

Problem Solvers: Global Business Project Gives Graduate Students Real-time, Real-world Experience

By Niki Kapsambelis

What can a life sciences company do to manage its backlog of inventory and improve customer loyalty, especially when its products are fragile yet necessary to improving the human condition?

That was the task with which two Joseph M. Katz Graduate School of Business students were charged as part of the Global Business Project, which links student teams with real companies to craft solutions to real-world business problems. The course is offered as part of a consortium based at the University of North Carolina's Kenan-Flagler Business School, to which the Katz School's International Business Center belongs.

For Fabio Saccà, a second-year MBA student from Italy, the opportunity to participate in the Global Business Project was a key reason for choosing Katz.

"I really wanted to make sure that my MBA experience was not just United States-based, but provided me with a real opportunity for global exposure," he says.



GBP team 2012–13, from left to right: Zachary Carrieri, Kai Oeffner, Viviane Fernandes, Andre Mindlin, and Fabio Saccà

A total of four Katz students—three in the MBA program and one in the executive MBA program, one of whom was on Saccà's six-person team—completed the Global Business Project.

Saccà's team was assigned to assist GE Healthcare with its operations in São Paulo, Brazil. After a kickoff weekend in early February 2013, the team members met with their faculty advisor and the client in Washington, D.C., where teams formed. They spent two days

(Continued on page 2)

CONTENTS

Language Courses Give Business Students Competitive Edge.....	2	Katz PhD Students Participate in IDEB Conference.....	11
Global Research Practicum: International Experience-based Learning Program Takes MBA Students to Several Continents.....	3	PhD Student Presents Research in Singapore.....	12
Espresso, Language Lessons, and Résumés: International Interns Gain Career Momentum Overseas.....	4	Case Competition, Networking Events Highlight Society for International Business Experience.....	12
Berlin Bound: IIP Participant Parlays Summer Internship into Full-time Job.....	6	Katz Team Showcases Talents at Molson International Case Competition.....	13
Hidden Gems: FDIB Trip Explores Often Unsung Locales in Russia and Turkey.....	7	Visiting Scholars, Research, and Publications.....	14
Coca-Cola and Diamonds: FDIB Trip to Africa Offers Cultural, Educational Rewards.....	8	A Selection of International Business Center Events 2012–13.....	15
Trip to Israel Delves into Natural Gas Exploration for Case Study.....	9	Transitions.....	18
An Interdisciplinary Approach: CIBER Grant Funds PhD Research.....	10	IBC Announces Assistant Program Coordinators.....	18
		CCA International Marketing Competition Receives Award.....	19

(Continued from page 1)

learning about the client's problem and the project's focus, collecting information, framing the problem statement, and setting ground rules for the scope of the work.

They then returned to their home schools and spent the next three months working on their case. Saccà was elected the project leader, which involved serving as the liaison with the client and touching base with all team members to keep them engaged.

"It's a great experience of leadership, and it's a great way to see better the process of how a project grows out, especially in a virtual team," he says.

The company's issue related to local inventory management and a substantial backlog, which impacted its ability to achieve customer satisfaction. It asked the team to look at its supply chain in order to optimize the flow.

After four months of meeting virtually through technologies such as Skype and social media, the team traveled to Brazil, spending three weeks on the ground in the company's business center and warehouse, examining SKUs and walking through freezers that housed products. A subgroup of the team visited customers such as universities and other places conducting research on cancer, agriculture, and antidoping task forces.

The team recommended that GE Healthcare remeasure its inventory and determine the minimum amount of stock needed to meet customer demands. It suggested that the company streamline its internal processes and become

more engaged with its international peers so that it could communicate better with people in its global warehouses in Sweden and Michigan.

When the team made its final presentation to 50 executives from multiple divisions within the company, the students delivered a short-term actionable list of implementations as well as recommendations for the medium and long term.

"We were strongly praised by the people in the room," including a Katz alumnus, who said if he could, he'd hire them, Saccà reports. The company committed to staying in touch with the team members to tell them how the recommendations panned out.

To prepare for the experience, Saccà took the spring term Portuguese for MBAs language course (see *Language Courses Give Business Students a Competitive Edge* below), which far exceeded his expectations. "It not only helped me to refine my knowledge and increase my experience, but it was an enormous highlight on my résumé as well," he says.

He loved the Brazilian culture and the opportunity the experience gave him to broaden his understanding of the world. Likewise, he believes that the project provided him with important networking contacts.

"I was able to challenge myself by leading a team of Ivy League MBA candidates," Saccà says. "I could benchmark my progress as a Katz student and learn the language of one of the largest emerging economies in the world."

Language Courses Give Business Students Competitive Edge

By Niki Kapsambelis

In spring term 2013, the International Business Center launched its first course in Portuguese for MBA students, the latest in a series of opportunities designed to prepare business students for an increasingly globalized marketplace.

Ana Paula Carvalho, Portuguese language coordinator, says the course—taught by Lilly Abreu— reflects the expanding global presence of Brazil. "Seven of the top 500 international corporations are Brazilian, up from four 10 years ago," she notes. "Budweiser, Burger King, and Heinz—companies synonymous with the United States—are now partially or wholly owned by Brazilian corporations."

This expansion, combined with renewed interest in Brazil's resources, has ramped up the interaction between the Brazilian and U.S. economies, Carvalho says, making Portuguese an attractive language to students in several sectors.

For MBAs, however, foreign language study can be challenging. "Language is not an algorithm that can be memorized, nor is it something that can be studied and learned in isolation," says Carvalho. "MBA students tend to be very focused and driven. They also are very busy with required course work. Finding the time is challenging enough, but dedicating themselves to the practice of language learning within the competitive context of their MBA is the biggest challenge, I think."

Carvalho also participated in the 2013 Centers for International Business Education and Research (CIBER) Business Language Conference, which offered new perspectives on language courses for MBAs and helped to shape and validate the Pitt group's goals.

"It was a great opportunity to meet professionals who were engaged in the teaching of language for business students, exchange ideas, and participate in discussions

about methodologies and strategies addressing this subject,” Carvalho says.

Though English is the language of international business, Carvalho points out that people who speak the native language of their business associates can distinguish themselves. “Business is about providing a better product for equal or less than your competitors, and when things are really competitive, it can simply come down to who makes the better impression,” she says.

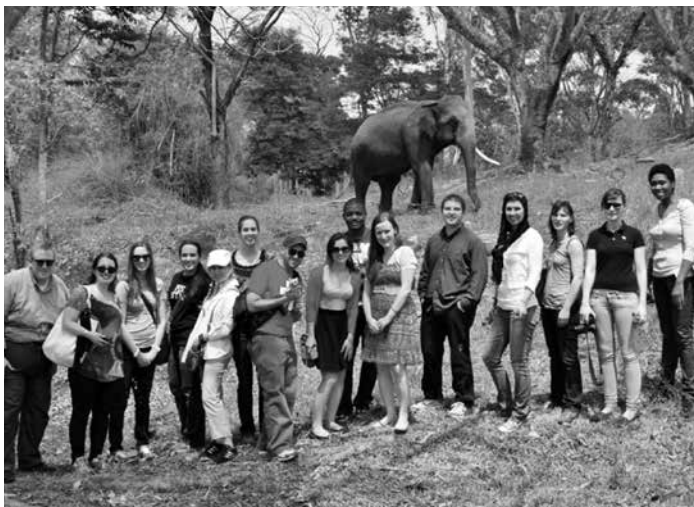
In addition, she notes, cultural awareness and sensitivity are essential tools for entering foreign markets. “This

awareness increases understanding of the business dynamics of the target market; enhances communication with employers, partners, and customers; and improves analytical skills and flexibility,” she says. “Language and cultural knowledge, allied with specific professional skills, might be the vital features that distinguish MBA candidates, making them better prepared and advancing them ahead of their competitors—not only when entering the job market but also throughout their careers.”

