

AIB Newsletter

VOL. 7, NO. 2

SECOND QUARTER 2001

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Meeting
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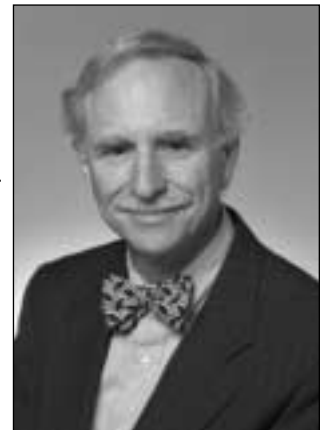


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Dear Colleagues:

As the academic year winds down, the annual meeting in Sydney draws closer. AIB Vice President Bernie Yeung reports that he has received over 450 submissions, a record for an annual meeting. More important, the submissions reflect the increasingly global nature of AIB: less than half are from North America. Almost one-quarter are from Europe, and as would be expected we have received strong interest from the Asia/Pacific region which accounts for 29% of the submissions. The Sydney meeting will be an exciting chance to meet AIB colleagues from all over the world and to form new research relationships and new friendships.



AIB President
Stephen J. Kobrin

Tim Devinney and his local arrangements committee have really gone out of their way to get us involved in a great deal of what Sydney has to offer. For the first time, we will also be hosting a networking reception for women in the AIB (the WAIB reception) on Saturday evening after the AIB business meeting.

The Sydney meeting reflects the increasingly global nature of AIB; we are one of the few international academic groups that "walk the walk" as well as we "talk the talk." Our great advantage in this age of internationalization is that we draw upon an increasingly diverse membership which reflects a wide variety of views about international business and the international system. We bring together scholars from East and West as well as North and South to discuss common problems from diverse vantage points, both at our meetings and in our Journal.

....Continued on page 7

The first edition of *AIB Insights* is on pages 9 to 18 and includes Alan Rugman's article, "The Myth of Global Strategy" as well as Paul Simmonds' response: "Globalization: Another Viewpoint". Also included are "Blunders in International Business" by David Ricks, and an exercise on Cross-Cultural Negotiations by BJ Punnett.

IN THIS ISSUE:

<i>President's Letter</i>	1
<i>Board Notes</i>	2
<i>Member Updates</i>	4
<i>Chapters</i>	6
<i>AIB Insights</i>	9
<i>Announcements</i>	19
<i>Advertisements</i>	20
<i>Membership Forms</i>	22

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JIBS Web Site Development Announcement and Acknowledgements

We are pleased that the cooperative efforts of the Academy of International Business (AIB) and the Copenhagen Business School (CBS) have made it possible to expand the services of the journal and the association through the development of the *JIBS* web site.

The *JIBS* web site now offers the following services free to members of the AIB:

- An archive of the complete texts of all articles published in the journal since the first issue in 1970, in fully searchable and downloadable pdf format.
- Complete texts and abstracts of all accepted articles not yet published, updated on a quarterly basis.
- Literature review papers on selected topics, edited by Torben Pedersen
- Book reviews - **Klaus Meyer, Book Review Editor**

Further information about these and other features of the site are readily available on other pages of the site. **Free access to the archive published articles - and to the papers that are forthcoming - are available to members through a link from the AIB web site at www.aibworld.net.** Membership in the AIB can also be easily established through that site. In the near future, we anticipate that the site will become an e-commerce site that will provide full access to all of the published articles and forthcoming papers for non-members. In the meantime, selected features of the site are available free to non-members as well as members.

Many people at CBS and the AIB have made these services possible, and we are very much indebted to them...

Henrik Mathiesen, Doctoral Student at CBS, was principally responsible for the technical development of the site over the past two years. He took the initiative and the significant workload that were essential for getting the project started and then seeing it through many stages. The site would not have been expanded and improved without his vision, technical competence and persistent energy.

He received support in this work from many administrative and staff people at CBS: Deans Gert Bechlund and Ole Steenvinkel, Institute Head Poul Shultz, Institute Administrator Anna-Mette Dissing, Secretary Vibeke Henriksen and Lauge Stetting, Director of CBS Press.

Laurel King and Liu Wei in the AIB office did the essential work of linking the journal web site to the AIB web site to enable AIB members unlimited free access while maintaining limited access to non-members. Jim Wills and the AIB Executive Board were supportive of the project, despite an occasional technical frustration as it progressed. Jose de la Torre, President of the AIB during 1998-2000, was an enthusiastic supporter. Stephanie Lenway, Vice President and Technology Task Force Chair during the same period, was also instrumental. A retreat on the future of the AIB organized by Jose de la Torre just before the 1998 annual meeting helped establish the organizational strategic vision and context for the Editor.

It has been a truly collaborative effort, and we are happy to have had the opportunity to work together on it and to work with so many dedicated professional people. We hope the site will be valuable to AIB members and others for many years into the future.

Thomas L. Brewer
Editor-in-Chief
Georgetown University

Torben Pedersen
Web Site Editor
Copenhagen Business School

THANK YOU!

Our gratitude goes out to the following members for their generosity in supporting the AIB Foundation and the Adopt-a-Library program from June 1, 2000 until May 22, 2001.

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University of Scranton
University of South Carolina
York University

Members on the Move

JOS BENDERS stayed as Visiting Research Fellow at the Faculty of Sociology of Kansai University, Osaka, during April and May 2001. He was appointed Honorary Research Fellow at the Business School of Manchester Metropolitan University.

LESTER A. NEIDELL, University of Tulsa, has been awarded a Fulbright Scholarship to teach and study the business structure of the Czech Republic. Neidell will be teaching and researching at the University of Economics Prague from October 2001 through February 2002. He will be teaching an MBA marketing course in English for the university's marketing program. This is the first time the institution has conducted this class in English.



In addition to teaching, Neidell will examine how the once heralded privatization economic experiment in the Czech Republic has failed. He will also explore options for the republic as it looks to the future. "This is an exciting opportunity for me to work with an institution that is adapting its curriculum," says Neidell. "I am also looking forward to being able to personally examine how the ideal and reality of the Czech economic structure differed so dramatically."

While in Prague, Neidell will work with Karel Dyba, the former Minister of Economics in the Czech Republic and one of the authors of the privatization plan. Neidell has visited the University of Economics Prague the past two summers as part of the TU College of Business Administration international business study abroad curriculum. He has worked to strengthen the ties between the two universities, and hopes that student exchange program can be established. One objective of Neidell's course in Prague is designed to prepare students from the Czech Republic who attend TU to participate in the analysis techniques utilized in TU undergraduate and graduate business programs.

The Fulbright program, which is funded by Congress, is designed to increase the mutual understanding between the people of the United States and the people of other countries.

ALAN M. RUGMAN has accepted the L. Leslie Waters Chair in International Business at the Kelley School of Business, Indiana University. He is also Professor of International Business in the Department of Management and Professor of

Business Economics and Public Policy. Professor Rugman will retain a part-time affiliation with the University of Oxford where he will be a Fellow of Templeton College during the summer months.

TAGI SAGAFI-NEJAD, Loyola College in Maryland, is spending this sabbatical working on the intellectual history of the United Nations' role in the study of multinational corporations. His research will culminate in a book, in collaboration with John H. Dunning and Sanjaya Lall, tentatively titled *The United Nations and Transnationals*. He has also spent part of the year in Geneva helping UNCTAD with its "Investment Policy Review of Ecuador and Tanzania and other countries." Also, together with Howard V. Perlmutter, he published an article titled "Perception Gaps and Mistrust as Obstacles to Multilateral Solutions: Some Empirical Evidence" in *International Technology Transfer* (Kluwer, 2001).

KARL P. SAUVANT was appointed as the Director of the Division on Investment, Technology and Enterprise Development at the United Nations Conference on Trade and Development (UNCTAD), Geneva, in March 2001. The Division serves as the focal point within the UN secretariat on matters related to international investment and transnational corporations, science and technology for development, and enterprise internationalization. Sauvant has been the team leader of the annual UN publication *World Investment Report* since it was first published in 1991. He is also the Editor-in-Chief of the UN journal *Transnational Corporations*.

KIM SJOSTROM, Finland, has been invited by the International Union of Forest Research Organizations (IUFRO, <http://iufro.boku.ac.at/>), Vienna, Austria, as the coordinator of the Union's Research Group on Industrial Logistics and as the deputy coordinator of its Research Group on Forest Logistics. Furthermore, he is busily editing the book *Supply Chain Management for Paper and Timber Industries* on behalf of the University of Vaxjo, Sweden. More information can be found at <http://members.surfeu.fi/otaniemi/order3.htm>

BERNARD M. WOLF, Schulich School of Business, York University, Toronto, has been appointed to an endowed Chair in International Business.

RICHARD WRIGHT has moved to the University of Richmond, Robins School of Business as the E. Claiborne Robins Distinguished Professorship in Business. A prolific scholar, Wright's publications include ten books and numerous articles in leading academic journals. He is widely recognized for his research contributions in international business, particularly in Asia/Pacific management, his area of specialty. He has recently assumed a key role in the emerging field of international entrepreneurship, organizing two major international conferences, compiling two books, and editing four special journal issues on the subject. He consults with businesses and governments around the world. Richard brings vision, energy and leadership to the Robins School in a number of dimensions. His presence will be central to the continued development of the University of Richmond's international stature and involvement.



