



# AIB Newsletter

VOL. 7, NO. 3

THIRD QUARTER 2001

## Conference Details from Sydney

*The AIB would like to express its heartfelt sympathy for the victims and their loved ones of the tragedies of September 11, 2001.*

*We hope that all AIB members will do what they can to help end terroristic acts around the world.*

Sydney 2001  
and Puerto Rico 2002  
hotel and meeting  
registration information is  
available under EVENTS at  
[www.aibworld.net](http://www.aibworld.net)

*AIB Newsletter* is published quarterly by the Academy of International Business Secretariat. For information, please contact: James R. Wills, Jr., AIB Exec. Secretary or Laurel King, Managing Director, 2404 Maile Way, University of Hawai'i, CBA C-306, Honolulu, Hawai'i 96822 U.S.A. Tel: (808) 956-3665 • Fax: (808) 956-3261 E-mail: [aib@cba.hawaii.edu](mailto:aib@cba.hawaii.edu) [www.aibworld.net](http://www.aibworld.net)

Newsletter Staff:

Layout - Eric Fong  
Editing - Karen Iwamoto

Copyright © 2001  
Academy of International Business

ISSN: 1520-6262

This year's AIB Conference in Sydney, Australia will be held in the summer—Australia-time, November 16-19. Attendees can look forward to some fun times in the land down under.

As part of this year's Conference, we at host school AGSM have organised a wide range of events that will give you a taste of Australian culture and cuisine, a chance to explore some of Sydney's highlights and an opportunity to "go bush" in the surrounding areas. There will be lots of activities in store for you on the first day of the Conference. You can book most of these activities through the AGSM conference website [www.aib.agsm.edu.au](http://www.aib.agsm.edu.au). If you want to do these activities on another day, the contact details are provided in the descriptions of "Things To Do When You Arrive" (page 6), so you can book them directly for the day of your choice.

Additionally, we've included information about other things you might want to include in your itinerary. **All prices listed are approximate and in Australian dollars.** We will be keeping this information up-to-date on our web site, so check there regularly.

Read on for a brief summary of what's in store for you in Australia.

### Conference Events

#### *Official Opening Reception of the AIB Conference*

The Presidential Reception on Friday evening will be a wine tasting, sponsored by Southcorp Wines. Australian wines enjoy an enviable reputation for quality and Southcorp owns some of the best and most recognisable wines in Australia. Delegates will enter a "wine tunnel" where they can taste some of the varieties of wines available from all over Australia and talk with wine makers

*...Continued on Page 6*

The second issue of **AIB Insights** is here! Included in this issue are articles by Nancy Adler, Sam Antrobus, David Ricks, and Allan Bird. See page 11.

### INSIDE THIS ISSUE

<i>AIB 2001</i>	1
<i>President's Letter</i>	2
<i>Member Updates</i>	4
<i>AIB Insights</i>	11
<i>Chapters</i>	23
<i>Announcements</i>	25
<i>Advertisements</i>	27
<i>Membership Forms</i>	30

## EXECUTIVE BOARD

### President

Stephen J. Kobrin  
Wharton School  
University of Pennsylvania

### Immediate Past President

José de la Torre  
The Anderson School at UCLA

### Vice President - 2001 Program

Bernard Yeung  
Stern School, New York University

### Vice President - 2002 Program

Lorraine Eden  
Mays College, Texas A&M University

### Vice President of Administration

Daniel Van Den Bulcke  
University of Antwerp - RUCA

### Executive Secretary

James R. Wills, Jr.  
University of Hawai'i at Manoa

## CHAPTER CHAIRPERSONS

### -South Africa Chapter-

Cyril V. Francis, University of Pretoria

### -Japan Chapter-

Masataka Ota, Waseda University

### -Korea Chapter-

Dong-Kee Rhee  
Seoul National University

### -Pacific Basin Chapter-

Aspy P. Palia  
University of Hawai'i at Manoa

### -Southeast Asia Chapter-

T.S. Chan  
Lingnan University, Hong Kong

### -Western Europe Chapter-

J.J. Duran Herrera  
Universidad Autonoma de Madrid

### -United Kingdom Chapter-

James H. Taggart  
University of Glasgow

### -Canada Chapter-

Terri R. Lituchy, Concordia University

### -Midwest USA Chapter-

Stewart Miller  
Michigan State University

### -Northeast USA Chapter-

Rajib Sanyal  
The College of New Jersey

### -Southeast USA Chapter-

Robert D. Goddard, III  
Appalachian State University

### -Southwest USA Chapter-

Syed Tariq Anwar  
West Texas A&M University

### -Western USA Chapter-

"Ram" Sundaresan Ram  
Thunderbird

### -Chile Chapter-

Carlos Fuentes  
Universidad Gabriela Mistral

## JOURNAL OF INTERNATIONAL BUSINESS STUDIES

Thomas L. Brewer, Editor  
Georgetown University

Catherine Langlois, Deputy Editor  
Georgetown University

## EXECUTIVE SECRETARIAT

Laurel King, Managing Director

## Letter from the President

Dear Colleagues:

