-review process, we selected eighteen to be presented at the conference. We then selected ten of these to appear in the forthcoming special issue."



Mr. Keith Mulford, Director of Strategy for Motorola Labs

Topics ranged from a discussion of the rewards of sharing technology among companies or countries versus the risks of having the technology appropriated, to how a firm's organizational structure affects the success of its R&D efforts, to the analysis of how a lack of a foreign market for products inhibits technological development.

"It was interesting to note that there were more articles on the topic of acquiring technology than on leveraging a firm's existing technology into new products or markets or protecting a firm's technology from competitors," McEvily notes, adding that conference participants found the comments from peers and practitioners at the conference to be very useful as they rewrote their papers. "The latter two topics, which are much more difficult to study empirically, represent a nice opportunity for future academic analysis." ■

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A collaboration of the Joseph M. Katz Graduate School of Business and the University Center for International Studies at the University of Pittsburgh

They're Not the "Weakest Link" in World Affairs Knowledge!

Western Pennsylvania High School Teams Enter National WorldQuest Competition

And the winners of Western Pennsylvania's first WorldQuest international knowledge competition are ... Taylor Allderdice High School of Pittsburgh and Trinity High School of Washington, PA. At the conclusion of the regional competition, these two teams of four students each plus their chaperones traveled in March to the nation's capital for the first annual National Academic WorldQuest competition.

WorldQuest is an international knowledge competition based on current events, geography, country flags, world history, people in the news, the global economy, and world cultures. The World Affairs Council of Charlotte, NC developed the competition several years ago for young professionals, and recently it has been extended to high school students.

In March of 2003 the World Affairs Council of Pittsburgh, an organization dedicated to promoting greater understanding of international issues in the community and the secondary schools, hosted the first local competition in partnership with the International Business Center at the Katz School.

Global Business Dialogue

The IBC, in another partnership with the World Affairs Council and the Pittsburgh Regional Alliance, has been pleased during the course of 2002 and 2003 to offer the Global Business Dialogue program to the business community of Western Pennsylvania. Bringing together panels of CEOs of foreign firms, international business experts, and representatives of countries of interest to local exporters, the program series examines the broader political, economic and strategic issues shaping today's global marketplace and Pittsburgh's competitiveness in it. Topics at these well-attended sessions have included issues involved in doing business in China, the impact of homeland/national security issues on international trade, the proposed hemisphere-wide Free Trade Area of the Americas, and the state of the global, national, and regional economy.



Trinity High School
Taylor Allderdice
High School

"The interest in the competition and the response from the high schools were amazing!" says Annie Prucey, Education Director of Pittsburgh's World Affairs Council. "We rapidly filled to capacity, and there were still registration forms coming in from local schools."

Western Pennsylvania high schools could send in as many as two teams of four students plus a teacher-sponsor. Other participating high schools included those from Ambridge Area, Bethlehem-Center, Canon-McMillan Senior, Greenville, Hickory, Mt. Lebanon, North Allegheny, Pine-Richland, Riverview, Schenley, South Side Area, Springdale, and Upper St. Clair.

On the big day itself the key phrase was "Have fun!" Prucey notes that while WorldQuest is an academic competition, the organizers want the students to enjoy themselves as well as to learn from the event. The competition had six rounds, with ten multiple choice questions per round. After every two rounds the moderator reviewed the correct answers to the questions.

The national competition—the first ever—drew twelve other student teams representing world affairs councils from states as far apart as Hawaii, Maine, Oregon, and Texas. While the Western Pennsylvania teams did not place, they performed very well, ending in the top half of the group of competitors and having a wonderful time during their weekend in Washington.

"We look forward to sponsoring another regional competition in the early part of 2004," Prucey says, noting that due to the overwhelming positive response, the Council may have to limit the number of teams each school can send. "We feel that this event was very successful in introducing high school students to topics in world affairs. WorldQuest is the only quiz-type competition on international affairs offered to high school students in this region."

