



**INTERNATIONAL
BUSINESS
CENTER**
UNIVERSITY OF PITTSBURGH CIBER

IBC UPDATE

Projects Prepare MBA Students for Globalized Problem Solving

By Niki Kapsambelis

With corporate training programs fast becoming a relic of a bygone era, MBA graduates need to walk through the door of their first job after business school ready to solve problems. And in an increasingly global economy, they must know how to do it anywhere in the world.

“You’d be hard pressed to find a project that doesn’t have global overtones,” says G.M. “Bud” Smith Jr., visiting clinical professor at the University of Pittsburgh Joseph M. Katz Graduate School of Business. “The days of making a product inside the four walls of a local factory and selling it in the same town are over,” he says. “The real questions are: Should it be made in China? Should parts of it be outsourced to Brazil? Does it make sense to sell it overseas?”

That context is the driving force behind two projects designed to give MBA students the international problem-solving experience they’ll need on the job. Smith teaches one, the Consulting Field Project, which assigns teams of four or five students to an actual corporation with a real problem. Companies pay for the service and students function as consultants.

Luciana Arbach, a member of the MBA Class of 2013, was part of a team that worked with RPM Industries, LLC, a company in Washington, Pa., that manufactures engine pre-lubrication and evacuation systems for the construction industry.



This picture was taken at a color studio in Bhandrup, India, where Asian Paints Ltd. takes its clients to view color samples. Asian Paints is PPG Industry’s JV partner in India. From left to right, the students in the picture are Melissa Anderson (University of Wisconsin), Andrew Singer (University of Miami), Luciana Arbach (University of Pittsburgh), Sara Paisner (University of North Carolina at Chapel Hill), James Dagonas (Duke University), and Anish Taylor (George Washington University).

Because the company already exported to Brazil, it wanted to know whether setting up a manufacturing site in that country would be cost-effective, and if so, how it should be set up.

Arbach, who previously lived in Brazil, traveled to the country with another member of the team, and they spent two weeks interviewing similar stakeholders to learn about the business environment and gather information to aid the team’s recommendation.

“All the companies and people we interviewed were welcoming,” she says, which surprised her. “I thought we’d sort of be a burden.”

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All Global Business Project participants during the March 2012 meeting in Washington, D.C.

The team interviewed attorneys and government officials as well as people from another Pittsburgh-based company, Philips Respironics, which also had set up a venture in Brazil. Findings were mixed; the team found a 45 percent savings by manufacturing in Brazil, but representatives of one of the companies with which they spoke said it was a 7 percent savings at best. Students had to determine the source of the disparity—which turned out to be different requirements on the medical equipment made by the company that had reported minimal savings.

“I’ll tell you, they agonized,” says Smith, “because they’re not used to doing that.”

Ultimately, the team recommended that RPM pursue a joint venture to produce RPM’s product in Brazil, and the company decided to follow its advice.

Arbach also served on a team with the Centers for International Business Education and Research (CIBER) Global Business Project, which is run out of the University of North Carolina’s Kenan-Flagler Business School for teams from a consortium of 13 universities’ CIBERs. In 2012, students were able to go to India for the first time, says Ravi Madhavan, professor of business administration, Alcoa Foundation International Faculty Fellow, and director of research for Pitt’s International Business Center.

“This is a very good experience-based learning assignment. For the duration of that semester, and in a very intense mode during the 15-day in-country period, the MBA students are living the life of consultants,” he says.

Moreover, the project allows students to benchmark themselves against peers from other business schools who will become their competitors in the job market.

Sanjay Singh, an MBA candidate, served as the project leader for a team working on a problem for Monsanto Company in Brazil. The group met virtually through weekly conference calls and Skype sessions before flying in mid-May to Brazil, where they interviewed more than 30 people in two weeks.

“It was really a very enriching experience for me,” he says. “I’m from a developing country— India—so I know how these countries are emerging.”

Brigette Koreny, who expects to graduate in 2013 with both an MBA and a law degree, was thrilled to travel to India on a project for Westinghouse Electric. Koreny had hoped for experience in either China or India, given the significant growth both countries have enjoyed in recent years.

“Any experience you can get in either of these markets is extremely valuable, and employers pick it up very quickly on your résumé,” she says. “It was everything I could have hoped for and more in terms of learning how to do business in a different country.”