Global Research Practicum: International Experience-based Learning Program Takes MBA Students to Several Continents



GRP Chile group



GRP India group



GRP Russia group at Baltika Brewery in Samara, Russia

Espresso, Language Lessons, and Résumés: International Interns Gain Career Momentum Overseas



IIP São Paulo, Brazil: Pictured from left to right are Scott Lurie, Erin Walsh, Tiffany Anderson, and Isaac Dallas

By Niki Kapsambelis

Whether they are learning how to manage an international supply chain, attending events with Germany's chancellor, or updating books in an office where documents and software are written exclusively in Italian, University of Pittsburgh undergraduates enrolled in the International Internship Program (IIP) spent the summer of 2013 getting hands-on experience in the way other countries conduct business.

More than 50 students went abroad, often to countries where they did not fluently speak the native language. In addition to living overseas and taking in the host country's culture, they also had opportunities to hone their skill sets as employees.

Jacqueline Saslawski, the managing director of the International Business Center, taught a pre-internship class about doing business in Europe and monitored the journal entries of the interns who worked there. She believes that the experience offers students the chance to distinguish themselves from competitors in the job market after graduation.

"We hope it shows initiative, a willingness to adapt to new situations, to not be afraid to do something that's unknown," she says, adding that students from previous years have reported that interviewers always ask them about their experiences abroad.

Students undergo intensive language and cultural training before they leave, but Saslawski says that a lack of fluency should not discourage students from participating.

Triple threat

Adam Kowalski, now a junior, worked for a flash retail Web site called Stop&Walk in Spain as a means of supplementing his triple major: supply chain management, business information systems, and either finance or marketing.

Though Kowalski took three years of Spanish in middle and high school, he does not consider himself a Spanish speaker yet the language barrier was not much of a factor, he notes, and was far surpassed by the value of the experience. He spent most of his time in the company's production department but also did some logistics and procurement work, calling suppliers in Denmark and Germany and calculating shipping costs from each supplier.

Back in Pittsburgh at the start of the fall term, one of his classes tackling procurement and distribution management—topics with which he feels comfortably familiar because of his summer experience.

In addition, he spent a lot of his nonworking hours traveling, seeing the running of the bulls in Pamplona; international soccer matches; and cities such as Prague, Czech Republic, and Berlin, Germany.

Scott Lurie, an accounting major, was similarly impressed by his internship with the Dow Chemical Company in Brazil. He found the people there to be among the friendliest he'd ever met even though his Portuguese was limited.

"Especially when we live in such a global environment, this is a really, really valuable experience," he says. He was exposed to two different departments—tax reconciliation and payroll—and the job helped him to better define and narrow his career aspirations.

"That was huge," he says.



IIP Madrid, Spain: Pictured is Adam Kowalski at Plaza de Toros de Las Ventas



IIP Milan, Italy: Pictured is Huyen Do at Milan Cathedral

Career boost

Huyen Do heard about the internship opportunity at the beginning of her sophomore year but didn't decide to go to Italy until the last minute. In addition to serving as an accounts intern for the founder of Studio Simone and Partners in Milan, Do traveled to London,

England; Paris, France; Croatia; and Spain. The job was fulfilling, too.

"I was very lucky, because she trusted me to do a lot of very important work that interns aren't usually allowed to do," she says.

Do updated software, visited clients, collected documents, and updated her employer's books.

"Everything I did from beginning to end was all accounting, so it was very nice. I definitely enjoyed it," she says. "I feel like this experience of IIP was definitely the best I've had as far as working forward in my career."

Prior to the internship, Do had no plans to work abroad once she graduates, but now she is open to the idea of spending some time working internationally on smaller projects in different countries.

"This was the first time I was thrown out on my own and working, and it was in a completely different country with different customs, traditions, and languages," she says. "Coming back here, I'm really glad I can bring all of that experience."

IIP has been able to accommodate every qualified student who has applied, according to Saslawski. Organizers evaluated the program in 2012 and found that its 11-week



IIP Dublin, Ireland: Pictured is Millie McKain atop the Guinness Sky Lounge

duration was the longest among many peer schools. At a recent CIBER panel that included Brigham Young University and the University of South Carolina as well as Intrax Inc., the third-party company that helps to arrange the internships, Saslawski discussed some of the best practices in the Pitt internships. The academic component, which includes Saslawski's three-credit course plus three for the internship, also is unique, she says.

Rubbing elbows

Not everyone participating in the internships was a business student. Kaylie Springer, a senior majoring in political science and English writing, echoes her predecessors when she says that she had heard that working abroad was an early talking point in job interviews. She spent her summer in Berlin working for Opel, the German affiliate of General Motors, learning to analyze how regulations issued by the German government and the European Union affected their business.

She also attended several events, including one where she saw German Chancellor Angela Merkel and another where she met former U.S. Ambassador to Germany Philip Murphy.

"The experience I've gained and the people I've met are really putting me in a better position [for] getting hired somewhere," Springer says. "For what I want to do career-wise, Berlin was a perfect assignment."

For Millie McKain, now a senior studying supply chain management and information systems, the language presented no problem during her internship with Mylan, Inc. in Ireland. Though she applied early in 2013, she had about a week to decide whether she wanted to accept the internship she was offered.



IIP Berlin, Germany: Pictured is Kaylie Springer in front of the Brandenburg Gate

(Continued on page 6)

(Continued from page 5)

"I had next to no time to think about it; I said, 'I'll do it.' It seemed like too good of an opportunity to say no to," she says.

McKain worked with the vice president of global logistics and felt that her opinion was valued and considered as part of the team's decision-making process.

"I love the company culture. I think people who work at Mylan are very innovative, and they're very well educated," she says. "Pitt did prepare me in some aspects, but when you're actually using SAP or working on a work flow, you don't know what it means until you're in a company doing it."

Despite the hard work, she enjoyed the small touches the company offered—espresso machines on every floor and morning cereal breaks at a milk tap.

McKain traveled extensively throughout Ireland and found that people were extremely warm and curious to hear about her life in America. She also traveled to Madrid, Spain, to visit a friend.

IBC-SBDC Export Internship

In 2013, the International Business Center and the Institute for Entrepreneurial Excellence collaborated to offer up to two export internships, with the Pitt Small Business Development Center (SBDC). One College of Business Administration student, Jennifer McNeil, interned in the fall term. She helped small businesses to develop international marketing plans. McNeil did so well that, after the internship ended, she was offered a paid part-time position at SBDC.

"My knowledge has probably grown tenfold since I got here. I feel so prepared for my final year of school just from this internship," she says. "This is right. It all fell into place for some reason. I'm ready for the job market. I think my résumé is really going to set me apart."

Berlin Bound: IIP Participant Parlays Summer Internship into Full-time Job



IIP Alumnus
Michael Caffee in Berlin

By Niki Kapsambelis

The realization of Michael Caffee (BUS'13)'s long-held ambition to work in Germany started with the first term he spent in Oakland after transferring from the University of Pittsburgh at Greensburg.

Sitting in a required class for transfer students in the College of Business Administration, he heard about the International Internship Program. When he found out that one of the internship sites was

Berlin, he thought, "I've just got to do that." And so he did.

The summer after his junior year, Caffee went to work for a company that organizes events allowing entrepreneurs to showcase and pitch their environmental technologies to potential investors. Despite some culture shock and never having traveled abroad, Caffee found Berlin to be westernized and very accommodating.