The AIB lost a wonderful colleague and friend when Steve Guisinger died unexpectedly of complications following surgery on July 3rd. Steve, who was a Professor of International Management at the University of Texas at Dallas, made major contributions to both scholarship and policy. (A more complete obituary can be found on the next page.) He was a mentor to countless students from all over the world and will be sorely missed, but not forgotten. Steve had an all too rare ability to take his work and his students very seriously, but to look at himself and the world around him with a wonderful sense of humor and playfulness. We will pay tribute to Steve Guisinger in Sydney.

Our Annual Meeting is shaping up as an extraordinary event. AIB Vice-President Bernie Yeung reports a total of 456 submissions, up almost 40% from our very successful 2001 Phoenix meeting. Our strategy of meeting in diverse geographic locations is paying off, as 54% of the submissions are from scholars located outside of the United States reflecting the very global nature of AIB. (Twenty-four percent are from Europe, 17% from Asia and the Pacific and 12% from Australia and New Zealand.) Over 300 people will be involved in the meeting as presenters, discussants, and session chairs.

Sydney is one of the world's great cities, combining a very cosmopolitan and modern ambience with great natural beauty and access to some of the world's finest beaches. Tim Devinney and Anne Fitzsimmons of AGSM, our host school, have put together an exciting program of special events including pre-conference tours (a climb of the Harbour Bridge for the more adventurous), a wine tasting as an opening event and a final gala dinner at the Sydney Town Hall. I hope to see all of you in Sydney at the meetings in November. Please take a minute to check out their meeting web site at [www.aib.agsm.edu.au](http://www.aib.agsm.edu.au). It contains a great deal of information about the Sydney region and the meeting itself. Registration details are on the AIB website at [www.aibworld.net](http://www.aibworld.net).

The most important task that the AIB Executive Board has undertaken this year is to select an Editor for JIBS, as Tom Brewer's term ends on June 30, 2002. We have completed a very thorough and deliberate selection process and we are pleased to announce that Arie Lewin, who is Professor of Business Administration and Sociology at the Fuqua School at Duke University and Director of the Duke CIBER will be the next Editor-in-Chief of JIBS, beginning his three year term on July 1st. Arie has already begun the transition process, and has named five Associate Editors including Donald Lessard of MIT, Tamer Cavusgil of Michigan State, Lary Fahr of HUST, Joan-Enric Ricart of IESE and Henk Volberda of Erasmus.

As many of you are aware, the 2002 AIB Annual Meeting will be held in Puerto Rico from June 28th to July 1st. AIB Vice-President Lorraine Eden is hard at work putting together the program and events. The Executive Board has decided to make this move to early summer permanent and the 2003 Annual Meeting will be held in the United States in late June or early July. We will make the final site selection at our fall Board meeting in Sydney and announce it shortly thereafter.

I speak for the entire Board in asking that everyone share any thoughts, suggestions or ideas with any of us at any time. AIB is a truly global organization with our members spread throughout the world. However, the Net allows all of us to be in instant communication and we urge you to get in touch with any or all of us by any means.

Regards,



AIB President  
Stephen J. Kobrin

## In Memory of Stephen Guisinger

January 14, 1941 - July 3, 2001

Steve Guisinger, long-time member of the Academy of International Business and professor of international management at the University of Texas at Dallas, passed away on July 3 of this year. His energetic support of the AIB and his presence at the annual meetings will be dearly missed by all. Steve was a friend, colleague and an inspiration to all who knew him.

Steve died unexpectedly of a heart attack while undergoing surgery for stomach cancer. He was 60 years old. He leaves behind three daughters, Victoria Guisinger, Amari Guisinger, and Alexandra Guisinger, as well as one grandchild, and Sheila Barnes, his partner of many years.

Those close to him will remember him for his fine sense of humor and kind heart.

"Steve was an energetic and upbeat person who was always a pleasure to be around," said AIB president Stephen J. Kobrin in a recent message to the AIB-L listserv. "While he was a very dedicated and serious scholar, he had a wonderful sense of humor. He loved jokes and was the only one I knew who kept them in a data base on his palm pilot."

Steve's students will remember him as someone who was always willing, and oftentimes went out of the way, to mentor them. He took personal pride in their accomplishments and successes.