Koreny visited five cities in two weeks and believes that the hectic pace helped to give her a realistic sense of what international business travel entails. She also hopes the experience will help distinguish her during her job search. “When someone sees this on your résumé, it’s something they want to know more about, and it draws their interest,” she says. “In an economy in which there are more applicants than positions, it helps you [to] stand out.”



This photo was taken after the final presentation. Global Business Project team pictured from left to right: Petra Hailu (Duke University), Fernanda João (corporate services procurement supervisor, Monsanto Company, Brazil), Renata Costa (continuous improvement analyst, Monsanto Company, Brazil), Bruno Chinellato (strategic sourcing champion, Monsanto Company, Brazil), Plauto Nascimento (indirect procurement supervisor), Alexandre Martins (continuous improvement manager, Monsanto Company, Brazil), Mario Morhy (director supply chain, Monsanto Company, Brazil), Sanjay Singh (Pitt), Vitor Brock (Unislhos), Rich Ranieri (University of Maryland), Jesus Molina (Purdue University)

International Internship Program Gives Business School Undergraduates Full-time Experience Working Abroad

By Niki Kapsambelis

As a child, Bryan Scott learned from his grandfather the value of traveling abroad and its applicability to education.

“My grandpa was a world traveler,” explains Scott, a junior from Rochester, N.Y. “He worked for a company that was very international, and he explained to me the importance of going abroad and getting a different perspective.”

So when Scott learned about the University of Pittsburgh College of Business Administration’s International Internship Program, he jumped at the opportunity. Scott spent May through August living in Berlin and working in Potsdam, Germany, interning at Dardack, a company that creates emergency response software. As a member of the business development team, Scott collected and analyzed customer feedback and helped to coordinate an event with a technology center in Minneapolis, Minn.

He departed the United States in May not knowing a word of German, but he was excited about the experience.

“To get out of your comfort zone was great; it really helped me a lot,” he says. “I think the coolest part was learning the different perspectives of people from all over the world.”

Scott’s experience exemplifies the goals of the program, according to J.P. Matychak, director of CBA Career Services. Now in its third year, the program is designed to fully immerse undergraduates in a foreign culture, much as they may do once they graduate.

“More and more companies are becoming global,” Matychak explains. “We’ve been saying that for 20 years now, but it really is true. More companies are building partnerships overseas, so the opportunities are a bit more plentiful for students to travel abroad in their work within the first five years after graduation.”

The program is unique in that students do not take classes while they are abroad; rather, they commute to work and hold full-time positions.

“To me, you don’t immerse yourself in a work culture 15 or 20 hours a week,” says Matychak. Working full time

internationally “shows to employers that these students are adaptable.”

Jacqueline Saslawski, managing director of the International Business Center, agrees.

“We want to internationalize our students. Especially for professional students, it sometimes seems difficult for them



CIBER panel at NAFSA Conference from left to right: Jeff Whitehead, Director, Study Abroad Office, University of Pittsburgh, Aaron Rose, International Program Coordinator, David M. Kennedy Center for International Studies, Brigham Young University, Louis Dessau, Director, Office of International Activities, Darla Moore School of Business, University of South Carolina, J.P. Matychak, Director, CBA Career Services, College of Business Administration, University of Pittsburgh, and Jim Key, Director of Business Development at Intrax

to incorporate international studies into their schedule. And we want them to have a meaningful experience.”

Robyn Cheeseman, a senior marketing major, had already studied abroad in Granada, Spain, and hopes to work abroad after graduation. Through her internship with Tuenti, a Spanish social network, she gained both language fluency and professional confidence.

“It was a lot different from when I studied abroad because we were working full time,” she says. “By the end of the experience, you completely own it...But it’s a lot of work. If you just want to party abroad, it’s not the same thing. You really are working full time. You have to really want it and want to get something out of it. It’s an intense few months.”

Miranda Beck had never been away from home before spending the summer in Paris, France, working for an independent consultant. Though she wishes she had met more French people, she adds, “The experience of being there was awesome. It taught me how I could respond to being in a really different environment.”

The Pitt model was showcased recently at the Annual Conference & Expo of NAFSA: Association of International

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Educators in May and June 2012. Jeffrey Whitehead, director of Pitt's Study Abroad Office, moderated a Center for International Business Education and Research (CIBER) panel titled International Internships for Undergraduate Students: Best Practices.