"As a college student, there are certain degrees to which you're acquainted with getting out of your comfort zone," he says. During the 12-week internship program, "it was pretty engaging, for sure. I had a lot of flexibility to incorporate my own inspiration and creativity."

His boss encouraged him to read up on industry news and learn about the magnitude of water sustainability.

After Caffee returned to the United States for his senior year, he and another Pitt student helped his German

internship employer to set up an event in Philadelphia, Pa., and Caffee stayed to assist in running the event. Caffee and his employer stayed in touch, and ultimately, the boss offered him a job with the company, World Resource Ventures. After arriving in mid-May, Caffee now lives full time in Berlin.

"I reflect on this almost daily and feel very fortunate," he says, adding, "I don't have a flight booked home yet."

He advises other students embarking on an international internship to learn about the country where they'll be working. "I think it's important in any culture to exercise some aspect of it or get acquainted with some aspect of it," he says.

Having completed his degree in global management, Caffee is weighing the possibility of graduate school or one day owning his own business. His hope is that his experience will serve as an example for other students who hope to one day work abroad.

Though students who want to work abroad generally think

"Moving overseas by yourself is not an easy task, but if you have the vision, it's a possibility. This is the future. This is a globalized world. The world is interconnected."

-MICHAEL CAFFEE, IIP Alumnus

of applying to global companies, the idea of seeking locally sourced employment in a foreign country did not come up in Caffee's classes at Pitt. He says that this option requires applicants to focus and think creatively.

While Caffee may have made the transition to expatriate seem easy, he emphasizes that the opportunity came because he was willing to stretch the boundaries of his comfort zone. By prioritizing the experience over financial security—a move some of his peers may have thought risky—he was able to realize his goal of working in Germany.

"It is possible," he says. "Moving overseas by yourself is not an easy task, but if you have the vision, it's a possibility. This is the future. This is a globalized world. The world is interconnected."

Projects in Global Management

The global management major culminates in the Projects in Global Management course, in which College of Business Administration students apply the expertise they have acquired during their studies to the management of people, processes, and policies in a global context. This year's focus country was Israel. Students learned how to approach, work through, and make recommendations to solve a global problem through research, dialogue with experts, and scenario planning. During their final presentations on April 19, 2013, to an audience that included external experts on Israel, students presented their business projects for Israel in 2018, which included Urban Farming, Vocational Tech, and Energy App.

Hidden Gems: FDIB Trip Explores Often Unsung Locales in Russia and Turkey



FDIB 2013 trip to Russia and Turkey: Alcoa Russia's aluminum factory in Samara, Russia

By Niki Kapsambelis

When Alcoa Russia opened for business at an existing aluminum factory in Samara, the workers briefed representatives from the company's U.S. operations on their safety record, which included five deaths in a year.

Shocked, Alcoa managers immediately began working on improving the plant's safety culture. But the dichotomy between expectations in the United States and Russia illustrated just one of the challenges businesses face when they work in an emerging economy that is still, in many ways, reminiscent of its not-too-distant Communist past. "You develop more of an appreciation for what you have here," says Karen Shastri, director of the MS in accounting program at the Joseph M. Katz Graduate School of Business, who visited the Alcoa factory in May as part of the 2013 Faculty Development in International Business (FDIB) program that traveled to Russia and Turkey.

Shastri, who also is a clinical associate professor of business administration, thought that the trip would offer insights into Russia's current state in the decades since the fall of the iron curtain. She wasn't disappointed.

In Moscow, the group visited the U.S. Chamber of Commerce office and attended a lecture at the Financial University under the Government of the Russian Federation given by its faculty's head of applied politics, Konstantin Simonov, an expert on the relationship between politics and business in Russia and foreign countries.

Sharon Matusik, associate professor of management and entrepreneurship and academic director of the Deming Center for Entrepreneurship at the University of Colorado Boulder's Leeds School of Business, said that the wealth concentration in Moscow was startling. In Samara, the group also toured a vodka plant and got a sense of the different rules that exist in more far-flung parts of Russia; an Alcoa executive, for

(Continued on page 8)

(Continued from page 7)

example, said that he was robbed by police there, and the city's mayor blocked the delivery of heavy machinery when Alcoa declined to bribe him to let it pass.

In Shastri's managerial accounting course, she discusses cost and the environment, looking at processes and how they relate to various aspects of costing out products and services. "I think what we saw in Russia will provide for a rich environment when we talk about that," she says.

Matusik agrees. Large multinational corporations with government connections could profit in Russia, she believes, but small-to-medium-sized companies might encounter roadblocks with the uneven application of rules and policies. "It also was very clear that Russia's economy is focused on oil, gas, and mineral extraction," Matusik says, adding that, in contrast, Turkey was much more diversified.

Shastri was impressed by the natural beauty and history of Turkey, where faculty members visited a plant that builds buses for Mercedes-Benz. They also participated in a roundtable discussion at Bahçeşehir University. "I really enjoyed the mix of work activities in terms of company visits, university visits, the economists, and the cultural part as well," she says.

Matusik believes that the trip will help her as she launches a new elective in the spring of 2014 focusing on entrepreneurship and innovation around the globe. Her plan is to rotate the course's country of focus each year, using Chile, Turkey, and a site in northern Europe. "This trip was a great fit in terms of getting up on the learning curve quickly, and Russia was a bonus," she says. "It was directly related to helping me to expand my knowledge for the course I will be teaching."

Coca-Cola and Diamonds: FDIB Trip to Africa Offers Cultural, Educational Rewards



FDIB Africa 2013: Professor Nicole Verrochi Coleman in Zimbabwe at a *boma*. Boma is the term for a place of gathering and eating, as well as the name of the cook pot that the people use to make delicious stews.

By Niki Kapsambelis

As she stood on the precipice of the largest open-pit diamond mine in the world—a three-square-kilometer hole that sinks two centimeters each day—Nicole Coleman formed a single thought: I will never buy another diamond again, unless it's from an estate sale.

Coleman, an assistant professor of business administration at the Joseph M. Katz Graduate School of Business, was horrified by the sheer statistics of diamond mining: For every 100 tons of ore removed from the South African earth, only 10 carats of diamonds result, of which only two carats are jewel quality. After that, the De Beers companies stockpile the gems to artificially inflate prices.

Yet mining jobs are coveted in South Africa, owing to the medical insurance, housing and food stipends, and competitive salaries offered. For Coleman, the visit was a transformational experience, one made possible by a Faculty Development in International Business (FDIB) trip to Africa that was cosponsored by the International Business Center.

"On a personal level, it's an amazing opportunity to go somewhere that I probably wouldn't visit otherwise," Coleman says of the May 2013 excursion to South Africa, Zimbabwe, and Botswana. Likewise, she believes that the professional opportunity was simply too good to pass up.

"Our market is relatively saturated," she explains, adding that if a business is seeking new opportunities, "that's really going to be at the global level."

Coleman teaches consumer psychology in the marketing group at the Katz School. Her research focuses on how consumers respond to different marketplace elements—how to convince people to buy a product and love a brand. She also teaches about different cultures and the globalization process, which made the opportunity to travel to Africa particularly exciting.

At the Boschendal vineyard, one of the oldest and largest wineries in South Africa, she learned about the challenges an established brand faces in its efforts to expand in the United States, where it has to compete with European and domestic wines and sell consumers on a product with a value that is largely subject to individual tastes.