JUST OFF THE PRESS

KEN KAMOCHÉ (City University of Hong Kong) has just published a book *Understanding Human Resource Management* (ISBN-0-335-20373-6, Buckingham and Philadelphia: Open University Press). The book reviews the significant themes that have shaped HRM as it has emerged during the course of the last century. It identifies the definitive role of the tension between the drive for organizational performance and the 'humanization' of work. It argues that our understanding of both strands is inadequate and poorly researched, leading to an incomplete picture of the dynamics of managing people. The book proceeds to set out new perspectives for concepts like the resource-based view, appropriation, knowledge-creation and globalization. For a preview and to order your copy, visit <http://195.89.185.89/bd.cgi/openup/isp?0335203736>.

YADONG LUO (University of Miami) announces his recent book *How to Enter China: Choices and Lessons* published by University of Michigan press (ISBN 0-472-11188-4; 323 pages). This book describes current investment environment in China, outlines the impact of China's WTO membership on foreign companies, delineates each entry mode choice available to foreign investors, analyzes various factors underlying entry mode selection, and provides insight into entry mode strategy from case studies. For more information, please visit www.press.umich.edu.

ROSALIE L. TUNG (Simon Fraser University, Canada) has just published an edited book of international business cases entitled, *Learning From World Class Companies* (London: Thomson Learning, 2001 ISBN: 1-86152-609-1). The book is available in paperback through www.thomsonlearning.co.uk.

In Memory of Claudio D. Milman

Rollins College professor and AIB member Claudio Milman died on April 27, 2001 at 39 years of age, from injuries suffered in a car accident while traveling with his students in Cuba. He has been an associate professor of International Business at the Crummer School since 1996.

A highly regarded international business professor and researcher, Claudio had master's degrees in economics, Latin American studies and international business in addition to a doctorate in international business. A former consultant to Shell Oil in Buenos Aires and the Inter-American Development Bank in Washington, he specialized in global competitive strategies and last year was a visiting scholar at Stanford University.

Claudio has had articles published or accepted for publication in *Managerial Finance*, *Journal of Transnational Management Development*, *Management*, *International Journal of Commerce and Management*, *Public Budgeting and Financial Management*, *International Journal of Management*, *International Journal of Public Administration*, and *Journal of Third World Studies*. He was the current editorial board member for *Public Administration and Management*.

The Milman family has established the 'Claudio Milman Scholarship Fund'. AIB members may send donations to: Claudio Milman Scholarship Fund, Attention: Jane Cordray, Rollins College, 100 Holt Ave., Winter Park, FL 32789 USA.

Cards and letters may be sent to his family at: Milman Family, C/O Crummer Graduate School of Business, Rollins College, 100 Holt Ave. Winter Park, FL 32789 USA.

New Members

members joining from
February 28 to May 24, 2001

Isabel Cristina Antunes

Jack Aschkenazi

Hollis Ashbaugh

Barrie Bailey

Ingvild Brown

John Buchwalder

Luis Calderon

Pat Cantrell

Ernst Byron Chew

Danielle L Cooper

Lee N. Davis

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Salah S. Hassan

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Ralph W. Huenemann

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Nuria Esther Hurtado-Torres

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Sheron Lawson

Dan Li

Jun Li

Ning Li

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Jim Walton

John Warns

Mark Wickham

Stephen J. Wright

Steve C. Yang

Chun Yi

Thomas W. Zimmerer

AIB SOUTHWEST USA

2001 Conference and 2002 Call for Papers

The 2001 Academy of International Business U.S. Southwest Chapter Conference was held in New Orleans, Louisiana (March 1-3) in conjunction with the 2001 Southwestern Federation of Administrative Disciplines' (SWFAD) 28th Annual Conference. SWFAD is a collection of 13 business conferences/disciplines and was attended by 1400 participants from the U.S. and overseas. The elected chapter officers for 2001-2002 (right) are as follows:

Chapter Chair: Syed Tariq Anwar, West Texas A&M University,
President: Jane LeMaster, University of Texas-Pan American,
Vice President Programs: Kamlesh Mehta, St. Mary's University,
Vice President Publicity & Membership: Kabir Hassan, University of New Orleans,
Secretary & Treasurer: Duane Burdorf, C. H. Robinson, Inc., Laredo

The AIB-SW Chapter Organizing Committee planned a very timely and informative meeting for which over 70 presenters and participants registered. 16 sessions were organized and 42 papers were presented.



AIB U.S. Southwest Chapter Officers at the 2001 New Orleans Conference (left to right): Syed Tariq Anwar, Kamlesh Mehta, Jane LeMaster, Duane Burdorf



Invited Panel Speakers (left to right): **P. Rajan Varadarajan** (Texas A&M University, College Station), **Sarah Beaton** (U.S. Department of Education, Wash. D.C.), **Terry Clark** (Southern Illinois University at Carbondale), **Lyn Amine** (Saint Louis University), **Tamer Cavusgil** (Michigan State University), **Syed Tariq Anwar** (West Texas A&M Univ.)

Call for Papers

2002 ACADEMY OF INTERNATIONAL BUSINESS U.S. SOUTHWEST CHAPTER CONFERENCE

March 6-9, 2002
St. Louis, Missouri
(Hotel: Adam's Mark Hotel)

The annual meeting of the 2002 AIB U.S. Southwest Chapter Conference will be held in conjunction with the 2002 Federation of Business Disciplines (formerly Southwestern Federation of Administrative Disciplines-SWFAD) Conference, St. Louis, Missouri, (Adam's Mark Hotel) March 6-9, 2002. Competitive papers, work-in-progress, symposia and workshops are invited from all field of International Business and its related areas. Submission Guidelines are follows:

Submission deadline: **September 16, 2001**

For further information, contact:

Wolfgang Hinck
College of Business Administration
The University of Texas-Pan American
1201 West University Dr
Edinburg, Texas 78539-2999
Tel: (956) 381-2105
Fax: (956) 381-2867
wolfgang@panam.edu

Chapter Web Site:

<http://wtfaculty.wtamu.edu/~sanwar.bus/aibsw.html>

NEWSLETTER INFO

The AIB Newsletter is proud to share the latest news about its members in the **Members on the Move** and **Just Off the Press** sections. E-mail your professional accomplishments, book publications, promotions, and honors, to:
aib@cba.hawaii.edu

Or send typed items and photographs via mail to:

AIB Newsletter
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Honolulu, HI 96822-2223 USA

AIB Copy Deadlines are:

Quarter 1: February Quarter 3: August 1
Quarter 2: May 1 Quarter 4: November 1

Only items received on or before the first working day after the deadline will be considered for publication. Fax us at **(808) 956-3261** for information regarding our advertising and promotional services.

That being said, we still have a ways to go before we become a truly global organization. Close to two-thirds of our members are North American and we are very underrepresented in Latin America and critical countries such as India and China. This was a major topic at the spring Executive Board meeting in Philadelphia and we discussed some exciting new ideas to expand the reach of AIB into areas of the world where it is underrepresented. Under the leadership of Danny Van Den Bulcke, we want to undertake an organized effort to bring scholars from these underrepresented areas to the annual meeting and to encourage the formation of active AIB regional chapters in countries such as India and China. We will seek external funding to accomplish both objectives.

Becoming a truly global organization is critical if AIB is to continue as the preeminent academic organization in International Business. It is our primary competitive advantage over the disciplinary organizations which remain overwhelming American. It could also serve as an important point of differentiation for *JIBS*. However, accomplishing this objective will take a major collective effort by all of us and the Executive Board and I would welcome your reactions and ideas.

The "Guru" seminar held in conjunction with the Phoenix meeting was a real success and we owe a vote of thanks to Thunderbird for sponsoring it, to George Yip who organized it, and to George Yip, Don Lessard, CK Prahalad, and Paul Beamish who volunteered to present. We plan a repeat performance in Sydney.

The Call for Papers for the Puerto Rico meetings, which will be held June 28-July 1 2002 at the Caribe Hilton San Juan is included with this newsletter. This marks a shift of the AIB annual meeting to the summer months. Lorraine Eden, the Program Chair, has designed an exciting theme, "Geographies and International Business," which should also attract a lot of attention from IB scholars. Arleen Hernandez, the local program chair at the University of Puerto Rico, is planning some exceptional activities for us, including a very special Gala Event. The deadline for paper submissions, which we hope to do 100% electronically this year for the first time, is Monday, December 17, 2001. Because this date is close to the Sydney annual meeting and is a new date for us, please mark the submission due date on your calendars now.

Last, I would like to call your attention to the announcement of the International Case Competition, adjacent to this announcement. Under the generous sponsorship of the CIBER at Indiana University, we will conduct an annual competition for the best new international case and offer prizes of \$1500 for the winner and \$800 for the runner-up. As important, the competition will help to make all of us aware of new teaching cases and, hopefully, stimulate some new and interesting efforts.

I look forward to seeing everyone in Sydney in November.

Sincerely,


Steve

2001 AIB - CIBER Case Competition

The Indiana University CIBER is sponsoring the first annual AIB-CIBER Case Competition. The winner will receive a \$1500 cash prize and the first runner-up will receive a \$800 cash prize. The awards will be presented at the AIB Annual Meeting in Sydney, Australia, November 19, 2001.