He earned a bachelor's degree in economics from Yale University in 1963. He received a master's degree in public administration from Harvard University in 1965. In 1970 he earned a doctorate in economics, also from Harvard. He taught at Southern Methodist University from 1970-1976. Since 1976, he has been with UTD's school of management. He was a past president of the Dallas Economists Club, a founding member of the Dallas Committee on Foreign Relations, and an elected member of the Council of Foreign Relations.

Steve traveled extensively, visiting more than 40 countries as a consultant to the World Bank, the International Finance Corp., the Organization for European Cooperation and Development and the Harvard Institute for International Development. He lived in Pakistan for two years on a Ford Foundation Project.

In his memory, his family has asked the University of Texas at Dallas to set up a scholarship fund for international students.

"He was so proud and supportive of all his students, but particularly those from abroad," his daughter Alexandra said. "We thought it would be nice if we could continue his support in at least some form."

Contributions to his memorial fund can be addressed to:

**Stephen Guisinger Memorial  
Scholarship Fund for International Students  
UTD Development Office  
P.O. Box 830688, MP13, Richardson, TX 75083-0688**

## J I B S - N e w E d i t o r

**Arie Lewin, Fuqua School,  
Duke University and  
Director of the Duke CIBER**

**A**rie Lewin is a very able scholar and has demonstrated success as the Founding Editor of Organizational Science, building it into a major and widely respected journal. Arie will be in Sydney and looks forward to everyone's ideas about the future of JIBS as well as the opportunity to discuss his plans for the editorial structure and review process.

JIBS faces the same challenge as AIB as a whole: how to maintain its position as the pre-eminent international business academic journal in an environment where the disciplinary journals (such as those of the Academy of Management) are publishing an increasing number of articles with substantial international content. Arie Lewin faces a daunting task of maintaining the broad disciplinary base and traditions of JIBS while facing up to increased competition for both authors and readers. He will need all of our help to accomplish that goal and insure that JIBS remains at the head of the pack.

Arie will work closely with Tom Brewer and Catherine Langlois during the transition period. Every AIB member owes a deep debt of gratitude to both Tom and Catherine who have put a great deal of effort into JIBS during their term as Editors. They both have done an excellent job in difficult circumstances. I know that they will be of invaluable help to Arie Lewin and his team during the transition process.

## Update on Li Shaomin

On 25 July 2001, China deported AIB member Li Shaomin, City University of Hong Kong, who had been detained and accused of spying by the Chinese government on February 25, 2001. He told reporters he was happy to be home and reunited with his family, and to see all of his friends. Adding that it had been a long journey home.



# Members on the Move

**JEFFREY S. ARPAN**, the James F. Kane Professor of International Business, was recently named one of ten “Southerners to Watch in Globalization” by *Southern Growth* (Summer 2001) magazine, a publication of the Southern Growth Policies Board. He was cited as “one of the cornerstones of the nationally renowned Master of International Business Studies (MIBS) program [at the Moore School of Business] ... consistently ranked among the best in the nation ... [the] MIBS program gives the state, and the South as a whole, a higher profile and major competitive advantage in international business.”

In addition to his influence through research, teaching, and executive education in the international business arena, the magazine says “Arpan was also influential in the early years in helping the Southern Growth Policies Board develop its international research agenda.” Among the “Ten to Watch”, Arpan is in the company of Andrew Young, former U.S. ambassador to the United Nations, two-term mayor of Atlanta, and Congressman; and Richard Riley, U.S. Secretary of Education under Clinton and former governor of South Carolina.

**JAGDEEP S. CHHOKAR** has been appointed Dean of the Indian Institute of Management, Ahmedabad India.

**PERVEZ N. GHAURI**, The editor of *International Business Review (IBR)* and Professor of Marketing and International Business at the Faculty of Management & Organization, University of Groningen in the Netherlands spent 9 months of his sabbatical leave at CIBER, Michigan State University in the United States. He worked on a couple of research projects with Tamer Cavusgil, together with whom he also finished the book manuscript, "Doing Business in Emerging Markets: Entry and Negotiation Strategies", to be published by Sage. After his sabbatical, Ghauri has moved to Manchester School of Management, UMIST (University of Manchester, Institute of Science and Technology) in the United Kingdom, as Professor in International Business. At UMIST his main responsibility is to develop a center of International Business education and research. The editorial office for the journal, IBR, has also moved to UMIST in Manchester. His new email address is: P.Ghauri@umist.ac.uk.

**EARL F. GIBBONS** has been appointed Dean of the School of Business and Economics at Longwood College in Virginia.

**HARRY G. HARRIS**, Visiting Professor at the University of California, Davis, traveled to Argentina in March 2001 at the invitation of the American Embassy in Buenos Aires. He met with senior government officials and private sector leaders and gave a series of lectures and speeches on the current state of hemisphere

trade policies and globalization issues. In May 2001 he was also invited by the American Embassy in Warsaw, Poland to present major speeches to two global telecommunications and broadcast conferences.