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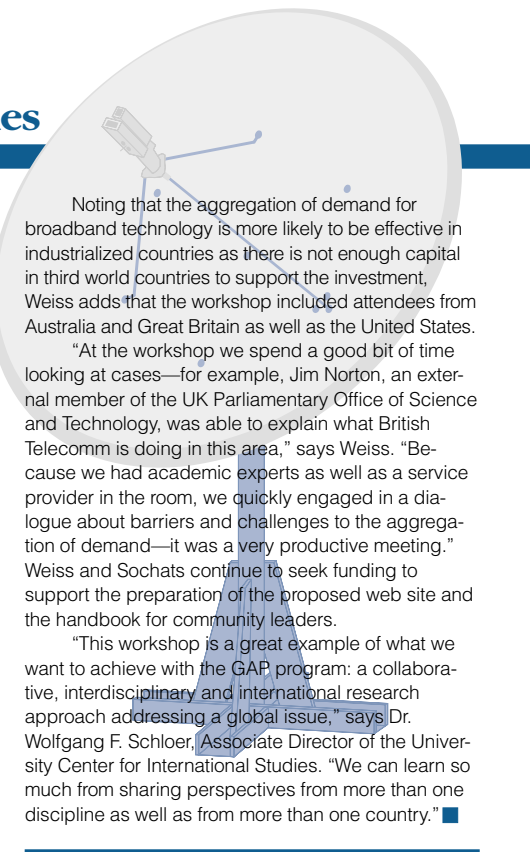
Telecommunications Demand Aggregation Working Group Convenes

In March 2003, University of Pittsburgh faculty member Ken Sochats, assistant professor of Information Science and Telecommunications and Director of the Visual Information Systems Center; Martin Weiss, associate professor of Telecommunications and Chair of the Department of Information Science and Technology; and Dennis Galletta, associate professor of Business Administration at the Katz School convened an international working group on Telecommunications Demand Aggregation. The working session was funded in part by the IBC through UCIS's Global Academic Partnership (GAP), a program launched in the fall of 2001 to strengthen interdisciplinary research and curriculum development regarding global themes at the University.

"The meeting provided a two-day opportunity for an interdisciplinary and international group to explore the feasibility of, and issues around, demand aggregation," notes Galletta. "The working group included representation from academia, telecommunications suppliers, government, and industry. It worked to provide a more objective view of strategies for providing telecommunications services to remote areas. The outcomes of the workshop included a list of tactical (bottom-up) and strategic (top-down) critical success factors for aggregating demand, an analysis of important issues from the supply and demand points of view, and an outline for a 'handbook' for community leaders, which will be developed later."

An objective of the working group was to explore the national and international dimensions of a strategy of aggregating end-user demand for telecommunications services in order to attract investment by private service providers.

"This strategy is best suited to small cities where demand for broadband exists, but is diffused among small hospitals or schools or other end-users," Weiss observes. "Local governments are already accustomed to aggregating demand to purchase commodities such as road salt. School districts pool their orders for textbooks to obtain them at a lower cost. Our project, when complete, would teach community leaders how to present a business case exhibiting aggregated demand to private service providers."



Noting that the aggregation of demand for broadband technology is more likely to be effective in industrialized countries as there is not enough capital in third world countries to support the investment, Weiss adds that the workshop included attendees from Australia and Great Britain as well as the United States.

"At the workshop we spend a good bit of time looking at cases—for example, Jim Norton, an external member of the UK Parliamentary Office of Science and Technology, was able to explain what British Telecomm is doing in this area," says Weiss. "Because we had academic experts as well as a service provider in the room, we quickly engaged in a dialogue about barriers and challenges to the aggregation of demand—it was a very productive meeting." Weiss and Sochats continue to seek funding to support the preparation of the proposed web site and the handbook for community leaders.