"We talked about how to build them by using both [third-party] providers and the do-it-yourself model," Whitehead says. "People increasingly want to get something out of study abroad besides the traditional classroom-based experience."

The panel was well attended, according to NAFSA, and scored in the top 25 percent of the 191 sessions offered at the conference. In addition to the International Business Center, the panel was sponsored by the CIBERs at Brigham Young University, the University of South Carolina, Texas A&M University, and third-party provider Intrax Inc.

Pitt looks for a robust number and a variety of internship placements, working in partnership with Intrax. In 2012, 46 CBA students went to four countries—Spain, Germany, France, and China. Next year's destinations are Brazil, China, Chile, Germany, Italy, and Spain, according to Matychak.



International Internship Program Madrid: Jordan Sirianni, Elizabeth Hertzler, Alexa Verink, and Robyn Cheeseman in Segovia, Spain



International Internship Program Berlin students enjoy a boat trip on the Spree River with their advisor, Michael Kijowski (standing behind part of the group).



International Internship Program Paris 2012: (from left) Elizabeth (Libby) Chick, Kathleen (Kathy) Rafferty (advisor), Danielle Gibbons, Rachel Martone, Kinsey Gilbreath, Dan Greengard, and Miranda Beck at Place du Trocadéro near the Eiffel Tower

Students in Global Research Practicum Take the Road Less Traveled

By Niki Kapsambelis

As Lawrence Gerken (MBA '12) recalls his experiences visiting Samara in May, it's hard to believe the place he visited is the sixth-largest city in Russia.

Some sections had old wooden buildings that appeared to be centuries old; the roads were terrible, and the traffic was worse. In some parts of the city, there was no running water; instead, water pumps stood on street corners.

"You had to go into it with the idea that you were going to experience something like that," says Gerken, who traveled to Russia as part of the Global Research Practicum at the Joseph M. Katz Graduate School of Business right before completing his MBA. And he did, thanks to the groundwork laid by Andrew Konitzer, associate director of the Center for Russian and East European Studies and adjunct associate professor of political science.



Global Resource Practicum in Russia participants with partners at the International Market Institute in Samara, Russia

Konitzer wanted students to experience the business environment of provincial Russia, not just the cosmopolitan landscapes of Moscow and St. Petersburg—although the 18 students on the trip did visit Moscow as well.

He turned to Samara, a city of nearly 1.2 million people, in part because of the University of Pittsburgh's long-term partnership with the International Market Institute, a business and public administration school located in the city. Konitzer also spent two years in Samara working and conducting research, so "this seemed like sort of a natural," he says.

Because the city lacks exposure to foreign visitors, it gave the students the chance to see "the real Russia," not just the tourist sites.

"It also represents what most of the country looks like, rather than Moscow or St. Petersburg, which in many ways are much closer to European cities than Russian cities," Konitzer says.

In designing the course, organizers took the students first to Moscow to learn about the country's general business climate from members of the American Chamber of Commerce in Russia. A student who worked for the H.J. Heinz Company also arranged for a meeting with the president of that country's Russian operations. The group then traveled 600 miles by rail to Samara, where they met with partners at the institute to learn about the local political and business climate before touring companies as varied as Alcoa Inc., an IKEA superstore, a brewery, a vodka plant, and the Coca-Cola Company.

"They really got a nice balance of both the policy side of things—how government views economic policy in the region and Russia as a whole—and how companies actually operate," says Konitzer.

Prior to the trip, at the beginning of the spring term, students attended evening class meetings and a project planning workshop in which they developed research proposals. They also attended a weekend-long minicourse, *Russia Today*, in which local and international experts came in to offer opinions about the country.

"By the time they went, they'd had a lot of contact time and a pretty high-quality overview of what to expect in the country when they got there," says Konitzer. He was pleased that students had the opportunity to contrast what they heard second hand in lectures with what they observed firsthand when they traveled.

"They saw specific instances where the specialists they had listened to at *Russia Today* were, frankly, wrong," he says. "It gives them a bigger sense of the realities out there."

Those disparities also illustrated for the students what happens when even self-styled "experts" spend too much time in Moscow and not enough time in other parts of Russia.

Gerken agreed, and was pleased at the opportunity to visit a part of the country that most Americans not only never see but know nothing about. Similarly, he met people who knew little about Americans. Outside Moscow, nobody over the age of 30 spoke English, he noticed; often, they didn't even recognize what language the students were speaking.