**MICHEL LAROCHE**, John Molson School of Business, Concordia University in Montreal has been appointed the Royal Bank Distinguished Professor of Marketing, and he is organizing the Royal Bank Research Seminar on the Influence of Culture on Service to take place September 28 and 29 in Montreal. Last May 1st, he was selected 2001 Marketing Personality (category of business consultant and professor) by the Montreal Chapter of the American Marketing Association. In May and June he was Visiting Professor at the IAE in Aix-en-Provence (University of Aix-Marseille). On October 17, he is to be awarded a Doctor of Science honoris causa by the University of Guelph (Ontario).

**JAGJIT SINGH**, Executive President, International Institute of Marketing & Management has been unanimously elected as the Chairman, Deli (National Capital Region) Chapter of the Association of Indian Management Schools. He is the Founder of the Institute of Marketing & Management and currently its Executive President-cum-Senior Professor. He holds a Ph.D. degree in Business Organisation & Management



from the University of Nebraska, USA, as a Fullbright Scholar. He was with Esso Standard Eastern as a Marketing Analyst; has taught at the Universities of Rhode Island and Nebraska in the USA, and Jamnalal Bajaj Institute at Mumbai; and worked with over 100 organizations as a consultant, including UN Bodies. He has been an Expert Member of the All India Council for Technical Education (AICTE), Government of India and is the Honorary Commercial Attache in India for the State of Nebraska, USA.



## JUST OFF THE PRESS

**ILAN ALON** (State University of New York at Brockport) and **DIANNE WELSH** (John Carroll University) have recently published two edited books - *International Franchising in Emerging Markets: Central and Eastern Europe and Latin America*, and *International Franchising in Emerging Markets: China, India, and Other Asian Countries*. These books are published by CCH, Inc. (<http://onlinestore.cch.com>; fax number 847-267-2400). AIB members can get 10% off for 2 or more copies.

**J. JAY CHOI**, Laura H. Carnell Professor of Finance and International Business at Temple University, started a new book series, *International Finance Review*, with Elsevier Science (JAI imprint). It publishes theme-oriented annual volumes in international finance, global capital markets, multinational financial

management and related issues. Future issues planned include *Corporate Finance and Asset Management in Changing Japan*, and *Corporate Governance and Financial Restructuring in Korea*. Please contact J. Jay Choi (jjchoi@astro.temple.edu) if you are interested in submitting an article or editing a volume.

**FAROK J. CONTRACTOR** has edited *Valuation of Intangible Assets in Global Operations* (Westport, CT and London, Quorum Books, 2001). There are two aspects to the book. First, explain its methods, benchmarks and techniques which put a monetary value on intangible assets. Second, it examines the strategic context for intellectual property valuation in global companies. The book covers intellectual property strategy in global firms, and covers valuation techniques for the transfer or sale of brands, licenses and other intangible assets, and valuing human capital. Several chapters target international tax, transfer pricing, and the pharmaceutical, and software sectors. Contributors include expert practitioners from Big-5 accounting/consulting companies and academics from five nations.

**LARRY FEICK** (University of Pittsburgh) and **MARTY ROTH** (University of South Carolina) have just published *Country Manager*, along with co-authors Stu James and Mike Deighan at Interpretive Software. *Country Manager* is an international marketing simulation game.

Participants work for the toothpaste brand management team at All-Star Brands. They inherit a situation in which the domestic (US) market has matured, and the head of the Consumer Healthcare Division has identified Latin America as the best potential source of future growth for the division. The objective is to decide how best to enter and expand in this potentially lucrative market. Unfortunately for the management team, other international competitors are already in place and expanding their distribution, while local firms still dominate the traditional channels. From there, participants decide which of the six Latin American countries to enter, which demographic and benefit-based customer segments to target, the channels to motivate, how best to communicate their message to the customer, which SKUs to offer, as well as from which country to manufacture products. The game can be used in international marketing classes, international business classes with a strong market entry and marketing component, and marketing management or strategy courses in which a strong international component is desired.

The simulation software runs under Windows 95/98/ME/NT/2000 and the participant manual (2000, Interpretive Software, ISBN 1-885837-28-3) includes the case, detailed operating instructions, issues in making decisions as country manager, issues in international marketing, and detailed economic and cultural information for each country. An Instructor's manual is also included with sample course syllabi and assignments, PowerPoint slides. For more information, please contact Marjorie Adams at Interpretive Software at 1-800-SIMUL8R, email [country\\_manager@interpretive.com](mailto:country_manager@interpretive.com) or visit the website at [www.interpretive.com](http://www.interpretive.com) to find the demo version.