All cases submitted to the case competition must be original, unpublished, and not more than 1 year old. They must be made available for inclusion in the CIBER Case Collection at the European Case Clearing House (ECCH). Normally, the case author will retain copyright. However, if the author does not have copyright, permission from the copyright holder for the case to be listed with the CIBER Case Collection at ECCH must be included with the case submission. Cases must be submitted in Word or WordPerfect format and include teaching notes. Submitted cases are formatted for the CIBER Case Collection and checked for completeness. Final author approval of edited version of the case is required before it is sent to ECCH for distribution.

Please send submissions to the chair of the selection committee by **September 1, 2001:**

Allen J. Morrison
Chair, AIB-CIBER Case Competition
Richard Ivey School of Business
1151 Richmond St. N.
London, Ontario N6A 3K7
CANADA

Email: amorrison@ivey.uwo.ca
Fax: 519-661-3495

A Letter to Deans

Dear Professors, Deans and University Administrators,

My name is Dong-Sung Cho, Professor of International Business and Strategy, and Dean of the College of Business Administration, Seoul National University (CBA-SNU). I was Dean of the School of International and Area Studies, Seoul National University (SIAS-SNU) until last March, and Vice President of the Academy of International Business until last November.

You might remember the letter I sent you through the AIB network about a year ago. At the time, I proposed student and faculty exchange between your school and SIAS-SNU. I am happy to report to you that during the past several months SIAS-SNU has successfully concluded agreements with 22 leading academic institutes around the world for student and faculty exchange. I may add that practically all of these agreements were made through email and express mails, without any visits by deans or deputies from either side. Since January this year, SIAS-SNU has sent thirty-two students to these 22 host schools based on the exchange agreement.

As an unexpected outcome of this effort, SIAS-SNU has established a double degree program with ESSEC of France, under which students of one institute study a year at their home institution and the next year at the host institute for a year before they get the master's degree from both institutes. Upon successful completion of this exchange program, the SIAS-SNU graduates have a choice among the following five degrees: Master of Business Administration, Economics, Law, Humanities, and Social Science. ESSEC confers the MBA degree.

This time, as Dean of the CBA-SNU, I would like to propose a similar academic exchange program between your institute and CBA-SNU. As you may well know, Seoul National University is the top ranking university in Korea and consequently attracts the students and professors of the highest caliber. CBA-SNU offers three degrees: Bachelor of Business Administration (BBA), MBA and Ph. D. in Business Administration. In addition to these regular programs, it offers various executive programs including the Advanced Management Program, the graduates of which practically constitute "Who's Who in Korean Business Community". Certainly, CBA-SNU is the undisputed leader among 250 or so business schools in Korea.

I believe that the faculty and students of your institute will find a semester at CBA-SNU interesting and stimulating and that an exchange program between us will prove to be fruitful and mutually beneficial to both institutes. To this e-mail I have attached a sample draft of an agreement for the student and faculty exchange program. I want to emphasize that we are open to any input and revision from you and welcome any suggestion you may have regarding this program.

Updated information about CBA-SNU is available through our website at cba.snu.ac.kr. However, please do not hesitate to contact me with any questions. I look forward to hearing from you soon.

Best Regards,

Dong-Sung Cho, Dean
The College of Business Administration
Seoul National University
Tel. 822-880-6900
Fax 822-877-0513
Email: dscho@snu.ac.kr, cho@ips.or.kr

LI SHAOMIN

AIB member Li Shaomin (City University of Hong Kong) was detained and accused of spying by the Chinese government on February 25, 2001. Li was on his way to visit friends in Shenzhen in southern Mainland China, crossing into China from Hong Kong with his American passport.

Li, a 45 year-old business professor at the City University of Hong Kong, immigrated to the United States in 1982, after graduating from Beijing University in economics. He earned a doctorate in sociology at Princeton in 1988, and was a visiting professor at Harvard. He and his wife became US citizens in 1995, and he has been teaching in Hong Kong since 1996.

Li's research has dealt mainly with China's economic development and e-commerce in China. He has written extensively on the impact of privatization and market reforms on the performance of foreign enterprises conducting business in China, with publications in journals such as the *Journal of International Business Studies* and the *Journal of International Marketing*.

Li's wife has stated that she does not know why he would have been detained and that he has done nothing wrong. Li has traveled frequently to mainland China and did not encounter any incidents with Chinese authorities previous to this detention. He is one of about 20 American citizens currently detained in China for various reasons. His father, Li Hongli, a prominent Chinese scholar, was also jailed for ten months in 1989 following his public support for the pro-democracy demonstrations in China.

The AIB asks its members to send telegrams, faxes, airmail letters or emails:

- Requesting that the charges against Dr. Li Shaomin be promptly clarified, and, if there is no legal basis for his arrest, that he be immediately and unconditionally released;
- Calling on the authorities to grant Dr. Li Shaomin immediate access to his family and to legal representation; and
- Requesting that his safety be assured during his detention.

APPEAL AND INQUIRY MESSAGES SHOULD BE SENT TO:

His Excellency Zhu Rongji
Premier of the People's Republic of China
Guowuyuan
9 Xihuangchenggenbeijie
Beijingshi 100032
People's Republic of China
Fax: 011 8610 6 520 5316 or 011 8610 6 467 7046
Salutation: Your Excellency

[From: American Association for the Advancement of Science website (shr.aaas.org)]

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Welcome to *AIB Insights*

Insights is a new publication of the Academy of International Business. It provides an outlet for interesting, topical, and thought provoking articles that are relatively short, and don't fit requirements for publication in *JIBS*, or other existing outlets. *Insights* provides ideas to stimulate discussion and research, as well as material for classroom use. *Insights* will be published (with the *AIB Newsletter*) four times a year. Developing *Insights* is exciting and we invite *AIB* members, and others, to offer comments and suggestions to make each edition really valuable for readers.

Insights welcomes submissions that are relevant to both the academic and the business communities. Articles can cover a wide array of topics; for example – practical advice for managers, new thoughts on traditional themes, innovative research approaches and initiatives, teaching advice. *Insights* will also provide an opportunity to exchange material for use in the classroom; for example - new “blunders,” exercises that members have developed and used, and creative classroom techniques.

Our first issue of *Insights* is specially designed to illustrate the array of material we expect to include in this new publication. Included in this issue are -

- A topical and insightful article "The Myth of Global Strategy" by Alan Rugman. This article will interest both international managers and international academics. Not everyone will agree with all of Alan's ideas, and we expect the article to stimulate discussion.

*Some Comments on the Rugman article, from **Insight's** Advisory Board*

"very thoughtful and likely to attract interest and attention"
 "at least a couple of research ideas that can be generated from the article"
 "expect readers to have a reaction to the ideas"

- A reaction to the Rugman article by Paul Simmonds, “Globalization: Another Viewpoint.” Paul comments on a number of issues raised in the Rugman article, and takes a rather different view, which we also expect to stimulate discussion.
- New Blunders - Some new blunders from David Ricks to make readers smile, and to illustrate the importance of awareness and sensitivity to national and cultural differences.
- A Cross-Cultural Negotiation Exercise – An exercise for class use from BJ Punnett. The exercise has been used successfully with students and managers (from both the private and public sector).

The *Insights* editor and advisory board are considering "themes" for upcoming issues, and welcome your suggestions.

Comments and suggestions should be sent to the Editor

*Please send articles and classroom material to the Editor for consideration for upcoming **Insights** - consider reprints of speeches you have made*

*Readers are encouraged to submit comments, for possible inclusion in future **Insights***

Please contact the Editor with suggestions

Submission Information

Submissions to Insights can be sent at any time to the Editor.

Submissions may be electronic, by fax, or by mail. *Electronic submissions are preferred.*

Submissions will be reviewed by the Editor to ensure material is appropriate for Insights, then the advisory board will comment on submissions.

For consideration for specific editions, submissions must reach the editor by the following dates:

- 1st Quarter: December 15
- 2nd Quarter: March 15
- 3rd Quarter: June 15
- 4th Quarter: September 15

Articles should be approximately 2-3 printed pages.

Exercises, simulations, and other material should include all the information needed for use in the classroom. Material submitted should not contravene any copyrights.

Blunders should be based on real-world events and should be new – ie, not previously published, or disseminated in other media.

We look forward to your comments and submissions.

Thanks to the AIB Board for this initiative. Thanks to Laurel King for her support and suggestions. Thanks to the Advisory Board members for their assistance in preparing the first issue of AIB Insights.

BJ

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THE MYTH OF GLOBAL STRATEGY

by

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Executive Summary

- Globalisation is misunderstood – it does not, and has never, existed in terms of a single world market with free trade.
- Triad-based business is the past, current and future reality.
- Multinational enterprises operate within triad markets and access other triad markets; they have regional, not global, strategies.
- National governments strongly regulate most service sectors, thereby limiting free market forces; the extent of regulation is not decreasing.
- Business need to think local and act regional; it should forget global.