"Because they were such a closed society for so long, they didn't really interact with anyone in the outside world," he says.

"It was a very intense week," notes Konitzer. "They're basically getting the experience of a delegation that goes on a trip like this. It is nonstop. They squeeze every minute out of the trip."

FDIB China: Professor Gains Firsthand Knowledge of Explosive Economic Growth

By Niki Kapsambelis

China is widely recognized as one of the fastest-growing economies on the planet. Perhaps nothing illustrates this phenomenon better than the business that has grown out of the 2008 Sichuan earthquake.

Completely destroyed by the 8.0 magnitude temblor, a state-owned turbine enterprise is back up and thriving four years later. A small private construction company with a niche specialty in concrete reinforcement managed to successfully compete with state-owned enterprises thanks to some government grants and its specialized skills.

Susan Cohen, associate professor of business administration at the University of Pittsburgh Joseph M. Katz Graduate School of Business, spent 12 days in China exploring these and other success stories as part of the Faculty Development in International Business (FDIB) Program. As part of a cohort of 18 faculty members, Cohen visited a series of companies in both coastal and inland China, learning firsthand about the explosive growth that is the talk of the business world.

"It's just such an important country in what happens in the world going forward," says Cohen. Because she has a passion for technology innovation, she believed that the trip would inform future research by helping her to fit ideas into a global context. "If that's not part of the pedagogy and part of the research, you're missing a big part of the picture."

Part of the trip's appeal was its format, notes Cohen, who acknowledges that she would be somewhat intimidated to travel to the country alone. Led by Chen Ji, who teaches finance at the University of Colorado Denver, the cohort focused on new developments in China's current five-year plan, which depends on massive infrastructure projects and export-driven growth as primary models.

Chen says that he wanted to bring the group inland to give participants a contrasting sense of the growth in provincial regions compared to more cosmopolitan areas such as Shanghai and Hong Kong.

"China is different from any other country," he explains. "It's a mystery. The economy has developed very quickly, and we see a lot of issues and problems and don't understand why."

Business executives from both Chinese and foreign countries met with the group, as did diplomats and attorneys.

The language barrier did not prove to be as cumbersome as Cohen had feared. Chen recommends that participants acquire some basic language skills—what he calls "survival Chinese"—so they could order food and perform other basic tasks while in the country.

"It's very simple, and people appreciate it [and] feel that you are more friendly to them," he says.

Already, Cohen is working with a Chinese doctoral student at Pitt to find relevant projects to which she can apply her experiences.

"Going there and seeing how things work, and getting a sense of China on the ground, helps to ground the material," she says. "I have examples now of companies I can talk about and stories I can share. But I think the most enduring outcome of the trip is an intangible sense that now when I look at this material, it's not some disembodied framework. ... I think [the trip] will be really helpful in delivering the material better and in a more meaningful way."



The FDIB group visited Alibaba.com, the largest Chinese online trading site, founded by entrepreneur Jack Ma, and learned how the company trains and socializes not only its employees but also the community of would-be Chinese entrepreneurs selling on its Web site.



FDIB China 2012

Global Management Students Brainstorm Revolutionary Ideas in Cuban Project Course

By Niki Kapsambelis

As is often the case in a business setting, the problem was open ended, involved a complex environment in a foreign country, and required students to offer multiple solutions: Find a way to make money in Cuba.

For global management majors in the College of Business Administration, the scenario was optimal for testing their skill sets. Working from a five-year strategic plan, they were required to devise ideas for running a successful business in a country that is closed to Americans and offers limited opportunities for Cuban entrepreneurs.

“We wanted them to see what they’re learning in fact has application, and we wanted them also to see they could do it,” says G.M. (Bud) Smith Jr., visiting clinical professor, who used Cuba as the example in his Projects in Global Management course.

Students worked through a heavy dose of Cuban history and culture as well as the current business environment before they began working on scenario planning, in which

they suggested two or three different ideas for what the country might look like in five years. After they settled on a collective vision, students broke into teams of three to develop business proposals that would function within that suggested environment.

According to Smith, the course closely mimics what students can expect in the workforce.

“What happens in the real world is the boss calls you into the office and says, ‘How’d you like to go to Saudi Arabia?’ ” says Smith, adding that employees—like his students—are expected to solve business problems regardless of what language they studied in college.