**GEERT HOFSTEDÉ** (IRIC, Tilburg University, the Netherlands), has published a completely re-written Second Edition of his 1980 classic *Culture's Consequences* with the new sub-title:

*Comparing Values, Behaviors, Institutions and Organizations Across Nations* (Thousand Oaks CA: Sage Publications, 2001. 596pp, ISBN 0-8039-7323-3 hardcover.) Sixty percent of the literature reviewed dates from after 1980, including all significant applications of Hofstede's paradigm since its appearance. A one-day seminar at IRIC, Tilburg University, the Netherlands on April 27 was devoted to the appearance of this new book, with 225 participants from 35 countries. Speakers included Harry Triandis, Shalom Schwartz and Ronald Inglehart. See also <http://iric.kub.nl>.

**EUGENE D. JAFFE**, and **ISRAEL D. NEBENZAHL**, of Bar-Ilan University, Israel, have published *National Image and Competitive Advantage: The Theory and Practice of Country-of-Origin Effect* (Copenhagen Business School Press, 2001. ISBN: 8716135164). The book provides a structured in-depth analysis of the dynamic relationships between brand, country and product images, including guidelines for managerial action. Subjects covered include country of original labeling requirements, the use of the 'made-in' label as a trade barrier and the role of brand and country images in the age of eCommerce. For more information, visit [www.cbspress.dk](http://www.cbspress.dk).

**ARVIND K. JAIN** has edited *The Political Economy of Corruption*, the second volume in the Routledge Contemporary Economic Policy Issues series, July 2001. The volume addresses the political environment of corruption and includes contributions by political scientists, economists, lawyers and philosophers. The objective of the volume is to present theoretical and practical explanations, as well as empirical examinations of these explanations, for the existence of "grand" or political corruption. Details of this and previously edited volumes by the same author (*Economics of Corruption*, Kluwer Academic) can be viewed at [www-commerce.concordia.ca/jain/TPECpromo.htm](http://www-commerce.concordia.ca/jain/TPECpromo.htm).

**MASAOKI KOTABÉ** (Temple University) and **RICHARDO LEAL** (COPPEAD, Federal University of Rio de Janeiro) announce their recent book, *Market Revolution in Latin America: Beyond Mexico* (New York: Elsevier Science, 2001 ISBN 0-08-043897-0). This book offers a compilation of in-depth analyses of trade and liberalization movements in Latin America (particularly MERCOSUR), examines managerial issues related to collaborating with Latin American companies, and explore macro- and micro-financial implications of investing in Latin American countries. For more information, please visit <http://www.elsevier.nl/inca/publications/store/6/2/1/9/0/5/index.htm>.

**ALLEN J. SCOTT**, University of California at Los Angeles, is pleased to announce the publication of *Global City-Regions: Trends, Theory, Policy* (Oxford and New York: Oxford University Press). The book will be of interest to business analysts concerned with issues of competitiveness, economic geography, and globalization. Among the twenty-two chapters are major statements by Kenichi Ohmae, Michael Porter, and James Wolfensohn.

...continued from cover

about the distinctive characteristics of the wines. Then, you get to test your knowledge and have some fun as you try to identify the "mystery wines" at the end! This will be a fun night to catch up with each other over some of the best wines in the world.

The Executive of the Year Awards (Sunday 18th November) will host a beer tasting at the Powerhouse Museum--one of Sydney's best museums. Lion Nathan, brewers of Hahn, Tooheys and Victoria Bitter, will sponsor the evening.

The Gala Dinner (Monday 19th November) will be held at Sydney's historic Town Hall. Our guest speaker, Gareth Evans, is a former Australian Foreign Minister who now serves on the International Crisis Management Group based in Brussels.

Our other plenary speakers represent a wide cross section of Australian society and promise to have some lively and insightful discussions. More details at [www.aib.agsm.edu.au](http://www.aib.agsm.edu.au).

### **Things To Do When You Arrive**

Sydney is one of the world's great cities. It is a thriving, harbourside metropolis with more than 4 million people. There is an enormous range of activities to suit every budget, level of fitness and interest. Listed below are just a few samples of things to do while you are visiting Sydney. If you are interested in these, we recommend booking your place, as some of these attractions are extremely popular, particularly on weekends.



**WINE:** AIB Members will have the opportunity to participate in a wine tasting at the conference opening, sponsored by Southcorp Wines.