In Johannesburg, the group—which included faculty members from business schools across the country—visited the Industrial Development Corporations (IDC), founded

more than 70 years ago by the South African government to promote industrialization in an economic climate that remains largely agricultural. Working like a venture capital firm, IDC uses government money to invest in individuals and companies that promote industrialization. IDC consultants also work with the companies on a consultative and educational basis.

Coleman notes that a recurring theme in Africa is how the countries' histories have shaped the economic and marketplace environments. For example, South Africa is two decades past apartheid but has not fully transitioned.

From a marketing perspective, her favorite visit was to the Coca-Cola Company, a company for which Coleman has consulted. Despite Coke's deep brand loyalty and a 98 percent market share in Africa, the per-person consumption rate is extremely low. So the challenge becomes identifying local consumers and increasing the frequency of their purchases.

"They're sort of operating in a vacuum," says Coleman. "So how do you get people to drink more Coke?"

Infrastructure and logistics also are problematic. Though Cape Town and Johannesburg are modern cities, people live in extreme poverty less than an hour away from their outskirts. The lack of electricity in these villages requires the company to adjust its distribution system.

The solution appeared in the form of tiny village shops that some enterprising locals set up in their homes or in

converted shacks or shipping containers, which sell a handful of convenience items—cigarettes, Coke, milk, and bread, for example. Coca-Cola is cultivating these shops, training storekeepers to keep accounts and providing them with small refrigerators branded with the Coke name.

"Coca-Cola is drilling down to a very micro level in some of these townships right outside the city," says Coleman.

The model the company developed has been adapted by the World Health Organization in order to distribute medication used to treat HIV and AIDS.

In addition to benefitting from the professional development aspects of the trip, Coleman was moved by the cultural opportunities: a safari, visits to the homes of Nelson Mandela and Desmond Tutu, and a visit to a shantytown where people lived in tin shacks smaller than her office at Katz.

Back home, she began laying out case studies to use in her courses and compiling information from speakers and visits to enhance her teaching. A faculty member she met on the trip teaches a class in sustainability marketing, and Coleman is considering the possibility of introducing that material at Katz.

Overall, Coleman says she believes that the trip offered a perfect blend of educational information and cultural experiences. "I can't give it a strong enough endorsement," she says.

Trip to Israel Delves into Natural Gas Exploration for Case Study

By Niki Kapsambelis

When considering a location that would dovetail the complementary interests of entrepreneurship and globalization, Paul Harper knew exactly where he wanted to go: Israel.

"It is, pound for pound, the most innovative country in the world," says Harper, clinical assistant professor of business administration at the Joseph M. Katz Graduate School of Business.

Having just joined the Katz faculty in the fall of 2012, Harper quickly began planning a trip that would position the school as a leader in what has emerged as a crucial time for Middle East geopolitics. The International Business Center funded the travel of three MBA students—Thy-Diep Ta, Stefan Katz, and Greg Rice—to accompany Harper to Israel in April for a weeklong fact-finding trip related to the business of natural gas exploration.

Initially, the group was scheduled to gather information from generic pharmaceutical giant Teva Pharmaceutical Industries Ltd. to use in writing a case study. But the



Pictured from left to right in Israel are Katz students Greg Rice, Stefan Katz, and Thy-Diep Ta

(Continued on page 10)

(Continued from page 9)

company was in the process of removing its CEO and did not welcome visitors, requiring Harper and his students to quickly find another focus for their trip.

“So once natural gas came on the table, I thought, ‘Well, there’s a connection there,’” explains Harper, who was looking for industries with relevance to Western Pennsylvania, which also is experiencing a gas-related energy boom.

The case was enhanced by its political underpinnings: After years of existing purely as an energy importer from its hostile neighbors, Israel is suddenly poised to become an exporter to those same nations. On March 30, 2013, Israel’s sea-based natural gas pipeline began pumping to the mainland from the Tamar reservoir for the first time. The Katz group arrived just days later.

“My goal was to have Katz as the American business school with boots on the ground when that happened, and we were,” Harper says.

The group met with government and private-sector representatives, largely in and around Tel Aviv, although Harper also took the group to culturally important sites in Jerusalem.

“The conversations weren’t transactional,” Harper says of their meetings. “They [the representatives] could tell these students were interested in relationship building.”

In Rice’s case, the Cincinnati, Ohio-based company he worked for had just opened an entrepreneurship incubator in Israel, which he visited as part of the trip. Harper says that the experience allowed Rice to discuss parts of the company his area director didn’t even know about, helping to raise his profile with his employer.

Their case study, which is still a work in progress, asks whether Israel should become an energy exporter and, if so, to whom.

“Just the experience of formulating the question, getting out into the field, doing the research so you are knowledgeable—they really enjoyed that,” Harper says of the students. “This wasn’t your standard kind of MBA stuff.”

“The conversations weren’t transactional,” Harper says of their meetings. “They [the representatives] could tell these students were interested in relationship building.”

-PAUL HARPER, clinical assistant professor of business administration at the Joseph M. Katz Graduate School of Business

An Interdisciplinary Approach: CIBER Grant Funds PhD Research



Evgeny Postnikov in Seoul, South Korea

By Niki Kapsambelis

In the summer of 2013, doctoral student Evgeny Postnikov landed in South Korea with a formidable challenge ahead of him: to interview decision makers and interest groups involved in trade agreements with the United States.

Many of the people he sought were not fluent in English, and Postnikov does not speak Korean and was unfamiliar with some of the customs, such as bowing during an interview. “They were very distrustful of foreigners, and to get to these top people was extremely challenging. It took some effort,” he says. “I landed in Seoul with nothing scheduled. Then it was like a breakthrough: After a few days, I had more people helping me.”

The University of Pittsburgh maintains a strong network in Seoul, which helped Postnikov leverage some of his leads. A Korean student from the Graduate School of Public and International Affairs (GSPIA), where Postnikov is working toward his doctorate, helped to translate some of the interviews. “It was very intense. I was doing two interviews a day [and] an interview on Saturday. It was very productive in the end, and I got the data that I needed, but it was quite challenging, too,” Postnikov says.

The information gathered on the trip—which was funded by the International Business Center (IBC) via a Centers for International Business Education and Research (CIBER) Grant—will help to inform research for Postnikov’s dissertation, “Lobbying for Good: Social Issues in E.U. and U.S. Trade Agreements.” The dissertation examines the European Union’s trade agreements with Chile and South Korea, comparing them with the agreements that the United States has with those countries. He specifically studies the inclusion of labor and environmental standards.

Postnikov hopes to defend his dissertation toward the end of the 2013 fall term and then seek a faculty position.

The grant proved to be extremely helpful in allowing Postnikov to conduct his field research, which occurred at the intersection of business and politics. “Business lobbying and trade policymaking go hand in hand,” he says.

Similarly, GSPIA doctoral student Ida Bastiaens used her IBC grant to cover the majority of her costs for a survey project supporting her dissertation, “The Politics of Foreign Direct Investment in Authoritarian Regimes.” She looked at why corporations decide to invest in such countries, where they go, and why, paying particular attention to the role of international treaties and domestic institutions in attracting foreign investment.

“It was very intense. I was doing two interviews a day [and] an interview on Saturday. It was very productive in the end, and I got the data that I needed, but it was quite challenging, too.”

-EVGENY POSTNIKOV

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Katz PhD Students Participate in IDEB Conference

The International Business Center and the PhD program at the Joseph M. Katz Graduate School of Business sponsored two Katz PhD students, Arup Ganguly and Lin Ge, to participate in the Internationalizing of Doctoral Education in Business (IDEB) conference organized by the University of Connecticut Center for International Education and Research (CIBER). The conference, which took place July 10–12, 2013, was targeted toward first- and second-year business PhD students interested in adding an international dimension to their work. IDEB is a consortium of 11 top business schools that have CIBERs. Topics covered included research methodologies applied to an international context, succeeding in an academic career in a business school, the role of internationalization, getting internationally focused research published, and teaching strategies for international business.