Students came up with scenarios ranging from medical tourism—in which Americans go offshore to obtain medical procedures more cheaply than they can be had in the United States—to lime farming and manufacturing. Also suggested was a taxi service using the 1950s-era cars that populate the country.

“It was fun to watch, because the students really understood at the end that they could use the tools they’d learned and the information they’d gathered,” says Smith.

Society for International Business Enjoys Robust Year

By Niki Kapsambelis

The Society for International Business, an undergraduate club, enjoyed a successful year, with members participating in case competitions, summits, panels, and corporate site visits.

An undergraduate case competition at Brigham Young University brought students to Provo, Utah, to analyze a problem presented completely in Spanish. Teams had to devise a plan for potable drinking water.

“For a first-time entry, we did really well,” says outgoing president Tuong Vy Tran, who also serves as the assistant program coordinator for the International Business Center. “We got some really positive feedback.”

In April, club members attended the 2012 International Business Club Summit at Ohio State University. Attendees discussed how a major in international business would fit into other fields, such as finance or accounting.



Society for International Business at the Ohio State University International Business Summit: left to right, Robert Carre (senior), Rosalyn Nye (sophomore), Nodira Bobojonova (junior), Robyn Cheeseman (senior), Tuong Vy Tran (senior), Lutong Yang (senior), and Alex Cappola (BSBA '12)

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"I think it really gives the students a chance to look at what they're doing to make future employers understand what they are and how to highlight that on things like résumés," says Tran.

In February, the club sponsored its International Panel, which invites students from a focused area of the world. In 2012, it was Europe, owing to keen interest in the eurozone crisis and the region's reconstruction of business policy. Nine panelists represented a range of countries, including Russia, Italy, Spain, Belgium, Uzbekistan, and Greece.

"Some of them had already worked a couple of years in their home country, and they had more of an idea of what the business community is looking for over there," says Tran. The group also discussed the connections and qualifications Americans need to secure employment in Europe.

Site visits included the Bank of New York Mellon Corporation, where students visited the international trading

floor, and Bombardier, where students learned about manufacturing from the point of view of a company that is managed distantly by a larger entity.



Pitt team at the BYU Business Language Case Competition: left to right, Robyn Cheeseman, Alexa Verink, and Tuong Vy Tran

Alliance Recognized for High School International Case Competition

By Niki Kapsambelis

Operating on the theory that it's never too early to encourage students to think internationally, the Cultural Communications Alliance (CCA) has run international marketing competitions for high school students for the past dozen years.

This year, the Pennsylvania Council for International Education recognized these efforts by honoring CCA with its Bringing the World to Pennsylvania Award. The award recognizes collaborative efforts for international education in grades K-16.

CCA's case competition invites students to continue their study of a foreign language by demonstrating its value in the business world. In 2012, the competition focused on an insecticide manufactured by Bayer AG and asked students to target Brazil as a market.

Students spend 30-40 hours outside the classroom working on their projects, which is similar to the work of college students, says Deanna Baird, CCA's president and

curriculum leader for world languages in the Upper St. Clair School District.

"Kids need to start thinking outside the box before they're hired by international corporations," says Baird. "For them, it's all about learning a language and being able to apply that language to a situation. ... It's about taking your understanding of culture and being able to apply it anywhere in the world, because that's reality."

Although the work is intense, students seem to enjoy it, and they emerge with a unique experience to include on their college applications.

"I think they're excited by the unpredictability of it. They don't know what the answer's going to be; they're doing the research to find out what is truly the best way to promote a product," says Baird. "More and more students are starting to understand the importance of global studies. They realize that, yes, they can study economics, but they need to know more than American economics. And this makes that pretty clear to them."



Franklin Regional High School team



Deer Lakes High School team with teacher Peggy Carlson



Pine-Richland High School team

High School French Teacher Attends Seminar Focusing on Business Language Acquisition

By Niki Kapsambelis

For one week in June 2012, North Allegheny School District French teacher Barbara Zaun found herself in a blissful minority. She was one of just three Americans and the only high school teacher at the Penn Lauder CIBER Summer Language Institute in Teaching Language for Business Communication at the University of Pennsylvania.

Zaun was among roughly 24 participants at the seminar, which focused on teaching a second language for business communication. Participants hailed from several countries, including Brazil, Poland, Spain, Argentina, and Mexico, and most held PhDs and taught English as a second language.

Sessions blended different aspects of business and culture as well as standards of language, modes of instruction, and suggestions for incorporating these qualities into lesson plan designs.