Introduction: The Myth of Global Strategy

Recent research suggests that globalization is a myth. Far from taking place in a single global market, most business activity by large firms takes place in regional blocks. There is no uniform spread of American market capitalism nor are global markets becoming homogenized. Government regulations and cultural differences divide the world into the triad blocks of North America, the European Union and Japan. Rival multinational enterprises from the triad compete for regional market share and so enhance economic efficiency. As a result, top managers now need to design triad-based regional strategies, not global ones. Only in a few sectors, such as consumer electronics, is a global strategy of economic integration viable. For most other manufacturing, such as automobiles, and for all services, strategies of national responsiveness are required, often coupled with integration strategies, as explained in the matrix framework of this article.

The real drivers of "globalization" are the network managers of large multinational enterprises. But their business strategies are triad/regional and responsive to local consumers, rather than global and uniform. For example, the automobile and speciality chemicals business are triad-based, not global. There is no global car. Instead, over 90% of all cars produced in Europe are sold in Europe. Regional production and large local sales also occur in North America and Japan.

Successful multinationals now design strategies on a regional basis; unsuccessful ones pursue global strategies.

Some Common Global Misunderstandings

Globalization has been defined in business schools as the production and distribution of products and services of a homogenous type and quality on a worldwide basis.¹ Simply put - providing the same output to countries everywhere. And in recent years it has become increasingly common to hear business executives, industry analysts, and even university professors talk about the emergence of globalization and the dominance of international business by giant, multinational enterprises (MNEs) that are selling uniform products from Cairo, Illinois to Cairo, Egypt and from Lima, Ohio to Lima, Peru.²

To back up their claims, these individuals often point to the fact that foreign sales account for more than 50 percent of the annual revenues of companies such as Dow Chemical, Exxon, Hewlett Packard, IBM, Johnson & Johnson, Mobil, Motorola, Procter & Gamble, and Texaco.³ These are accurate statements - but they fail to explain that most of the sales of "global" companies are made on a "triad-regional" basis. For example, most MNEs that are headquartered in North America earn the bulk of their revenue within their home country or by selling to members of the triad: NAFTA, the European Union (EU), or Japan and a small group of Asian and Oceania nations.⁴ In fact, recent research shows that:

1. More than 85 percent of all

automobiles produced in North America are built in North American factories owned by General Motors, Ford, Daimler-Chrysler, or European or Japanese MNEs; over 90 percent of the cars produced in the EU are sold there; and more than 93 percent of all cars registered in Japan are manufactured domestically.

2. In the specialty chemicals sector over 90 percent of all paint is made and used regionally by triad based MNEs and the same is true for steel, heavy electrical equipment, energy, and transportation.
3. In the services sector, which now employs approximately 70 percent of the work force in North America, Western Europe, and Japan, these activities are all essentially local or regional.⁵

Another misunderstanding about globalization is the belief that MNEs are globally monolithic and excessively powerful in political terms. Research shows this is not so. MNEs are not monolithic; in fact, the largest 500 multinationals are spread across the triad economies of NAFTA, the EU, and Japan/Asia.⁶ Recent research shows that of these 500, there are 198 headquartered in NAFTA countries, 156 in the EU, and 125 in Japan/Asia. Additionally, these triad-based MNEs compete for global market shares and profits across a wide variety of industrial sectors and trade services. And this process of regional competition erodes the possibility of sus-

tainable long-term profits and the possibility of building strong, sustainable political advantage.⁷

A third misunderstanding about globalization is the belief that MNEs develop homogeneous products for the world market and through their efficient production techniques are able to dominate local markets everywhere. In truth, multinationals have to adapt their products for the local market. For example, there is no worldwide, global car. Rather, there are regionally-based American, European, and Japanese factories that are supported by local regional suppliers who provide steel, plastic, paint, and other necessary inputs for producing autos for that geographic triad region. Additionally, the car designs that are popular in one area of the world are often rejected by customers in other geographic areas. The Toyota Camry that dominates the American auto market is a poor seller in Japan. The Volkswagen Golf that was the largest selling car in Europe did not make an impact in North America. Even pharmaceuticals, which manufacture medicines that are often referred to as "universal products," have to modify their goods to satisfy national and state regulations thus making centralized production and worldwide distribution economically difficult.

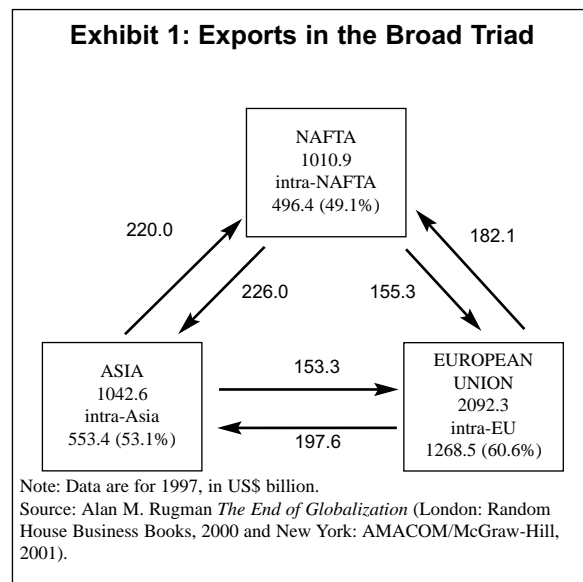
World Trade is Highly Regional

World trade provides a good example of just how regional MNEs are. The amount of trade in terms of exports and imports has grown rapidly over the last decade, but it continues to be dominated by

the triad. The latest data show that in 1997 these three groups accounted for 57.3 percent of world exports and 56.5 percent of world imports. If these trade data are examined in terms of what might be called the "core" triad - the United States, the EU, and Japan - the amount of exporting that each group does to the other is quite small. For example, the United States exports approximately 20 percent of its total to the EU and 10 percent to Japan, while the EU exports 8 percent of its total to the United States and less than 1 percent (.002 to be exact) to Japan. Meanwhile, Japan exports 28 percent of its total to the United States and 16 percent to the EU. An analysis of imports reveals the same general picture. The United States gets 16 percent of its imports from the EU and 11 percent from Japan; the EU receives 8 percent of its imports from the United States and 4 percent from Japan; and Japan gets 24 percent of its imports from the United States and 17 percent from the EU.⁸

Simply put, the core triad members do not rely on each other for most of their exports or imports. Then on whom do they rely? The answer is: other members of their own triad. For example, as shown in Exhibit 1, over 60 percent of all exports by EU countries is to other members of that triad. The 'core' triad members can be expanded by adding Canada and Mexico to the United

States, which gives us NAFTA, and then constructing a group of countries for 'Asia'. This group consists of Japan, Australia, New Zealand, China, Taiwan, Hong Kong, India, Indonesia, Malaysia, Philippines, Singapore, Thailand and also the smaller Asian Pacific economies. This gives us the 'broad' triad. This yields Exhibit 1, which confirms that the world's trade is controlled by the triad.



According to data for 1997 in Exhibit 1, the triad's export total US\$ 4,145.8 billion, with 60.6 percent of the EU exports of US\$ 2,092.3 being internal, at US\$ 1,268.5 billion. The EU exports only 8.7 per cent to NAFTA (US\$ 182.1 billion) and 9.4 per cent to Asia (US\$ 197.6 billion). NAFTA exports 15.4 per cent of its total to the EU (US\$ 155.3 billion) and 22.4 per cent to Asian (US\$ 226.0 billion). The internal NAFTA trade at 49.1 percent is surprisingly high, given that Canada is only one twelfth the economic size of the United States and Mexico only about one twentieth its size. Asia exports 21.1 per cent of its total to NAFTA (US\$ 220.0 billion) and

14.7 per cent to the EU (US\$153.3 billion). But the majority of Asian trade is also intra-regional.

In summary, the extent of intra EU exports is 60.6 per cent. For NAFTA internal trade it is 49.1 per cent and for Asia it is 53.1 per cent. The majority of world trade in the European and Asian triads is within their internal markets and for North America nearly half of its trade is also intra-regional. Most of the rest of world trade is between triad members. Given the dominance of the triad in world trade (and direct investment data show the same picture) what strategies are appropriate for individual multinationals?

Conclusions

It is possible to offer some practical strategies for managers who want to increase their company's international revenues and profits. Five of the most useful lessons learned are these:

1. Do not assume an integrated global market. There is more to strategy than worldwide economies of scale. Instead, be prepared to design strategies that take into account regional trade and investment agreements such as NAFTA or the single market of the EU. Also learn to deal with different cultures and become "nationally responsive" when necessary.
2. Design organization structures which recognize triad-based internal know-how capability and develop network organizational competencies, rather than always rely on international divisions or global product divisions.
3. Develop new thinking and knowledge about regional busi-

ness networks and triad-based clusters and assess the similar attributes of triad competitors, rather than always developing pure global strategies. The foreign market is not always the same as your home market.. Make alliances and foster cross-cultural awareness in your senior managers.

4. Develop analytical methods for assessing regional drivers of success rather than globalization drivers because the former may be more useful in the future in gaining and holding market share.
5. Encourage all your managers to think regional, act local - and forget global!