Ganguly is a second-year doctoral student in finance. Prior to coming to Katz to pursue his PhD studies, Ganguly worked as an associate at Scotia Capital, Inc., an investment bank in Canada. Ganguly’s goal is to obtain a doctoral degree in finance followed by a tenure-track position at an academic institution that prioritizes cutting-edge research initiatives. He is an ardent fan of the Pittsburgh Penguins and Sidney Crosby, and in his spare time enjoys playing Ping-Pong and chess. Ganguly’s research interests are in empirical corporate finance specifically in the areas of mergers and acquisitions; capital and corporate restructuring; and corporate governance in both emerging and developed markets.

Ge also is a second-year doctoral student in finance. Before commencing her doctoral studies at Katz, Ge worked in the hedge fund industry in Toronto, Ontario, Canada. Ge’s career objectives are to explore the unresolved questions in corporate finance and to contribute to the field of financial economics. In her spare time, Ge enjoys learning traditional Chinese painting and reading autobiographies. Ge’s research



2013 IDEB conference attendees

interests, which are greatly influenced by the innovative and pioneering work done by Katz’s finance faculty, are in corporate valuation, initial public offerings, and corporate financial policies.

“We learned a lot from the various sessions on research methodologies applied to an international context and also fervently enjoyed the sessions on teaching strategies. In this era of globalization, it was a fantastic opportunity for both of us to not only get exposed to a broader approach to international business research but also to meet and interact with the faculty and PhD students from other schools, some of whom may turn out to be our future colleagues or co-authors,” says Ge.

The University of Connecticut CIBER’s cosponsors of IDEB were the CIBERs at Columbia University, Florida International University, Indiana University, Michigan State University, Purdue University, Texas A&M University, Ohio State University, the University of Illinois at Urbana-Champaign, the University of Michigan, and the University of Wisconsin-Madison.

PhD Student Presents Research in Singapore



SangYoon Shin at the 2013 INSEAD-OMT-ASQ Conference

By Niki Kapsambelis

As an undergraduate in South Korea, SangYoon Shin studied agricultural economics with the idea of working in private industry after graduation. But his work at a consulting firm made him think more in terms of theory, and he revised his career plan to focus on research and teaching.

Now a doctoral student in strategic management at the University of Pittsburgh, Shin anticipates graduating in the summer of 2014. He took a significant step closer to that goal when he presented his research at the 2013 INSEAD-OMT-ASQ Conference in Singapore with the help of a \$1,200 travel support grant from the International Business Center.

His study, "Venture Capital Syndicate Diversity and Entrepreneurial Performance: The Role of the Lead Venture

Capital Firm," focuses on syndicates composed of more than two venture capital firms. He proposes that there are three types of diversity among venture capital firms in their syndicate and that each diversity type affects performance differently. More specifically, syndicates composed of similar sized members tend to obtain higher initial public offering (IPO) performance with less difficulty of coordination. Meanwhile, syndicates of diverse venture capital firms in terms of industry specialization and network position tend to achieve higher IPO performance through more diverse knowledge. In addition, he suggests that the lead venture capital firm's reputation is a moderating factor on these relationships.

Based on his study, Shin believes that venture capital firms would be better informed on how to select or interact with the members of the syndicate while investors would learn more about the effects such composition has on success when making investment choices.

Though the conference in Singapore was not large, it was prestigious, and Shin gained valuable feedback that he expects will lead to a published research paper in a journal related to international business. "It was a great experience to get more confidence," he says, adding that he also learned more about what further work he needs to do.

He hopes to land a position that will allow him to balance research and teaching. "Through these, I want to make valuable contributions [to the] community and, more broadly, society," he says.

Case Competition, Networking Events Highlight Society for International Business Experience

By Niki Kapsambelis

A case competition conducted entirely in Spanish, a networking summit at Ohio State University, and a series of U.S. speakers who forged careers overseas were the highlights of the past year for the Society for International Business (SIB), an undergraduate group sponsored and funded by the International Business Center (IBC).

In November 2012, a team from SIB attended a case competition at Brigham Young University in Utah focusing on global marketing strategies to make Pepsi more competitive with Coke. The group of three students focused on a health-based strategy in three different countries—China, India, and Mexico—presenting its approach entirely in Spanish to a panel of judges.

Though the team didn't place, its scores were higher than the previous year, which the team considers a victory, according to senior Amanda Rosenthal, who participated in the event and was elected SIB president in April.

Rosenthal also attended the 2013 International Business Club Summit at Ohio State as one of SIB's five representatives. The group included international business clubs from colleges and universities throughout the region as well as the Northeast and Washington State. Clubs shared best practices and ideas for making international business more accessible.

Rosenthal says that the club is implementing some of the ideas gained during that summit, such as targeting freshmen—particularly international students—during orientation to show them around. In addition, borrowing a page from the University of Cincinnati, SIB is thinking about reaching out to area high schools to discuss the value of studying abroad and the importance of learning a new language and interacting with a new culture.

She credits IBC with helping the club to connect with the resources and students necessary to conduct this kind of outreach.

(Continued on page 13)

"I've always been interested in international travel, and since I am a business student, I figured [SIB] would be perfect to combine the two," says Rosenthal, a double major in accounting and global management.

During the coming academic year, Rosenthal says that SIB hopes to organize a case competition for the spring that will link to the College of Business Administration's new focus on supply chain management.

"I'd like it to be like [the competition at] BYU, where we meet with students from other schools and let them see Pitt and how we do things here," she says.

The club also hosts international lunches, business speakers who share their career paths, and a global management networking event aimed at teaching students how to position themselves to work internationally. In addition, students attend site visits to local companies with international business operations.

The club hopes to sponsor an in-service trip to Trinidad and Tobago in December 2013 to build opportunities for future business-related service trips and, toward that end, is planning a benefit dinner for etiquette and networking in the late fall.

Katz Team Showcases Talents at Molson International Case Competition



The John Molson International Case Competition Katz team (from left to right): Ram Parameshwar, Todd Blaskowitz, Chris Lyons, Ben Moreno, and Shannan Humes

By Niki Kapsambelis

A weeklong marathon of seven cases tested the endurance of a team of MBA students from the Joseph M. Katz Graduate School of Business who traveled to Montreal, Quebec, Canada, for the opportunity to showcase their talents and compete against peers from business schools around the world.

Partially funded by the International Business Center, the Katz team was relatively new to the John Molson MBA International Case Competition, which was held in January at Concordia University. As such, the team did not finish in the top 10, though team member Ben Moreno notes that they improved over the previous showing and hope to build on their successes in future competitions.

Students trained all year long, meeting every Saturday to work on different cases. Once they arrived in Montreal, they were given a different case each day on Monday, Wednesday, and Friday, and on Tuesday and Thursday, they received two cases. The Katz team tied a Portuguese school and lost to a team from Nigeria. They also knocked off a third-place team.

Katz participants included Ram Parameshwar (BUS'13G), Todd Blaskowitz (BUS'13G), Chris Lyons, and Shannan Humes (BUS'13G) in addition to Moreno.

The experience inspired Moreno, who is graduating in 2014, to consider a career in consulting.

"It makes me challenge what I've learned in school, to present it properly," he says.

He also is hoping to mirror the Molson competition by creating an international energy case competition at Katz playing off the recent energy growth from the Marcellus Shale formation.

"There's no doubt that Pittsburgh is becoming a new energy hub in general," Moreno says.