Working in teams, participants devised a language lesson that used aspects of the seminar and created a PowerPoint presentation.

"It was a wonderful week; it truly was," says Zaun, who teaches advanced placement students. Recently,



Penn Lauder CIBER Summer Institute in Teaching Language for Business Communication 2012

standardized AP tests in modern languages became thematic, and one of the six themes focuses on business and marketing. Zaun believes that the seminar will help her as she prepares her students for the test.

Zaun's participation was funded by the International Business Center.

IBC Offers Language Acquisition Support

Since its inception, the International Business Center (IBC) has supported language instruction. In 2011–12, based on MBA student demand, IBC offered one section of Spanish for MBAs in fall 2011. The MBA language courses are designed to fit the MBA student's schedule and to emphasize international business.

One MBA student participating in the Global Business Project to Brazil and two MBA students participating in the Consulting Field Project acquired or intensified Brazilian Portuguese in 10-week noncredit workshops during the spring term. The Center for Latin American Studies and IBC co-sponsored three workshops: beginner, intermediate, and advanced levels.

IBC Staff Member Graduates, Takes Job at PNC



Alex Cappola

Alexander Cappola, who served as the International Business Center (IBC)'s assistant program coordinator for a year before graduating in the spring of 2012, has accepted a job with PNC Financial Services Group, Inc.

Cappola works in the bank's operations department as part of its development program, and after his

first two weeks on the job, he reports that things are going well.

While at IBC, Cappola was heavily involved with planning the case competition for the Cultural Communications Alliance, which is targeted toward high school students who have an interest in international business. He also helped to organize extracurricular activities for participants in a management leadership program for Brazilian students.

"It was very rewarding," Cappola says of his tenure at IBC. "I learned a lot of responsibility at IBC and a lot of skills that I've been able to apply already at PNC."

Outreach Programs, Events, Lectures and Presentations

September 30–October 2, 2011: Brazil Today: Economy, Technology, People was part of an ongoing series of weekend courses on Brazil, Russia, India, China (BRIC) countries in collaboration with Carnegie Mellon University. The course explored how current thematic factors interact to influence Brazil's position today and into the future. The three-day course touched upon issues such as education, industrial growth, economic development, business influence, exports, and socioeconomic shifts. The course provided students with a current-day snapshot of important events that are affecting Brazil's role in Latin America and throughout the world. The course was sponsored by the University of Pittsburgh Global Studies Center, Center for Latin American Studies, Joseph M. Katz Graduate School of Business, Swanson School of Engineering, International Business Center (IBC), and Office of the Provost and the Carnegie Mellon University H. John Heinz III College, Office of the Provost, and Division of Student Affairs.

October 6, 2011: A student reception was held featuring Nguyen Quoc Cuong, Vietnamese ambassador to the United States. The reception was sponsored by IBC, the University Center for International Studies, the Asian Studies Center, the Graduate School of Public and International Affairs, and the World Affairs Council of Pittsburgh.

October 19, 2011: James Cassing, professor, Department of Economics, presented "Impact Assessment of Free Trade Agreements" as part of the Asia Over Lunch lecture series hosted by the Asian Studies Center and cosponsored by IBC.

October 24, 2011: Members of Pitt's Society for International Business (SIB) competed in the eighth annual WorldQuest competition among 32 teams representing some of Pittsburgh's top universities, businesses, and nonprofit organizations. The event was hosted by the World Affairs Council of Pittsburgh.

November 7, 2011: At the 15th annual Pitt Model United Nations, more than 300 students from 30 area high schools applied their prior research and studies and presented their positions in this simulation of sessions of the United Nations. While the students practiced diplomacy, negotiation, and resolution writing related to their issues, many of which related to international business, their teachers participated in a same-day workshop titled Making the Modern Middle East. Pitt Model UN was sponsored by Global Solutions Pittsburgh Education Fund, the University Center for International Studies and its area studies centers, Pitt's Model UN club, the United Nations Association of Pittsburgh, and IBC.

November 11, 2011: IBC sponsored a team of SIB students participating in the fifth annual Business Language Case Competition, hosted by the Brigham Young University CIBER in Provo, Utah, and cosponsored by the University of Miami CIBER.