"This workshop is a great example of what we want to achieve with the GAP program: a collaborative, interdisciplinary and international research approach addressing a global issue," says Dr. Wolfgang F. Schloer, Associate Director of the University Center for International Studies. "We can learn so much from sharing perspectives from more than one discipline as well as from more than one country." ■

Beauty Branding in an Emerging Capitalist Market

Because brands in the western sense really did not exist prior to 1989, Central Europe's shift from socialism to capitalism has provided a unique real-life laboratory in which to analyze the concepts of product branding and how brand commitment develops. Thus in September 2003, the lead article in the *Journal of Consumer Research* will be "Rethinking the Origins of Involvement and Brand Commitment: Insights from Post-Socialist Central Europe," by Robin Higie Coulter, associate professor of Marketing at the School of Business, University of Connecticut; Linda

L. Price, the Chair and E.J. Faulkner Professor of Marketing at the University of Nebraska; and Lawrence Feick, Professor of Business Administration at the Katz Graduate School of Business.

Through a combination of focus groups, interviews, and surveys, the team studied Hungarian and Romanian women in both 1992 and 1998 to learn about their preferences towards beauty products. "We chose this product category rather than something expensive like electronics because there was a wide range of price-points, giving us access to subjects from all income levels," Coulter notes. She adds that in the early 1990s Central European women were just emerging from a socialist cultural model that discouraged women from using beauty products or even trying to appear attractive. As the markets opened up, however, all aspects of life, including the social infrastructure, changed. Women suddenly had access to a wide variety of beauty products, both branded and unbranded. The change in cultural attitudes towards both looking attractive and spending money to do so also fueled the women's interests in trying new products and learning about the concept of a brand. This change in both the economy and the culture provided the team with an unparalleled opportunity to study how and why brand preferences take hold.

The studies, funded by the IBC, the University of Connecticut CIBER, and the Marketing Science Institute, demonstrate the prominent position that political and cultural discourses, cultural intermediaries, social influences, and life themes have on influencing consumers' involvement with products and commitment to brands. The study contributes to understanding the relationships among product involvement, brand commitment, and brand experimentation. ■

CLAS Provides Briefing on Brazil to Business Community

In May 2003, the Center for Latin American Studies, in partnership with the IBC, sponsored a daylong briefing on the economic outlook for Brazil, the second largest economy in the Western Hemisphere and the tenth largest in the world.

"This is the first in what we expect to be an annual series of briefings for the business and academic community," notes Kathleen DeWalt, professor of Anthropology and Public Health and

Director of the Center for Latin American Studies at the University of Pittsburgh. "We started with Brazil in part because of our Brazilian Studies program. In the years to come we expect to address other countries in Latin America and in the proposed Free Trade Area of the Americas."

The Pittsburgh Office of the Department of Commerce assisted the Center by providing contact information for Pittsburgh's business community. Local staff also arranged for teleconferencing from Sao Paulo. One Brazilian panelist appeared via teleconference, and a highlight of the conference was an up-to-the-minute market briefing from the staff of the Office of the U.S. Department of Commerce in Brazil.

"The panelists had mixed reviews about the outlook for Brazil," reports DeWalt. "On the optimistic side, recently-elected socialist president Luis Inacio Lula da Silva appears to be taking a much more progressive and anti-protectionist stance than had been previously feared. The optimists in the group focused on his relatively centrist approach to policy-making and his appointments of highly respected individuals to key cabinet posts. The pessimists continue to note that Brazil's trade policy is the key to its future, and that there is still a long way for the country to go."

DeWalt was pleased that more than thirty people—students, faculty, and business people from a wide range of company sizes—attended the conference. "I certainly saw people exchanging business cards with enthusiasm!" she says.

Glenn Flickinger, a private mergers and acquisitions consultant and chairman of the advisory board of the Center for Latin American Studies, adds that part of the genesis of the program was that "We wanted to showcase both the University and the Center's Brazil Studies program to the local business community. The Center is in the top handful of all of these kinds of programs in the country." Flickinger chaired a panel of representatives from local companies that do business in Brazil, including FreeMarkets, PPG, Summa Technologies, Mine Safety Appliances, and INTRIX. He is pleased to note that most of the other speakers were either University faculty or graduates of the Center, including the distinguished luncheon speaker, Dr. Arturo Porzecanski, Head of Emerging Markets, Economics & Debt Strategy and Managing Director of ABN AMRO.

"We look forward to holding more of these briefings to benefit the Western Pennsylvania business community," Flickinger concludes. ■