Visitors to Sydney also have the option to join the *Hunter Valley Wine Tour*. To book on the tour, go to [www.aib.agsm.edu.au](http://www.aib.agsm.edu.au) or email [annefi@agsm.edu.au](mailto:annefi@agsm.edu.au)

The following websites provide more information on what to do in Sydney and surrounding areas:

[www.citysearch.com.au](http://www.citysearch.com.au)  
[www.sydney.com.au](http://www.sydney.com.au)  
[www.ninemsn.com.au/sydneyguide](http://www.ninemsn.com.au/sydneyguide)  
[www.lonelyplanet.com](http://www.lonelyplanet.com)  
[www.sydneyaquarium.com.au](http://www.sydneyaquarium.com.au)

## Activities for Friday, November 16

### Harbour Cruise



Sydney Ferries run regular commuter ferry services to all points on Sydney Harbour, Manly and west to Parramatta. In addition, they run tours of the Harbour that visit places their regular ferry services don't.

The one-hour Morning Harbour Cruise departs at 10a.m. and 11:15a.m. and will take you through the main reach of Sydney's magnificent harbour. The cruises pass Shark & Clarke Islands, the Opera House, the Royal Botanic Gardens & Fort Denison, which was once a prison. Before returning to Circular Quay you will cruise under the famous Sydney Harbour Bridge. Prices are approximately \$15.00 (adult), \$7.50 (child), \$37.50 (family).

The Afternoon Harbour Cruise (2.5 hours) departs at 1p.m. Monday to Friday and is a relaxing journey down the main harbour to Sydney Heads, followed by a tour of the maze of waterways at Middle Harbour. The ferry passes the Opera House and Royal Botanic Gardens, and follows the southern shore past Elizabeth Bay, Double Bay, Rose Bay and Watsons Bay. Prices are \$22.00 (adult), \$11.00 (child), and \$55.00 (family).

The Evening Harbour Lights Cruise (1.5 hours) departs at 8p.m. from Monday to Saturday. This cruise offers a spectacular after-dark tour of the main harbour. It goes east as far as Shark Island and west to Goat Island. This is the best way to see Sydney in full splendour, with lights in rainbow colours, floodlights illuminating the famous features of the Opera House and Harbour Bridge, and a kaleidoscope of reflections on the rippling water. In summer, spectacular sunsets silhouette the Harbour Bridge. Prices are \$19.00 (adult), \$9.50 (child), and \$47.50 (family).

For more information and to book any of these exciting activities, go to [www.aib.agsm.edu.au](http://www.aib.agsm.edu.au)

### Quarantine Station Tour – booking essential

From 1828, people arriving in Sydney were quarantined here if they were ill or their vessel was carrying disease. It is significant for its many Aboriginal sites, and for its medical, immigration and maritime history. As one of the few remaining places in Sydney with undisturbed bushland, it has also become a haven for endangered plant and animal species. The station was closed in 1984 and is now run by the National Parks and Wildlife Service. There are 90-minute tours (Mon, Wed, Fri, Sat and Sun), as well as Adult Ghost Tours (Wed, Fri, Sat and Sun, 7:30p.m.-10:30p.m) and Kids Ghost Tours (under 12 years) on Fridays only (6p.m.-8p.m. 1 adult to every 6 children is required). The Quarantine Station is part of the Sydney Harbour National Park. There is a popular beach and plenty of picnic spots.

### Sydney Highlights Tour

We will arrange a half-day bus tour to delegates who want to get their bearings quickly and in air-conditioned comfort. Apart from the city area, the tour will also take you to areas outside the central city area such as Bondi Beach. Full commentary provided.

### Hunter Valley Wine Tour

The Hunter Valley is one of Australia's premier wine producing regions. Located at approximately a two hours drive north of Sydney, the Hunter vineyards are renowned for their crisp whites and full-bodied red wines. The valley itself is very picturesque, so bring your camera. You will visit three premier wineries, have lunch at one of the Valley's excellent vineyard restaurants and be back in time to test your new knowledge at the AIB Official Opening Wine Tasting. Costs are to be finalised but will be in the order of A\$100 (\$50US).

### Harbour Bridge Climb

– booking essential

For THE most spectacular views of Sydney, join a Bridge Climb, which will take you to the top arch of the Sydney Harbour Bridge. The climb takes 3 hours and professional climbers ensure

your complete safety as you walk to the summit over catwalks, ladders and arches. Prices are around \$125 for adults and \$100 for children (minimum age is 12 years).





The Sydney Opera House and Royal Botanical Garden

## The Sights of Sydney

The best way to see many of Sydney's highlights is on foot. If you've got time on your hands, walking is the best way of seeing a good deal of the main attractions of Sydney. Most of the main tourist sights - such as the Harbour Bridge, Circular Quay, Opera House, Hyde Park Barracks Museum, Darling Harbour, The Rocks, and the Royal Botanic Gardens - lie on the perimeter surrounding the central business district and are within easy walking distance from there. Other attractions, such as the Centerpoint Tower, Queen Victoria Building and dozens of historical buildings are within the Central Business District.

You don't have to be all that fit, as you can always stop at any point and hop on to public transport. Explorer buses travel in a loop around most sights, so you can always bail out and take the bus.