November 17, 2011: More than 50 students from four Pittsburgh-area high schools and their teachers traveled to Chorus Call headquarters and participated in a live videoconference with Chorus Call's office in São Paulo, Brazil. The program was a collaboration among Chorus Call, the Cultural Communications Alliance (CCA), IBC, the Global Studies Center, and Bayer AG. This was the first workshop opportunity for high school students participating in the 2011–12 CCA International Marketing Competition. The target country was Brazil, and the product was Bayer's Advanced All-in-One Rose & Flower Care line. The workshop was sponsored by IBC, the Global Studies Center, CCA, and Bayer.

January 15, 2012: Yinuo Tang, a second-year PhD student in strategic management with a concentration in international business, presented a paper on international entrepreneurship activities in South Africa at the 12th U.S. Association for Small Business and Entrepreneurship Conference in New Orleans, La.

February 3, 2012: At WorldQuest, 47 local and regional high school teams competed in their knowledge of international events, culture, history, politics, geography, and business. The competition was sponsored by IBC, the World Affairs Council of Pittsburgh, the Global Studies Center, and the University of Pittsburgh Medical Center.

February 9, 2012: At International Connections: Connecting You to Your World, a panel and subsequent breakout session informed students from underrepresented populations in grades 10–12 of opportunities to pursue international studies and study abroad experiences during their college years as well as the wide variety of internationally oriented career opportunities that such studies can bring them in the future. The event was sponsored by IBC, the University Center for International Studies, the African Studies Program, the Asian Studies Center, the Center for Latin American Studies, the Center for Russian and East European Studies, the European Union Center of Excellence/European Studies Center, the Global Studies Center, the (Pitt) Study Abroad Office, the World Affairs Council of Pittsburgh, and the Urban League of Greater Pittsburgh.

February 17, 2012: At the CCA Marketing Workshop, seven Pittsburgh-area high schools participated in a videoconference. Following a faculty presentation on business in Brazil, College of Business Administration and MBA student mentors communicated with the

high school students who joined from remote sites about international marketing and Brazil. This was the second workshop opportunity for high school students participating in the 2011–12 CCA International Marketing Competition. The target country was Brazil, and the product was Bayer's Advanced All-in-One Rose & Flower Care line. The workshop was sponsored by IBC, the Global Studies Center, CCA, and Bayer.

March 21–23, 2012, at the University of North Carolina at Chapel Hill: Annual CIBER Business Language Conference: Building Bridges from Business Languages to Business Communities. Brenda Swart of the University of Pittsburgh and Carlos Ramírez, formerly of the University of Pittsburgh, presented "What Vocabulary to Teach in an Introductory Business Spanish Class." This conference was presented by a consortium of CIBERs for International Business Education and Research, the Frank Hawkins Kenan Institute of Private Enterprise, and UNC's Center for European Studies and European Union Center of Excellence.

March 22, 2012: Christian Burgsmueller, counselor and head of the Transport, Energy, Environment, and Nuclear Matters Section, European Union Delegation to the United States, presented on transatlantic energy challenges. The event was sponsored by IBC, the European Union Center of Excellence/European Studies Center, the Center for Russian and East European Studies, and the Global Studies Center.

March 23–25, 2012: Russia Today: Economy, Technology, and People was part of an ongoing series of weekend courses on Brazil, Russia, India, China (BRIC) countries presented in collaboration with Carnegie Mellon University. The course explored how current thematic factors interact to influence Russia's position today and into the future. The three-day course touched upon political and economic transformations as well as changes in public policy, including health, education, and the recent elections. The course also focused on pressing contemporary issues of global importance, such as energy policy and international trade, and was sponsored by the University of Pittsburgh Global Studies Center, Center for Russian and East European Studies, Katz Graduate School of Business, Swanson School of Engineering, and International Business Center and Carnegie Mellon University's H. John Heinz III College, Office of the Provost, and Division of Student Affairs.

May 1, 2012: At the International Marketing Campaign Business Interscholastic Competition, six Pittsburgh-area high schools competed in this final round. The teams presented their marketing strategy for a designated target market (Brazil) and product (Bayer's Advanced All-in-One Rose & Flower Care line) to a panel of judges. The competition was sponsored by IBC, the University of Pittsburgh Global Studies Center, Bayer, CCA, the Pennsylvania State Modern Language Association, and Chorus Call.