He serves as president of the school's Energy Society, and he is hoping to recruit corporate sponsorship for the competition as well as schools from around the world to attend.



Society for International Business



Pictured from left to right are Robyn Cheeseman, Alexa Verink, and Amanda Rosenthal at a case competition at Brigham Young University.

Visiting Scholars, Research, and Publications

Case Article: “Acusis: Medical Transcription Outsourcing”

A 2009 International Business Center (IBC) grant funded Joseph M. Katz Graduate School of Business professor Prakash Mirchandani and Katz MBA alumnus Tobias (Tim) Ehlich’s work on this case.

Abstract: Rather than writing their observations, as was traditionally the case, U.S. physicians increasingly dictate them after a patient visit. These audio files are then transcribed for inclusion in the patient’s medical file. Because the transcription work is considered to be noncore, hospitals, physicians’ offices, and other medical facilities often outsource this activity. Acusis, LLC, headquartered in Pittsburgh, Pa., is a provider of medical transcription services. This case is based on a real situation that Acusis faced. After providing an overview of the medical transcription outsourcing industry, the case describes Acusis’ rather distinctive service model along with its quality advancement process. The case analysis requires qualitative and conceptual thinking and exposes students to the benefits and pitfalls of service outsourcing. Through the real incident, it also discusses a unique, and perhaps unexpected, risk associated with medical transcription. While the context of this particular risk is service oriented, the broader learning from the case transfers over to managing a similar risk to which manufacturing subcontracting is susceptible. The case is suited for introductory graduate-level or advanced undergraduate operations management, service management, procurement management, and supply chain management courses.

Mirchandani P., Ehlich T. 2013. Case Article: *Acusis: Medical Transcription Outsourcing*. *INFORMS Trans. Ed.* 13(3) 1625–171. Available online at ite.pubs.informs.org.



Werner Kristjanpoller and his family

Visiting Scholar from Chile Collaborates with American Professors on Papers and Research, Participates in Campus Life

Werner Kristjanpoller, professor of finance, Departamento de Industrias at the Universidad Técnica Federico Santa María in Chile, visited the University of Pittsburgh during the 2012–13 academic year.

During his time in Pittsburgh, Kristjanpoller and Josephine Olson, IBC director and professor of business administration,

worked on several papers focusing on Latin American economic growth and the Chilean pension system. To date, one paper, “Economic Growth in Latin American Countries: Is It Based on Export-led or Import-led Growth?,” is forthcoming in the journal *Emerging Markets Finance and Trade* and another paper, “To Default or Not to Default: A Study of Factors Affecting Active or Passive Investment in Chile’s Pension Plan,” is under second review at the *Journal of Pension Economics and Finance*. Kristjanpoller and Olson are continuing their collaboration long distance to revise two more papers: “The Financial Crisis and Its Implications for Choice of Pension Funds: A Case Study from Chile” and “Does the Commodities Boom Support the Export-led Growth Hypothesis?”

During his time in Pittsburgh, Kristjanpoller also began working on a study with Anil Makhija, senior associate dean, Dean’s Distinguished Professor, and professor of finance at the Fisher College of Business at Ohio State University, about the investment of the Chilean pension manager. He also conducted research on Latin American stock exposure with Marcel C. Minutolo, assistant professor of management, at the Robert Morris University School of Business.

Before his visit, Kristjanpoller was already well known at Pitt because, for more than 10 years, he has helped to run the Pitt Plus 3 Chile program, a short-term study abroad program for freshman business and engineering students that is held at his University. While in Pittsburgh, he planned the May 2013 program with College of Business Administration study abroad coordinator Brice Lynn and the faculty leader from the Swanson School of Engineering Assistant Professor Jorge Abad. In May, he welcomed 19 students from the University of Pittsburgh in Valparaíso, Chile.

Kristjanpoller and his wife, Lorena Sandoval Garay, a lawyer specializing in corporate law, also served on a panel of experts on Chile for a February videoconference workshop for regional high schools participating in the Cultural Communications Alliance International Marketing Competition (see page 19).

Kristjanpoller’s wife and two daughters, who joined him for his Pittsburgh stay, enjoyed the city’s many offerings, and his older daughter attended a local elementary school. During winter break, they traveled to Washington, D.C., and New York, N.Y. Kristjanpoller says that he and his family have the best memories of Pittsburgh, visiting the museums and libraries often, and enjoying the parks and zoo in temperate weather, and ice-skating and taking sleigh rides in the winter. “I am very thankful to the University of Pittsburgh for the opportunity. It was a very exciting and unforgettable experience for me and for my family.”

A Selection of International Business Center Events 2012–13

Europe Day Fair, October 11, 2012: The Europe Day Fair was designed to promote Europe-related programs and resources on campus and to help undergraduate students to understand the ways they can Europeanize their studies and postgraduate plans while at Pitt. Information was disseminated from representatives of the Europe-related centers, academic programs, clubs, and organizations on campus and about Europe-related resources at the Office of Career Development and Placement Assistance.

Doing Business in China, October 12, 2012: Pitt alumnus Lois Dougan Tretiak (A&S '61) shared with students her 30 years of experience working on China business issues and direct involvement in China. Tretiak is currently the senior advisor on China for the Economist Group. This discussion was sponsored by the University of Pittsburgh's Asian Studies Center and College of Business Administration.

Global Economy and Governance, October 12, 2012: The University of Pittsburgh and Southern Polytechnic State University held a videoconference on global economy and governance. Speakers from Pitt presented both at Southern Polytechnic State and via videoconference from the Pittsburgh campus. They discussed the economies and histories of Brazil, China, the European Union, and Latin America, as well as outreach resources to educate students and businesspeople alike.

2012 Annual District Export Council Leadership Forum, October 16–17, 2012: Sponsored by all CIBERs, a best practices session at the DEC forum was dedicated specifically to the CIBER program and highlighted opportunities for U.S. Export Assistance Centers and District Export Councils to collaborate with colleges and universities to reach out to the business community and show how CIBER programs strengthen U.S. competitiveness.

India Today: Economy, Technology, People, October 26–28, 2012 was part of an ongoing series of weekend courses on Brazil, Russia, India, China, South Africa (BRICS) countries in collaboration with Carnegie Mellon University. The three-day course provided students with a snapshot of modern India and was sponsored by the University of Pittsburgh's Global Studies Center, Center for Latin American Studies, Joseph M. Katz Graduate School of Business, Swanson School of Engineering, International Business Center, and Office of the Provost and Carnegie Mellon's H. John Heinz III College, Office of the Provost, and Division of Student Affairs.

Annual WorldQuest International Trivia Competition, October 29, 2012: A team from Pitt's Society for International Business competed in the annual WorldQuest competition hosted by the World Affairs Council of

Pittsburgh. Team members were Tuong Vy Tran, Shane Dusch, Derek Bandurak (BUS '13), and Tyler Pak. Competitors representing some of Pittsburgh's top universities, businesses, and nonprofit organizations were in attendance.

16th Annual Pitt Model United Nations High School Conference Assemblies, November 5, 2012: Model UN is a simulation of the sessions of the United Nations. This is an opportunity for students to apply prior research and studies to a real-world context and to practice diplomacy, negotiation, and resolution writing. Pitt Model UN was sponsored by Global Solutions Pittsburgh, Pitt's University Center for International Studies and its area studies centers, Pitt's Model UN Club, the United Nations Association of Pittsburgh, and the International Business Center.