For kids, consider a visit to Taronga Zoo. Take a ferry to the Zoo from Circular Quay and either catch the bus to the entrance or take the Sky Rail from the ferry terminal. Or take a ferry to Manly and visit Ocean World. Shark Feeding times are 11.30 am Monday, Wednesday and Friday.

*Darling Harbour* is one of Sydney's premier tourist districts and offers an extensive range of activities for children and adults within a landscaped and relaxed environment. Attractions include the Imax Theatre (with its 8-storey high screen), Sega World, the Australian National Maritime Museum (climb all over a naval destroyer) and the Sydney Aquarium (where sharks, stingrays, platypus and sea lions swim around YOU). Or just walk around and enjoy the free street entertainment on weekends.

### *Self-Guided Walking Tour of Central Business District*

If you've only got a few days in Sydney and want to make the most of it, this is the walk to do. Much of Sydney's sights and attractions are based around the Central Business District and in three days you can get to see heaps. This walk covers Darling Harbour, The Rocks, the Sydney Harbour Bridge, the Sydney Opera House and Royal Botanic Gardens. You can't get much better than that!

### *Harbourside Walks*

There are numerous harbourside walks that skirt around various points of the harbour and even along the ocean surf-beach suburbs. These get you away from the hustle and bustle of the city and give you breathtaking views. Try the Bondi to Coogee walk, which is spectacular and easy. Catch a bus to either Coogee or Bondi Beach and follow the signs.

*The Rocks* is one of the most-visited parts of Sydney. Located under the Sydney Harbour Bridge, The Rocks is the foundation place of Sydney and Australia. It is of enormous historical significance. It is often described as "Sydney's outdoor museum". The Rocks is the oldest area of Sydney and was the site of Sydney's first slums. An outbreak of Bubonic Plague began here in the early 1900's. However, this historic district has been transformed into a vibrant pocket of cafes and restaurants, tourist shops and stalls. Many of the historic buildings have been preserved, and the area comes alive on weekends with a large, covered market, live music and rowdy pubs, such as the Lord Nelson, Sydney's oldest pub and one of the few that brews its own ales.

## "Go Bush" in Sydney's Surroundings

### *The Blue Mountains*

To the west of Sydney is the Blue Mountains National Park. This is a spectacular area with gorges, great bushwalking trails, waterfalls and beautiful vistas. All offer a great day trip alternative. The Blue Mountains are part of the Great Dividing Range, which runs down the entire length of eastern Australia, and they get their name from the bluish haze caused by the fine mist of eucalypt oil given off by the eucalypt trees. The mountains rise quite dramatically from the Sydney basin, to a height of 1100 metres. It is not uncommon for the mountains to receive snow in winter, and there is always a significant temperature difference to Sydney. Pack a picnic and take a sweater. For more information visit <http://www.bluemts.com.au/tourist/default.htm>

The Blue Mountains are easily accessible by car and train. Alternatively, Sydney Tours offer coach and four-wheel drive tours to the Blue Mountains, which includes transfers, transport and lunch. They are offering AIB delegates a 10% discount off their normal charges, which are \$115 (coach) and \$139 (4WD). Bookings can be made by emailing [sydtour@ozemail.com.au](mailto:sydtour@ozemail.com.au). Visit their website at [www.sydneytours.com.au](http://www.sydneytours.com.au).

### *The Hawkesbury River*

The Hawkesbury enters the sea 30kms north of Sydney and is one of the major rivers in eastern Australia and is dotted with coves, beaches and picnic spots. A great way to see the area is to catch the Riverboat Postman, a mail delivery boat which does a 40km round trip every weekday for under \$30. Catch a train from Central Station in Sydney to Brooklyn, where you can join the Riverboat Postman. The boat departs twice a day. For bookings, go to [www.aib.agsm.edu.au](http://www.aib.agsm.edu.au). For further details call +61 2 9985 7566.

## Further Afield

Sydney is the International gateway to Australia and, as such, is linked by daily flights to every other capital city and many regional destinations. Qantas, Ansett Airlines and Virgin Blue are the main domestic carriers. Ansett is in receivership but is continuing to operate a limited schedule with the Federal Government guaranteeing tickets until at least early December. So they are safe to use. For latest fares, consult the carriers' Web sites - [www.qantas.com](http://www.qantas.com); [www.virginblue.com](http://www.virginblue.com) and [www.ansett.com.au](http://www.ansett.com.au).

Delegates should consider a visit to the world heritage listed areas of **Uluru** (Ayers Rock), the **Great Barrier Reef** (the world's largest living organism) and **Kakadu National Park** in the Northern Territory.