Endnotes

¹ Rugman, A. and R. Hodgetts. 2000. *International Business*, 2nd edition. London: Pearson Education /Prentice Hall: 615. The definition of "globalization" is a subject of intense academic debate. Most business school scholars would adopt the economics-based definition used here, where integration across national borders yields the potential for firm-level economies of scale and/or global brand name products. Contingent upon this definition of "pure" economic globalization is the need for products to be uniform across markets. A much broader definition of globalization is used by other writers such as Anthony Giddens, a sociologist. He defines globalization as "the worldwide interconnection at the cultural, political and economic level resulting from the elimination of communication and trade barriers" and he states that "globalization is a process of convergence of cultural, political and economic aspects of life", Giddens A. 1999. *Runaway World : How Globalisation is Reshaping our Lives*. London: Profile Books. Again, convergence (of cultures, tastes, regulations etc) is an extreme version of homogeneity of products and services. The thesis of this article is that such conver-

gence and homogeneity has not occurred; instead of globalization we observe regional/triad production and distribution. Therefore, MNEs do not need global strategies; regional ones are more relevant.

² Yip, G. 1995. *Total Global Strategy*. Englewood Cliffs: NJ: Prentice Hall.

³ For more on these firms see the "Top 100 TNCs Ranked by Foreign Assets," *World Investment Report 1997* New York: United Nations, 1997.

⁴ NAFTA consists of the United States, Canada, and Mexico. The European Union is made up of Belgium, France, Italy, Luxembourg, the Netherlands, Germany, Great Britain, Denmark, Greece, Ireland, Portugal, Spain, Austria, Finland, and Sweden. The major Asian countries included here include Australia, China, India, Indonesia, Malaysia, New Zealand, the Philippines, Singapore, South Korea, Taiwan, and Thailand as well as Japan.

⁵ Rugman, A. 2000. *The End of Globalization*. London: Random House, Chapter 1. (This book is to be published by AMACOM/McGraw-Hill, 2001 in North America).

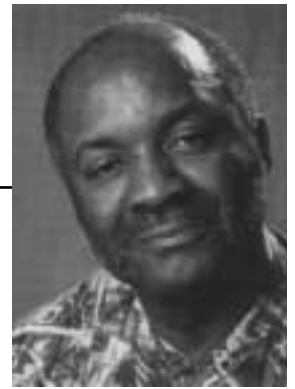
⁶ These data have been adapted from "The Fortune Global 500," *Fortune*, August 2, 1999.

⁷ Rugman, A. 1996. *The Theory of Multinational Enterprises*. Cheltenham: Elgar and Rugman, A. and J. D'Cruz 2000. *Multinationals as Flagship Firms: Regional Business Networks*. Oxford: Oxford University Press.

⁸ Rugman, A. 2000. *The End of Globalization*. London: Random House Business Books, Chapter 7. The initial focus on the triad is due to the work of former McKinsey consultant, Kenichi Ohmae; Ohmae, K., 1985. *Triad Power*. New York Free Press. However, Ohmae has subsequently become a strong advocate of Quadrant 1 "pure" economic globalization and is not supportive of policies of national responsiveness; Ohmae, K., 1990. *The Borderless World*. New York: Harper Business; Ohmae, K., 1995. *The End of the Nation State*. New York: Free Press.

Globalization: Another Viewpoint

Paul Simmonds, Florida State University, Tallahassee



Professor Rugman provides a perspective of globalization that focuses on nations and regions as provocateurs of economic activity. His perspective is based on homogeneity of markets and comparative advantage concepts whereby commodity and unskilled labor markets are major drivers of world trade and commerce. Unfortunately, this perspective is more suited to trade concepts of the 18th and 19th centuries where economists argued the value of absolute and comparative advantage. Professor Rugman's analysis and conclusions are consistent with a national, macro level perspective in which nations debate the merits of global reduction in trade barriers. However, as Kinichi Ohmae suggests, firms, not nations, are the true generators of economic activity, and firms are not loyal to geographical boundaries or sovereign nation states (Ohmae, 1990).

Market homogeneity is not the major determinant of globalization; it is market interdependency. Supply and demand imbalances create linkages between markets. A standardized product or service in all markets is only one of several options available to satisfy those linkages. A definition of globalization that focuses on the ability of firms to leverage certain resources and compete in worldwide markets suggests globalization **does** exist in interdependent markets. Global branding is an

illustrative example. Whether franchising or product branding, firms seek interconnectivity throughout their competitive domains to leverage their intangible assets. Everyone is familiar with the golden arches of McDonald. Strict control of key operational aspects in food preparation and delivery are consistent globally despite varied addition to menu offerings that accommodate local tastes and customs. McDonald expects customer experiences in any of its locations to generate certain expectations between locations because of its brand identity. Therefore, the interdependence of knowledge and information among the various locations are critical to McDonald's competitive success. The most relevant definition of globalization, therefore, is the ability to transfer information and knowledge globally.

In a September 27, 1999 Fortune Magazine article by Thomas A. Stewart, Jack Welch, CEO of General Electric, identified three stages of globalization. The first stage was globalization of markets. In this stage, firms acquired assets to sell in any market they chose. The second stage was globalization of sources. Firms bought or built wherever it was most advantageous. The third and current stage (according to Mr. Welch) is globalization of the intellect. In this stage, firms seek the best brains wherever they are

located. Anecdotal evidence supports Mr. Welch's

three-stage model, especially the third stage. Approximately ten years ago William Johnston indicated that developing countries were supplying an increasing share of the world's skilled human capital and would have important implications in the 21st century for worldwide economic development and competitiveness (Johnston, 1991). His prophetic insights are evidenced today. For example, skill shortages in key economic sectors of the United States fueled requests from the business sector for increases in the number of H-1B visas. The visas allow foreign workers to remain in the United States up to six years (Gilster, 2000). Despite recent increases in the number of H-1B visas issued demand still exceeds supply. Firms will either have to invest significant resources in training workers domestically or locate operations in areas where supply of the needed skills are in abundance.

Products and services may be produced, delivered, and traded on a regional basis as Professor Rugman suggests, but it is global diffusion of knowledge that makes this possible. One of the critical factors affecting the new transformation in the world economy is the

ability to leverage knowledge and talent worldwide through technology (Fraser & Oppenheim, 1997). Market homogeneity for products and services is unimportant and unnecessary in most cases because knowledge diffuses very rapidly in today's environment. Globalization exists because bits and bytes (process knowledge) and other intangible assets can be transferred globally at minimal costs. The result is greater intra-regional trade flows. In many instances, the Internet, Intranet and World Wide Web reduce the need for large-scale facilities producing similar products for inter-regional shipment. Instead, these technological innovations permit rapid dissemination of know how (the key to producing goods or services) to disparate parts of the world. Economies of scale are measured in the degree that fixed costs (research and development costs, for example) can be leveraged among networks and regions.

In conclusion, globalization as a totally macro concept involving homogeneity of international markets may never become a reality, nor is it a major necessity for global economic expansion and benefits. Opportunities **do** and **will** continue to exist because of market homogeneity within certain industries. However, market interdependency rather than market homogeneity will determine future global competitiveness. The ability to leverage knowledge globally in delivering value creating products and services is the dominant competitive concern of global firms. How to transfer critical skills and knowledge within the network is yet a challenge, but the only effective response to dual concurrent pressures for global efficiency and local responsiveness.

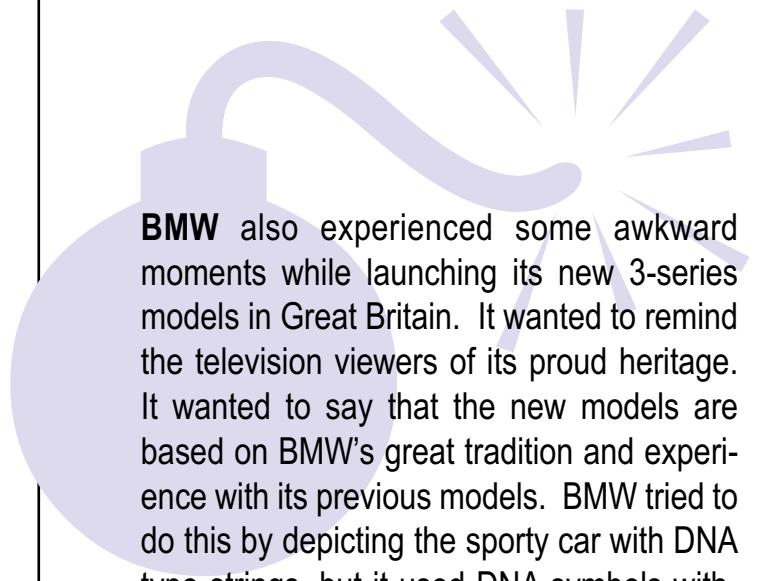
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Blunders in International Business

AOL recently had problems in Brazil while launching a new promotional campaign. Hundreds of would-be new users were mistakenly given music CD's rather than the CD-ROMs needed to start up AOL's service. They may have been the lucky ones. Those new subscribers receiving the correct CD-ROMs discovered that their computers were changed without warning. Web browsers were altered and home pages were replaced.



BMW also experienced some awkward moments while launching its new 3-series models in Great Britain. It wanted to remind the television viewers of its proud heritage. It wanted to say that the new models are based on BMW's great tradition and experience with its previous models. BMW tried to do this by depicting the sporty car with DNA type strings, but it used DNA symbols without bothering to find out much about them. For most viewers, this advertisement was fine until someone pointed out that the DNA depicted actually belonged to a slow moving 10,000 year old woolly mammoth (now extinct, of course). Not exactly the image intended.