Sixth Annual Business Language Case Competition, November 9, 2012: The International Business Center sponsored a team of College of Business Administration (CBA) students in the Society for International Business to participate in the Sixth Annual Business Language Case Competition, hosted by the Brigham Young University CIBER in Provo, Utah, and cosponsored by the University of Miami CIBER. The three students presented their case analysis entirely in Spanish.

International Career Tool Kit Series: International Studies Internships and Volunteer Opportunities, November 15, 2012: International studies certificate program advisors from the University Center for International Studies and an internship coordinator from the University's Office of Career Development and Placement Assistance were available at this workshop to answer questions on how to find international internships and volunteer opportunities locally in Pittsburgh, in the United States, and overseas. A panel of students, among them CBA alumnus Alexa Verink (BUS '13), discussed how to find an internship that fits a student's goals and how to make use of skills and experiences to build a résumé.

America Pivots East—Again: Reality in U.S.-Japan Relations, November 29, 2012: William Farrell led a discussion on the history of U.S. involvement with Japan, the United States' current "Asian pivot," and the future of U.S.-Japan relations. Farrell is an adjunct professor at the U.S. Naval War College and former chair of the National Association of Japan-America Societies. This discussion was sponsored by the University of Pittsburgh's Asian Studies Center, University Center for International Studies, International Business Center, and Katz Graduate School of Business; the Japan Iron and Steel Federation; and the Japan America Society of Pennsylvania.

(Continued on page 16)

(Continued from page 16)

Doing Business in Brazil, December 5, 2012:

Distinguished alumnus Tadeu Carneiro (BUS '86) lectured at the Katz Graduate School of Business on Brazilian culture and business and the mineral industry. Carneiro is chief executive officer of Companhia Brasileira de Metalurgia e Mineração (CBMM). The lecture was sponsored by the University of Pittsburgh's Center for International Studies, Center for Latin American Studies, Katz Graduate School of Business, and the International Business Center.

Asia Over Lunch: Avoiding Bad Moves: Relocation, Work/Family Conflict, and Japanese Career Women, December 6, 2012: Blaine Connor, director of academic programs at the University of Pittsburgh College of General Studies, discussed how relocation in Japan can advance a career while simultaneously causing work and family conflicts. Connor shed light on issues of work-life balance, gender equity, and obstacles to social and cultural change among Japanese teachers. This lecture was sponsored by the Asian Studies Center and the International Business Center.

Asia Over Lunch: Negotiating Decay, Delay, and Debt: Speculation and Time Travel in South India's Grocery Trade, February 6, 2013: Laura C. Brown, assistant professor in Pitt's Department of Anthropology, presented on "Negotiating Decay, Delay, and Debt: Speculation and Time Travel in South India's Grocery Trade" as part of the Asia Over Lunch lecture series. This program was sponsored by the Asian Studies Center and the International Business Center.

Academic WorldQuest, February 8, 2013: Forty-eight local and regional high school teams competed on knowledge of international events, culture, history, politics, geography, and business. This event was sponsored by: the International Business Center, World Affairs Council of Pittsburgh, Pitt's Global Studies Center, and UPMC.



Academic WorldQuest 2013

CCA Marketing Workshop, February 20, 2013: This videoconference offered the 2013 Cultural Communications Alliance (CCA) International Marketing Competition participants an opportunity to learn more about Chile, the 2013 target country. Seven Pittsburgh-area high schools participated in this videoconference. Students

watched presentations on doing business in Chile, learned about global corporate social responsibility (which was a new element of the competition for 2013), and had the opportunity to ask questions of a panel of experts (one expatriate and two Chileans). The workshop was sponsored by the International Business Center and the Global Studies Center.

Asia Over Lunch: Redefining Urban Chinese Women's Identity via the Global Workplace in Shanghai, February 27, 2013: Zhongxin Cindy Sun, Asian Studies Center associate and sociologist, presented on "Redefining Urban Chinese Women's Identity via the Global Workplace in Shanghai" as part of the Asia Over Lunch lecture series. This event was sponsored by the Asian Studies Center and the International Business Center.

Money and Banks, Finance and State: An Investigation Into the Role of the State in Japanese Finance, 1868–2008, March 18, 2013: Simon James Bytheway, associate professor at Nihon University, discussed the importance of Japanese history to understanding its modern national banking system. This event was sponsored by the Pitt Asian Studies Center, Department of History, and International Business Center.

South Africa Today, March 22–24, 2013: South Africa Today was part of an ongoing series of weekend courses on BRICS countries in collaboration with Carnegie Mellon University. This short course explored the intersections of economy, society, and identity in South Africa and the perceived position of South Africa as an emerging world economy. This event was sponsored by the University of Pittsburgh Global Studies Center, Department of Economics, Joseph M. Katz Graduate School of Business, Swanson School of Engineering, International Business Center, and College of Business Administration as well as the Carnegie Mellon University H. John Heinz III College, Office of the Provost, and Division of Student Affairs.

CIBER Business Language Conference (CBLC), April 4–6, 2013: The Indiana University CIBER, together with a consortium of CIBERs nationwide, hosted the 15th annual CIBER Business Language Conference in Bloomington, Ind. The theme for the conference, The Business of Language: Educating the Next Generation of Global Professionals, called for an exchange of ideas on how to make the teaching of business language and culture a priority in the academic setting. Session topics encouraged participation from individuals and programs that supply training or instruction at all levels of learning; languages; multilingual domestic endeavors; globally based firms; commercial sectors for goods, services, and professions; and needs assessment of linguistic and cross-cultural skills required for successful communication in a particular business task or job. IBC sponsored the attendance of two Pitt Portuguese instructors, Ana Carvalho and Maria (Lilly) Abreu.



IBI 2013

Europe: East and West Undergraduate Research Symposium 2013, April 12, 2013: The Undergraduate Research Symposium is an annual event designed to provide undergraduate students from the University of Pittsburgh and other colleges and universities in the region with advanced research experiences and opportunities to develop their presentation skills. The event is open to undergraduates from all majors and institutions who have written a research paper from a social science, humanities, or business perspective focusing on Eastern, Western, or Central Europe; the European Union; Russia; or other countries of the former Soviet Union. The symposium was sponsored by the Center for Russian and East European Studies, the European Union Center of Excellence/European Studies Center, and the International Business Center.

Cultural Communications Alliance 2013 International Marketing Campaign, April 30, 2013: Seven Pittsburgh-area high schools competed in the final round of the International Marketing Campaign Business Interscholastic Competition. The teams presented their marketing strategies for a designated target market (Chile) and product (One A Day Teen Advantage for Him and for Her Vitamins) to a panel of judges. The event was sponsored by IBC, Pitt's Global Studies Center, Bayer AG, the Cultural Communications Alliance, the Pennsylvania State Modern Language Association, and Chorus Call, Inc.

CIBER NAFSA Panel, May 31, 2013: At the NAFSA 2013 Annual Conference & Expo in St. Louis, Mo., panelists from the University of Pittsburgh, the University of South Carolina, and Intrax Inc. discussed "Unpacking International Internships: CIBER Outcomes and Assessment Tools." This panel presentation was organized by the International Business Center and cosponsored by the CIBERs at the University of South Carolina and Brigham Young University.

11th Annual Penn Lauder CIBER Summer Institute for Learning a Second Language for Business Communication, June 9–14, 2013: The Penn Lauder CIBER Summer Institute trains educators in curriculum

and lesson planning oriented toward professional content and contexts. The summer institute focuses on a learner-centered approach to business language instruction and is aimed at second-language educators with little business knowledge. Topics covered included business fundamentals, teaching business language methodology, and curriculum design exercises. IBC sponsored the participation of an Arabic instructor at a community college and a high school French teacher. The Institute was sponsored by: CIBERs at Pitt, the University of Pennsylvania, Columbia University, and Temple University; Sovereign Bank; and Santander Universities.