June 1, 2012: At the CIBER panel at the NAFSA 2012 Annual Conference & Expo in Houston, Texas, panelists from Pitt, Brigham Young University, the University of South Carolina, and Intrax Inc. discussed "International Internships for Undergraduate Business Students: Best Practices." This panel presentation was sponsored by the Short Term Study Abroad CIBER Consortium. Consortium members are the CIBERs at Pitt, Brigham Young University, the University of South Carolina, and Texas A&M University.

June 6–August 1, 2012: At the GW-CIBER Summer Doctoral Institute, Jean Woroniecki, a Katz doctoral candidate in strategic management, received a summer 2012 fellowship at George Washington University through the GW-CIBER program. She was invited to participate in the GW-CIBER Summer Doctoral Institute for Research and Study on Institutions, the State, and Development in International Business. Woroniecki is working on a paper that relates to adaptation to technological change.

June 10–15, 2012: At The Penn Lauder CIBER Summer Institute, one Pittsburgh-area teacher participated in the institute, which trains second language educators in curriculum and lesson planning oriented toward professional content and contexts. The training was sponsored by CIBERs at Pitt, the University of Pennsylvania, Columbia University, and Temple University; Sovereign Bank; and Santander Universities.

June 14, 2012: "Art, Technology, and Social Movements: Cultures in Transition," a workshop for high school teachers, brought together presenters from the University of Pittsburgh and a City of Asylum/Pittsburgh writer-in-exile to discuss global social movements, including the Occupy Wall Street protests, Arab Spring demonstrations, and international grassroots efforts to effect social change, and how the attitudes and opinions of young generations are appearing in art and technology around the world.

July 1, 2012: Yinuo Tang, a second-year PhD student in strategic management with a concentration in international business, presented, "Value Creation through Cross-border Acquisitions by BRIC-based Firms: An Institution-based View" at the Academy of International Business 2012 Annual Meeting in Washington, D.C.

July 1–13, 2012: At the Management and Leadership Program (MLP), Pitt College of Business Administration (CBA) and MBA students took on the roles of ambassadors to a group of Brazilian students who came to Pittsburgh to participate in MLP. Three CBA students who are participating in the Certificate Program in Leadership and Ethics interacted with the Brazilian MLP participants on team projects. MLP was offered through the Center for Executive Education in collaboration with the Katz Graduate School of Business, David Berg Center for Ethics and Leadership, and IBC.

Faculty Grants 2011–12

The International Business Center provides funding for international research seed grants, course development, business case development, and language course development. In the 2011–12 academic year, the following grants were awarded:

Susan K. Cohen, associate professor of business administration, Development of Course Materials for a Suite of Global Strategy Courses

Nandu J. Nagarajan, professor of business administration, Incentive Conflicts and the Effectiveness of Bankruptcy Restructuring in Thailand, a joint research project with Piman Limpaphayom, associate professor of finance at Portland State University, and Pattanaporn Chatjuthamard (Kitsabunnarat), assistant professor of finance at the Sasin Graduate Institute of Business Administration at Chulalongkorn University, Thailand

John E. Prescott, Thomas O'Brien Chair of Strategy and professor of business administration, Joint Survey of Competitive Intelligence Practices, a survey jointly sponsored with **Qingjiu (Tom) Tao**, assistant professor of management, strategic management, and international business at James Madison University, and **Xinzhou Xie**, professor of new media and Internet communication at the School of Journalism and Communication at Peking University, China

Brett Wells, senior lecturer, director of undergraduate studies in French, major advisor in French, and study abroad advisor in French in the Department of French and Italian Languages and Literatures at the Kenneth P. Dietrich School of Arts and Sciences, Course Development Grant for Internationalizing Business French Courses

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About the IBC

Founded in 1989 as a joint venture of the Katz Graduate School of Business and the University Center for International Studies, the International Business Center (IBC) is a unique resource that develops, operates, and supports programs designed to build international competence and expertise in business students, faculty, and practitioners, and that helps businesses enhance their international competitiveness. The IBC is one of 33 Centers for International Business Education and Research (CIBERs) administered by the U.S. Department of Education under Title VI, Part B of the Higher Education Act of 1965. The CIBER network links the manpower and technological needs of the United States business community with the international education, language training, and research capacities of universities across the country. The 33 centers serve as regional and national resources to business people, students, and teachers at all levels.

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 its grant funds to support 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.

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Visit the National CIBER Web site: ciberweb.msu.edu/legislation

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Contributions to the IBC

Monetary contributions from alumni and friends are always welcome to help the IBC continue its mission.

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