Thanks to David Ricks (University of Missouri, St. Louis) for sharing these

Cross-Cultural Negotiations: An Exercise

Thanks to BJ Punnett (University of the West Indies, Cave Hill)

I have used this exercise successfully with students in both undergraduate and graduate management classes. I have also used it in a workshop that included executives from both the private and public sector. All groups got into the spirit of the exercise and seemed to enjoy it and learn from it. The results differed on each occasion but always provided the basis for an interesting and stimulating discussion.

Background – The class is divided into two groups of different sizes of about 6 and 4 (if your class is large, you can do multiple sets of two groups), each represents a team from a different company in a country – the A1 company in Alpha has 4 members & the Bigg company from Beta has 6 members. The two companies are negotiating a joint venture agreement and each company is very hopeful of successfully concluding an agreement. There has been preliminary discussion between the senior executives of the two companies regarding the joint venture but these are the first face-to-face discussions. Each company is sending a high-level negotiating team to work out important details of the joint-venture. The teams are meeting in Alpha for the negotiations because Alpha is expected to be the physical location of the joint venture.

Preliminary Discussions – Total capital investment needed for the joint venture is US\$20 million; provision of equipment, machinery, technology from the parent companies may be possible; each parent will provide some management personnel; government incentives are available if the joint venture is located in a specific parish of Alpha.

Issues to be Negotiated – Joint-venture ownership percentages for A1 & Bigg; capital investment by each parent; management structure; provision of equipment etc. by each parent.

Instructions – You will need two rooms so that Alphans can work in one, and Betans in another. Divide class into groups and provide each group with the instruction sheet. Allow about 30 minutes to discuss as a team and prepare a negotiating strategy. (I usually listen to a bit of each groups discussion and stimulate their thinking if necessary.) Remind the A1 group that negotiations are in their country so they must think about the physical arrangements. Tell the Bigg group that the A1 team will be "collecting them from the hotel". Have the groups meet for negotiations. Allow approximately 30 minutes for negotiations. Let each team meet individually for discussion for about 15 minutes. Conclude with class discussion and "lessons" about effective cross-cultural negotiation.

Issues for Team and Class Discussion

- How well do you feel your team succeeded in the negotiations?
- How well do you feel the other team succeeded?
- What factors encouraged success?
- What factors made the negotiations difficult?
- How comfortable were you as an Alphan or Betan?
- Would you prefer the Alphan or Betan role if you did the exercise again?
- Why do you prefer one role over the other?

Insights from this exercise Results vary from reasonable agreements to total stalemates to one group walking out and refusing to continue the negotiations. The instructions are written to allow for all these outcomes. The most successful teams are those who decide initially to deal with the cultural issues and be flexible, given their mandates. The least successful are those who really buy into their negotiating rules. The instructor can draw valuable lessons from the exercise, no matter what the results.

Information for A1 Alphan Negotiators

You know that Senior Management at A1 is very interested in reaching an agreement with the Bigg company. Senior Management has invested substantial time and energy in this venture and they are counting on the negotiating team to reach a reasonable agreement with Bigg. Your situation is as follows:

- Your team wants to reach an agreement in the allotted time.
- A1 wants to maintain control of the joint venture either through more than 51% ownership or by providing the Managing Director for the venture.
- A1 wants to minimize capital investment because the company is currently suffering a capital shortage (A1 would prefer to keep investment outlay under US\$8,000,000).
- A1 wants to provide equipment and machinery (no longer used by the parent) valued by A1 at US\$4,000,000 in place of capital.
- A1 is well connected to the Alphan government and can guarantee government incentives for the project.

Following is a description of the main aspects of the Alphan negotiating style:

- It is important to be friendly and to shake hands and touch others as often as possible to show your friendship and good will.
- The usual greeting for friends or new acquaintances is a kiss on both cheeks.
- Alphans believe that words and gestures are both very important and should be used frequently, and it is important to explain a position in a variety of ways to ensure it is understood by all.
- Alphans see negotiating as a competitive activity and believe winning is important.
- Everyone's opinion is valued in Alpha so individual team members are encouraged to participate actively.
- Openness is valued and it is important to state agreement or disagreement clearly.

Information for Bigg Betan Negotiators

You know that Senior Management at Bigg is very interested in reaching an agreement with the A1 company. Senior Management has invested substantial time and energy in this venture and they are counting on the negotiating team to reach a reasonable agreement with A1. Your situation is as follows:

- While an agreement on specific items is desirable, Betans believe it is more important to establish a sense of trust and rapport with the A1 Alphans – further negotiations are always possible.
- Bigg wants to maintain control of the joint venture either through more than 51% ownership or by providing the Managing Director for the venture.
- Bigg believes capital investment should be reflected in the ownership structure of the joint venture (ie, if Bigg provides 60% of the capital, Bigg should retain 60% ownership).
- Bigg would like to provide as much management as possible for the joint venture because Bigg is facing the possibility of management layoffs in Beta.
- Bigg controls technology which could be helpful in establishing the joint venture successfully, but it is unsure about making the technology available because of the potential loss of a competitive advantage.

Following is a description of the main aspects of the Betan negotiating style:

- It is important to be polite and respectful and show friendship by respecting others.
- Betans are formal and the usual greetings are a handshake or bow, touching is minimized.
- Betans select a spokesperson for the team, but consensus is important and it is customary to break often to confer with other members of the negotiating team.
- Silence is seen as giving both negotiating groups time to think about issues that have been raised.
- Saying "yes" means you have heard the other party, not necessarily that you agree, disagreement is indicated by saying "maybe", "it may be complicated" or some other polite phrase as it is considered impolite to say "no."
- Betans see building trust and a relationship as the most important outcomes of any negotiations because these will lead to successful long-term business arrangements.



MISCELLANEOUS ANNOUNCEMENTS



Calls for Papers

- **The Fourth McGill Conference on International Entrepreneurship “Researching New Frontiers”**

21-23 September, 2001

Hosted by: Strathclyde International Business Unit, University of Strathclyde, Glasgow, Scotland

The 4th McGill Conference will be held this year at the University of Strathclyde, Glasgow, Scotland. Following the tradition established by the McGill University in 1998, this Conference is designed to bring together scholars both from international business, and from small business/entrepreneurship, for an intensive interactive research workshop. It provides an excellent opportunity for IB and entrepreneurship scholars to broaden their perspectives, and to hone their research interests in the emerging field of international entrepreneurship. Intending participants are asked to send an abstract, proposal or synopsis of approximately six double-spaced A4 pages, to arrive by **April 13 2001**, as an e-mail attachment, to Dr. Marian Jones at m.v.jones@mgt.gla.ac.uk

For further information on details and booking arrangements, please contact:

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Calls for Papers

- **The 27th Annual Meeting - European International Business Academy (EIBA)**

13-15 December, 2001
ESCP-EAP Paris European School of Management

The 27th EIBA Annual Meeting, “Alliances and Confrontations: Globalization and the Logics of Trading Blocs”, is accepting papers on: Factors and risk of integration; International marketing strategy; E-business alliances; Transfer of technologies; Global risk management; A reappraisal of future economic zones; International issues in corporate governance and business ethics; International business networks; International trade negotiations; International financial strategy; International financial flows & market convergence; Strategic alliances and international competition; Strategic alliances and management of knowledge; Internationalization through joint ventures; Mergers and acquisitions in a global environment; Legal issues in world trade; Environmental and labor issues of free trade; Emerging markets and the integration of the global system

Competitive and workshop papers on the above and other international business themes, and suggestions for panel sessions should be submitted by **September 14, 2001** to :

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Fax : +33 (0)1 49 23 20 36

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<http://www.escp-eap.net/eiba2001>

Calls for Papers

- **2002 BALAS Conference “Transformations in Latin America: Leadership, Technology, and Entrepreneurship”**

March 27-30, 2002
Tampa, Florida

The John H. Sykes College of Business and the International Programs Office at The University of Tampa, in conjunction with the University of Florida Center for International Business and Economic Research are the sponsors of the conference. An exciting new initiative for the BALAS conference in 2002 is the faculty development seminar offered jointly by the CIBER’s at the University of Florida and the University of Kansas the day before the conference itself convenes. BALAS members will have the opportunity to attend this faculty development seminar on Wednesday, March 27, prior to the opening night welcome reception. Details regarding the substance and content of the seminar will be forthcoming.

The conference hotel is the Wyndham Harbor Island Hotel, located in the heart of downtown Tampa at the confluence of the Hillsborough river and the waters of Tampa Bay. The hotel is a five minute walk from downtown Tampa and several attractions and a ten minute walk from the University of Tampa. The conference sessions will be held at the hotel’s facilities, while the dinner on Friday night will be held in Fletcher lounge at the University of Tampa.

The deadline for submission of papers and manuscripts is **November 1, 2001**. Conference activities will begin on Wednesday, March 27, 2002 with the faculty development seminar and the doctoral consortium. We look forward to making next year’s conference a challenging and rewarding experience for all of you! For more information, please email Corinne Young at: Coyo22@aol.com.

University of Pennsylvania Position Announcement Multinational Management

The Department of Management of the Wharton School is recruiting for a tenure track position in Multinational Management. Although we have a preference for entry-level candidates, we would be willing to consider applications at all levels.

Multinational Management is a research area. Other areas include: Strategy, Organizational Behavior, Human Resources Management and Entrepreneurship. Applicants should be solidly grounded in one of these areas, or in a relevant social science discipline, and demonstrate strong international interests.