10th Biennial International Business Institute (IBI) for Community College Faculty, June 2–5, 2013: IBI is a professional development program designed specifically for community and technical college faculty. The aim of the institute is to provide participants with the knowledge, experience, and resources they need to internationalize general business courses and/or develop specialized international business courses at the two-year college level. This year's IBI included 44 participants from community colleges in 18 states. All participants enjoyed the rich and stimulating program and left with a solid appreciation of globalization issues and knowledge of international business and world areas. The Institute was sponsored by the CIBERs at Brigham Young University, The University of Colorado at Denver, Florida International University, George Washington University, Georgia State University, the University of Memphis, the University of Miami, the University of Pennsylvania, Pitt, the University of South Carolina, Temple University, the University of Texas at Austin, Texas A & M University, and the University of Washington; and the Center for Advanced Study of and International Development and Center for Gender in Global Context at Michigan State University, Michigan State University Outreach and Engagement; Lansing Community College; the National Association for Community College Entrepreneurship; and NASBITE International.

Transitions



By Josephine Olson, Director

October 1 marks the beginning of the fourth and last year of our current Center for International Business Education and Research (CIBER) grant from the U.S. Department of Education. We will spend much of this coming year writing a proposal for new CIBER funding. The International Business Center (IBC) was one

of the five original CIBERs and has been continually funded by CIBER grants since 1989, but winning new funding in 2014 will be a greater challenge than ever before. The department's budget for CIBERs was cut by more than 55 percent in the second year of the current grant and was cut slightly more for fiscal year 2013. There are currently 33 CIBERs at universities across the country, but the forecast is that in the next round, only 20 CIBERs, including possible new ones, will be funded. We are committed to writing a strong and compelling grant application, but regardless of the outcome, the International Business Center will remain at the core of the international thrusts of the Joseph M. Katz Graduate School of Business, College of Business Administration, and University of Pittsburgh.

As the third director of IBC, I have followed in the distinguished footsteps of Andrew R. Blair, the inaugural director of IBC, who

went on to become vice provost, and Lawrence Feick, who now serves as director of the University Center for International Studies and senior director of international programs. Unlike my predecessors, I have no plans for higher administration, but after eight years as director, it is time for me to turn the center over to new leadership. Because continuity is essential, I am very pleased to announce that Ravi Madhavan will take over as director in 2014, and between now and then, we will work together to plan for the future of the International Business Center.

Madhavan is the perfect choice for IBC's fourth director. He has been very involved with IBC for many years, and during the last three years, he has served as IBC's director of research. He also served as faculty advisor for a CIBER Global Business Project in India in 2012. For the coming year, he and I will be codirectors of IBC.

Madhavan received his PhD in strategic management from the University of Pittsburgh and taught at the University of Illinois at Urbana-Champaign before returning to Pitt in 2001. His research and teaching focus on enterprise transformation through alliances, mergers and acquisitions, and networks. He has published widely in journals such as the *Academy of Management Review*, *Strategic Management Journal*, and *Journal of International Business Studies*. He is an active member of the Academy of International Business.

IBC Announces Assistant Program Coordinators

The International Business Center would like to welcome its newest assistant program coordinators.



Adam Lough

Adam Lough is currently a sophomore at the University of Pittsburgh studying global management. He spent most of this past summer working as the head lifeguard at a public pool in his hometown of Lebanon, Pa. He also participated in the Plus3 Germany program and got to

see firsthand the inner workings of major German firms in addition to having an unforgettable experience. Lough plans on studying abroad in Seville, Spain, in the spring 2014 term and will participate in an internship program during his time there. After graduating, he would like to work for an international company in supply chain management, possibly in the field of health care.



Amanda Rosenthal

Amanda Rosenthal is a senior global management and accounting major. She enjoys working with different people and cultures from all over the world and hopes to ultimately have the opportunity to work internationally. For now, she is finishing her degree and looking

for a job in auditing that will allow her to travel. Rosenthal has been taking Spanish classes for eight years and studied abroad for a term in Buenos Aires, Argentina. She also hopes to use her Spanish language skills in her professional life. This past summer, Rosenthal was a finance intern for Eaton in Costa Mesa, Calif., where she did work as a cost accountant.



Tuong Vy Tran

Tuong Vy Tran is a senior in the University of Pittsburgh Kenneth P. Dietrich School of Arts and Sciences and College of Business Administration. In December, she will be graduating with a BSBA in global management, a BA in political science, and a minor

in economics. It has been a pleasure for Vy Tran to work as the assistant program coordinator at the International Business Center for the past two years. This past summer, she interned at Shoefitr as a taxonomy and database intern

in the company's operations division. In the fall of 2012, she was a grants intern at the City of Pittsburgh's Department of City Planning. In 2011, thanks to CBA's International Internship Program, she was able to secure an internship at Why Not Challenge, a marketing company that specializes in social media in Madrid, Spain. It gave her an exciting snapshot of what living and working abroad in a different culture is like. In the future, she hopes to work in business development and strategy, both domestically and internationally.

CCA International Marketing Competition Receives Award



Pictured from left to right is Michelle Saylor of PaCIE presenting the award to Deanna Baird, German/International Studies Teacher and K-12 World Language Curriculum Leader, Upper St. Clair School District; and Jo Olson, IBC director and professor of business administration

The Cultural Communications Alliance (CCA) International Marketing Competition was recognized by the Pennsylvania Council for International Education (PaCIE) and received the PaCIE 2012 Bringing the World to Pennsylvania K-16 Collaboration Award. The award provides support and visibility to international/multicultural collaborative programs between K-12 and higher education institutions in the Commonwealth of Pennsylvania. The recognition of such programs is intended to encourage educators and administrators to offer similar programs in their own school districts and communities, to build partnerships among educational institutions, and to demonstrate to state officials the energy and creativity that are available to further the international interests of the state.

The International Business Center (IBC) works with high school language and social science teachers to introduce international business concepts to their students through an international marketing competition, which culminates in an interscholastic competition hosted by IBC at Pitt at which students present their marketing plans. This program, now in its 13th year, involves about 60 students and includes support from CCA; IBC; Bayer AG; the Pitt Global Studies Center; Chorus Call Inc.; and the Pennsylvania State Modern Language Association. Prior to the final competition, held at Pitt on April 30, 2013, participating schools had the opportunity to learn about the 2013 target country, Chile, during a Pitt-hosted videoconference on February 20 that featured presentations on doing business in Chile and global corporate social responsibility (which was a new element of the competition for 2013) and a question-and-answer session with a panel of experts (one expatriate and two Chileans).



Members of the 2013 CCA International High School Marketing Competition first place team from Upper St. Clair High School

(Continued from page 11)

Bastiaens posed her questions to high-level executives in the countries, receiving 60 responses. "It was really helpful in just illuminating what areas these investors were looking at in these countries," she says. "I found that the international investment treaties were valuable in signaling that the country was pursuing liberal economic policies."

"It was really helpful in just illuminating what areas these investors were looking at in these countries," she says. "I found that the international investment treaties were valuable in signaling that the country was pursuing liberal economic policies."



Ida Bastiaens in Quito, Ecuador

-IDA BASTIAENS

Bastiaens just accepted a job at Fordham University, where she will teach in the political science department. She was pleased that IBC's grant helped her to bring her dissertation to fruition, noting that few political scientists ask about the inner workings of foreign investment.

"I was very grateful to the International Business Center for its help," she says. "It's nice that it's interdisciplinary."

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About 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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Contributions to IBC

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

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