The Wharton School and the Department of Management are fully committed to globalization. The student body is very international and an innovative and exciting program is in place which will globalize the curriculum, students, and faculty. As Multinational Management is an integral part of the Department, faculty have a unique opportunity to pursue international and functional management interests in research and teaching.

Successful candidates will be able to demonstrate outstanding research potential as well as a strong interest and competence in teaching. Applicants for other than entry level positions should have a solid record of publication in first rate academic journals.

The University of Pennsylvania is an equal opportunity employer and takes its obligation in that area very seriously. **Please indicate in your cover letter which areas you wish to be considered.** Send application materials -- cover letter, cv, 3 letters of recommendation, sample publications and abstracts-- **preferably** via E-mail with attachment (Word or WordPerfect preferred) to: recruiting@management.wharton.upenn.edu
OR by mail to:

Chair, Department of Management
The Wharton School
University of Pennsylvania
2028 Steinberg-Dietrich Hall
Philadelphia, PA 19104-6370

Applicants should send materials by **November 1, 2001**

AA/EEO Employer

The Gunnar Hedlund Award

THE BEST DOCTORAL DISSERTATION IN INTERNATIONAL BUSINESS

The Institute of International Business (IIB) at the Stockholm School of Economics, in collaboration with The European International Business Academy (EIBA), hereby announces the Institute of International Business Dissertation Award In Memory of Gunnar Hedlund.

A prize of 10,000 € is awarded to the best doctoral dissertation in international business each year. The winner will be announced at the Annual Meeting of the European International Business Academy in December 2001.

To be eligible for the Gunnar Hedlund Award, the doctoral dissertation (written in English) must have been completed within the time frame of January 1, 2000-June 30, 2001. One full copy of the dissertation along with five copies of a 10 page abstract, including exhibits, must be submitted to IIB before August 1, 2001.

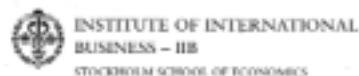
The finalists will be asked to present their work at the EIBA annual conference in 2001. A stipend will be awarded to each finalist to cover travel expenses.

Prize criteria and selection

The prize will be awarded to the work that in the opinion of the jury has the greatest potential to impact the field of international business in the future. Both theoretical and empirical contributions are appropriate. Emphasis will be put on creativity and originality. A jury of leading scholars in the field will decide on the finalists as well as the winner.

Enquiries and submissions

Professor Örjan Sjölvell, Chair, Gunnar Hedlund Award Committee
Institute of International Business - IIB,
Stockholm School of Economics
P.O. Box 6501, SE-113 83 Stockholm, Sweden
Fax +46-8-31 99 27, E-mail iibve@hhs.se, www.iib.edu



EIBA: 15th Doctoral Tutorial In International Business

Paris, France December 12-13, 2001

For the 15th consecutive year a Doctoral Tutorial for International Business students will be organized in conjunction with the Annual Conference of the European International Business Academy (EIBA). The 2001 Doctoral Tutorial will take place in Paris at ESCP-ACP (European School of Management) on December 12-13 immediately before EIBA's Annual Conference (13-15 December).

The event will start on Wednesday at lunchtime and will finish before lunch the following day. All participating students are also required to attend the EIBA-Conference that will commence on Thursday, December 13, 2001.

EIBA-EIASM have delegated the organization of this Tutorial to Professor Danny VAN DEN BULCKE of the University of Antwerp (Belgium) who will act as chairman.

The core faculty for the Tutorial is composed of leading scholars in the field of international business. More details about the Faculty will be provided later.

The first objective of the Tutorial is to provide an opportunity to doctoral students in International Business to discuss their research plans and their work in progress both with a distinguished international faculty and their colleagues. The second purpose is to get them acquainted with the international EIBA-network of experts and colleagues working in the field of International Business.

The students who are selected to participate in the Tutorial will be requested to present a short paper about their thesis proposal. Participating students are required to also attend the EIBA Annual Conference, immediately following the Tutorial. They will benefit from a reduction in the registration fee, however. An award of approximately 500 EURO will be given to the student who presented the most promising thesis proposal.

Since the number of participants is strictly limited, interested candidates are urged to send their application form, a C.V. and their three-page abstract of the doctoral research currently being undertaken before **September 1, 2001**.

Previous Winners of the Best Thesis Proposal Award:

1987 Andreas ZIELKE (University of Dortmund): "Success Factors of International Ventures - the German Experience in the U.S." **1988** Jorma LARIMO (University of Vaasa)"The Impact of Firm's Characteristics and Strategy on Foreign Direct Investment Decision Behaviour and Performance" / Christine WEISFELDER (University of Michigan)"When Do Taxes Matter? An Empirical Analysis of Taxation of Foreign Source Income and Corporate Competition in Foreign Markets" **1989** Karin FLAD-MOE-LINDQUIST (University of Minnesota)"Ownership and Control Patterns of International Service Companies" **1990** Jeannette CAPEL (Tinbergen Institute, Rotterdam)"Exchange Rates and Foreign Direct Investments" Ivo ZANDER (Stockholm School of Economics)"Technology and Technological Change in Swedish Firms: 1965-1990" **1991** David PARKINSON (Wharton School)"Innovation Processes and International Competition: A Comparative Study of the U.S. and Japan Machine Tool Industry" Dorothee FEELS (University of South Carolina)"Shareholder Wealth Effects of International Mergers and Acquisitions" **1992** Monika WEBER-FAHR (Trier University)"Segmentation of European Labour Markets: A Consequence of Multinational Firms' Investment?" **1993** Thomas PUETZ (Université de Strasbourg)"Decision Processes in Research and Technology Management: A Comparative Study between France and Germany" **1994** Anne-Wil HARZING (University of Maastricht)"Organizational Bumble-Bees: International Transfers as a Control Mechanism in Multinational Companies" **1995** Tomaso PEREZ (University of Ancona)"Multinational Enterprises and Technological Spill-overs" Omar TOULAN (Massachusetts Institute of Technology)"Market Liberalization, Competitive Behaviour and the Internationalization Strategies of Firms: The Case of Argentina" **1996** Odile JANNE (University of Reading)"The Geographical Spread of Corporate Technological Activity in Europe" Georgine KRYDA (University of Illinois, Urbana Champaign)"Modeling the Bargaining Game between Multinational Firms and Britain's Monopolies and Mergers Commission" **1997** Andreas GAST (Massachusetts Institute of Technology)"Role of Corporate Headquarters and Cooperation among Subsidiaries during Global Product Launches" **1998** Elvira HAEZENDONCK (University of Antwerp-RUCA)"The International Competitiveness of Maritime Industrial Development Area (MIDA) based Clusters" Jeffrey E. JOHNSON (University of Strathclyde)"Firm-Specific Determinants of Success for Small Global Start-ups: A Performance Study of US & UK Firms" **1999** Jan Hendrik FISCH (Hohenheim University) "International Distribution of R&D in Multinational Corporations" **2000** IRRMANN Olivier (University of Vaasa)"International negotiations in cross-border acquisitions: an analysis of intercultural communication during the post-acquisition integration process"

2001 Doctoral Tutorial in International Business Application Form

Last Name: _____

First Name: _____

Mailing Address:

Tel: _____

Fax: _____

Email: _____

Thesis Subject:

Number of months (years) you have been working on your doctoral thesis:

Name of main thesis advisor:

Form to be returned before **September 1, 2001** to both:

Professor Danny VAN DEN BULCKE
Universiteit Antwerpen - RUCA
Middleheimlaan 1
B-2020 Antwerpen, BELGIUM

and

Ms. Marion HEBBELYNCK
Director, EIBA c/o EIASM
Rue d'Egmont-sstraat 13
B-1050 Brussels, BELGIUM

P.S.: A C.V. and a three-page abstract of the doctoral thesis should be joined to the application. In case you send the necessary documents by fax (+322 512 1929 and +323 218 0666), please make sure to forward another hard copy by mail.



AIB INSTITUTIONAL MEMBERSHIP APPLICATION

ACADEMY OF INTERNATIONAL BUSINESS

Terms of Membership: For an annual fee of US\$1,000, a school may designate two faculty members to receive AIB membership and two to receive registration at the AIB's Annual Meeting. A Ph.D. candidate may also be nominated to receive membership and meeting registration provided that he or she commits to attending the Doctoral Consortium. Each participating institution will be recognized once a year in both the AIB Newsletter and the Annual Meeting Program.

INSTITUTION'S CONTACT INFORMATION			
<i>Please type or print clearly and remit payment with form.</i>			
FIRST NAME	INITIAL	FAMILY NAME	
POSITION TITLE		ORGANIZATION	
STREET ADDRESS LINE 1			
STREET ADDRESS LINE 2			
CITY	STATE	COUNTRY	POSTAL CODE
TELEPHONE		FAX	
E-MAIL		PERSONAL WEB PAGE	

Make cheques payable to the Academy of International Business. Applicants outside the US must pay by credit card or remit funds by means of an international money order denominated in US dollars or by a check drawn upon a US bank. Foreign cheques must have micro-encoded banking information, including the ABA routing number at the bottom of the cheque, a US bank address and have the US dollar amount imprinted on them. The regular annual membership dues of \$85 and the Student and Low-income annual membership of \$45 in the Academy of International Business both include \$40 for a one-year subscription to the Journal of International Business Studies. (Federal Employer ID #23-7442958).

You must return this form (or a copy) with your payment to ensure proper recording. (Return by October 15 for the current meeting.)

AMOUNT PAID: \$ _____ (Dues for _____ years)

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MAIL TO: Academy of International Business
University of Hawai'i at Manoa - CBA
2404 Maile Way (C-306)
Honolulu, HI 96822-2223 USA

FAX TO: (808) 956-3261

NAMES OF NOMINEES		
- Please write the names of the individuals at your institution who will receive the benefits listed below.		
- Attach a copy of the "Individual Membership" form on the next page for each person nominated.		
- Check off the box for "Institutional Nominee" on the form.		
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E-MAIL		
MEMBERSHIP #2		
FIRST NAME	INITIAL	FAMILY NAME
POSITION/TITLE		FAX NUMBER
E-MAIL		
Our institution nominates the following two individuals to attend the AIB's Annual Meeting in Sydney, Australia on November 16-19, 2001.		
REGISTRATION #1 (name only if same as #1 above)		
FIRST NAME	INITIAL	FAMILY NAME
POSITION/TITLE		FAX NUMBER
E-MAIL		
REGISTRATION #2 (name only if same as #2 above)		
FIRST NAME	INITIAL	FAMILY NAME
POSITION/TITLE		FAX NUMBER
E-MAIL		
Ph.D. Nominee (Membership and 2001 Registration Fee)		
FIRST NAME	INITIAL	FAMILY NAME
POSITION/TITLE		FAX NUMBER
E-MAIL		

Please fill in your discipline and research interests in the boxes to the right and on the reverse side. Refer to the list below to determine the appropriate codes.

Disciplines: / (also write codes on reverse side)

Research Interests: / / / /

DISCIPLINE & RESEARCH INTEREST CODES

A. ECONOMICS

- A1 INTERNATIONAL TRADE
- A2 THEORY OF FDI AND THE MNE
- A3 INDUSTRIAL ORGANIZATION
- A4 TRANSACTION COST ECONOMICS
- A5 ECONOMIC DEVELOPMENT
- A6 ECONOMIC INTEGRATION
- A7 ECONOMICS OF INNOVATION & TECHNOLOGICAL TRANSFER
- A8 OTHER

B. FINANCE

- B1 COST OF CAPITAL & FINANCIAL STRUCTURE
- B2 CAPITAL BUDGETING
- B3 INTERNATIONAL FINANCIAL MARKETS
- B4 FOREIGN EXCHANGE MANAGEMENT
- B5 INVESTMENT APPRAISAL
- B6 TRANSFER PRICING ISSUES
- B7 OTHER

C. ACCOUNTING & TAXATION

- C1 COMPARATIVE ACCOUNTING SYSTEMS & PRACTICES
- C2 INTERNATIONAL FINANCIAL REPORTING
- C3 MEASUREMENT ISSUES (E.G., CURRENCY TRANSLATION, INFLATION EFFECTS)
- C4 INTERNATIONAL MANAGEMENT ACCOUNTING
- C5 PERFORMANCE EVALUATION & CONTROL
- C6 AUDITING
- C7 INTERNATIONAL TAXATION
- C8 OTHER

D. ORGANIZATION

- D1 ORGANIZATIONAL STRUCTURE
- D2 THE SOCIOLOGY OF ORGANIZATIONS
- D3 DECISION-TAKING STRUCTURES, HQ-SUBSIDIARY RELATIONS
- D4 INTER-FIRM ORGANIZATIONS (JV, ALLIANCES, NETWORKING)
- D5 COMPARATIVE ORGANIZATIONAL STUDIES
- D6 OTHER

E. MANAGEMENT

- E1 COMPARATIVE MANAGEMENT
- E2 CROSS-CULTURAL MANAGEMENT
- E3 MANAGEMENT & INFORMATION SYSTEMS (PLANNING, STRATEGY, CONTROL, INFORMATION)
- E4 MANAGEMENT OF TECHNOLOGY
- E5 PRODUCTION/SOURCING OPERATIONS MANAGEMENT
- E6 MANAGEMENT OF RISK
- E7 ENTREPRENEURSHIP
- E8 OTHER

F. BUSINESS POLICY

- F1 BUSINESS STRATEGY
- F2 BUSINESS/GOVERNMENT INTERACTION
- F3 BUSINESS & THE ENVIRONMENT
- F4 BUSINESS POLICY & DEVELOPING COUNTRIES
- F5 GLOBAL COMPETITION & MARKETS
- F6 OTHER

G. MARKETING

- G1 COMPARATIVE MARKETING
- G2 INTERNATIONAL MARKETING MANAGEMENT & STRATEGY
- G3 CROSS-NATIONAL CONSUMER & INDUSTRIAL BEHAVIOR
- G4 INT'L PRODUCT/PROM/PRICING/DIST STRATEGY
- G5 EXPORT/IMPORT: FOREIGN MARKET ENTRY MODES
- G6 OTHER

H. HUMAN RESOURCES & INDUSTRIAL RELATIONS

- H1 HUMAN RESOURCES (INCL PERSONNEL) MANAGEMENT
- H2 COMPARATIVE IR SYSTEMS
- H3 DISPUTE RESOLUTION
- H4 LABOR/MANAGEMENT ISSUES (INCL WAGE NEGOTIATIONS)
- H5 EMPLOYMENT EFFECTS OF FDI & MNE ACTIVITY
- H6 RECRUITING & TRAINING ISSUES
- H7 OTHER

DISCIPLINE & RESEARCH INTEREST CODES

I. LAW

- I1 LAW OF CONTRACT
- I2 INTERNATIONAL PROPERTY LAW
- I3 EXTRA-TERRITORIALITY
- I4 FOREIGN INVESTMENT LAWS
- I5 INVESTMENT GUARANTEES & DISPUTE SETTLEMENTS
- I6 NEGOTIATION & BARGAINING PROCEDURES
- I7 INT'L TRADE LAW & INT'L ORGANIZATIONS
- I8 CODES OF CONDUCT
- I9 OTHER

J. INTERNATIONAL RELATIONS AND POLITICAL SCIENCE

- J1 POLITICAL RISK ASSESSMENT & MANAGEMENT
- J2 INTER-GOVERNMENT RELATIONS
- J3 ISSUES OF SOVEREIGNTY, HEGEMONY & DEPENDENCE
- J4 POLITICAL ASPECTS OF MNE ACTIVITY, BUREAUCRACIES
- J5 MNEs & DISTRIBUTION POWER
- J6 PRESSURE GROUPS, PUBLIC AFFAIRS, PUBLIC OPINION
- J7 OTHER

K. SOCIAL ISSUES

- K1 ENVIRONMENT & POLLUTION
- K2 CONSUMER PROTECTION
- K3 INCOME DISTRIBUTION
- K4 SOUTH AFRICA
- K5 CULTURAL IMPACT OF MNEs
- K6 OTHER

L. ECONOMIC & BUSINESS HISTORY

- L1 ECONOMIC HISTORY
- L2 BUSINESS HISTORY (GENERAL)
- L3 BUSINESS HISTORY (COMPANY SPECIFIC)
- L4 HISTORY OF FDI & THE MNE
- L5 OTHER

M. COUNTRY OR AREA STUDY

- M1 NORTH AMERICA
- M2 LATIN AMERICA
- M3 EUROPE
- M4 JAPAN
- M5 OTHER ASIA & PACIFIC
- M6 AFRICA & MIDDLE EAST
- (IF INTEREST IN COMPARATIVE STUDIES, PLEASE INDICATE HERE BY INDICATING 2 OR MORE AREAS, E.G., NORTH AMER/JAPAN AS M1/4)
- M7 OTHER

N. INDUSTRY/SECTORIAL STUDY

- N1 PRIMARY
- N2 SECONDARY
- N3 SERVICE (IF INTERESTED IN PARTICULAR SECTORS, E.G., PHARMACEUTICAL, BANKING, PLEASE STATE)
- N4 ELECTRONIC COMMERCE

O. POLICY-ORIENTED STUDY

- O1 COST-BENEFIT ANALYSIS
- O2 FOREIGN DIRECT INVESTMENT POLICY
- O3 INVESTMENT INCENTIVES
- O4 PERFORMANCE REQUIREMENTS
- O5 NATIONALIZATION, EXPROPRIATION, ETC.
- O6 OTHER

P. EDUCATION & IB

- P1 PEDAGOGIC ISSUES
- P2 CURRICULA & SYLLABI
- P3 EDUCATION & IB
- P4 RESEARCH METHODOLOGY IN IB
- P5 CASE STUDIES
- P6 TEACHER TRAINING IN IB
- P7 OTHER

Q. RESEARCH AREAS NOT COVERED BY GROUPINGS

- Q1
- Q2



AIB MEMBERSHIP APPLICATION

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Please print clearly or type and remit payment with form.

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Highest Degree		Alma Mater			
Disciplines		Research Interests		See Research Codes on the back of this page, or under the Membership link on our Web site at http://www.aibworld.net	
<input type="checkbox"/> <input type="checkbox"/>		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>			

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* Low income memberships are offered to individuals with gross annual incomes below US\$25,000.