The **Uluru-Kata Tjuta National Park** is owned and operated by the Anangu people of Central Australia and is one of the great wonders of the world. The park covers 1,325 hectares and has been World Heritage listed twice - for its natural as well as cultural significance. There are daily, direct flights to Uluru from Sydney. For Aboriginal operated tours go to [www.anangutours.com.au](http://www.anangutours.com.au).

Other destinations a short flight from Sydney include Melbourne (the second-largest Greek city in the world, after Athens), which is known for its cosmopolitan style, shopping, cafes and live music scene; and Byron Bay (fly to Ballina), a renowned beauty spot where whales pass close by on their southern migration in October/November and where the alternative lifestyle co-exists with great surfing, diving, first class restaurants and a lively music scene.

## Useful Information

Here is some relevant information you will find useful in making your travel plans.

### Booking AIB Conference Accommodation in Sydney

When booking your accommodation, you need to quote "**The AIB Conference**".

Main Conference Hotel- **Sheraton On The Park Hotel Sydney** – email: [sheraton\\_on\\_the\\_park@sheraton.com](mailto:sheraton_on_the_park@sheraton.com), phone +61 2 9286 6000, fax +61 2 9286 6565. Website: [www.sheraton.com](http://www.sheraton.com)

**Sydney Park Regis** – email: [res@parkregissydney.com.au](mailto:res@parkregissydney.com.au), phone +61 2 9267 6511, fax +61 2 9264 2252. Website: [www.parkregissydney.com.au](http://www.parkregissydney.com.au)

**Hotel Ibis Darling Harbour** – email: [h1757@accor-hotels.com](mailto:h1757@accor-hotels.com), phone +61 2 9563 0889, fax: +61 2 9563 0845

**Grand Mecure Apartments Darling Harbour** – email: [h1807@accor-hotels.com](mailto:h1807@accor-hotels.com), phone +61 2 9563 0889, fax +61 2 9563 0845

### Official AIB Conference Airline

Air New Zealand is the official airline sponsor for the conference. We will be advising you how to make your travel arrangements with them on our website [www.aib.agsm.edu.au](http://www.aib.agsm.edu.au) shortly.

### Currency

Australia uses the Australian Dollar. For up to date exchange rates, go to the following link <http://www10.americanexpress.com/sif/cda/page/0,1641,6707,00.asp> and click onto "currency converter". As an indication, \$1US buys nearly AUS\$2.

### Visas

Currently, all visitors to Australia require a visa. Ensure that you have one before making your travel arrangements, as airlines may refuse to let you board if you do not possess a valid visa. The following site has useful information on visas and how to apply: <http://www.immi.gov.au/visitors/index.htm>

### Season

The AIB Conference will be held in November, which is **spring** in Australia. The weather is normally quite mild to warm during the day and evenings are balmy, but bring a light jacket or cardigan. Thunderstorms can also occur, so pack a raincoat. Average temperatures in Sydney in November are between 16C (60F) and 24C (76F). Sydney will be on Daylight Saving time in November, so delegates can experience longer, light evenings with sunset around 8.30pm.

### Time Difference

Delegates from North America and Europe will have to cross the International Date Line to reach Australia. If travelling from the US/Canada/South America, you will **LOSE two** days travelling to Australia. Therefore, if you want to arrive early on Friday 16th November, you will need to commence your travel on Wednesday 14th November. You will, however, gain those two days when you return.

For program, registration and hotel information, please visit the **AIB** web site at [www.aibworld.net](http://www.aibworld.net)

For tours and local information, please visit the **AGSM** web-site at [www.aib.agsm.edu.au](http://www.aib.agsm.edu.au)

# N e w M e m b e r s

Members Joining from May 24 - September 8, 2001

- Elliot Adams, Univ. of Central Lancashire  
Tamir Agmon, School of Business Admin,  
Israel  
Yusaf Akbar, Budapest Univ. of Economics  
Karl Alorbi, Univ. of Strathclyde  
Ioannis Anonmeritis, Univ. of Central  
Lancashire  
Olusegun A. Balogun, Univ. of Sarasota  
Constance Bates, Florida International Univ.  
John M. Beehler, Wichita State Univ.  
Maryanne Benito, RMIT Univ.  
Franc Branko Sain, Buckinghamshire  
Chilterns Univ.  
Robert Brown  
Chris Carr, Univ. of Edinburgh  
Palakom Chaikittisilpa, Univ. of Western  
Sydney, Univ. of Thailand (ABAC)  
Ivy S.N. Chen, Hong Kong Polytechnic  
Univ.  
Zhengyi Chen, Michigan State Univ.  
Sylvie K. Chetty, Massey Univ.  
William K. Choy, Univ. of South Wales  
Deborah Colton-Herbert, Univ. of South  
Carolina  
Cristanna Cook, Husson College  
Kathryn Cort, Elon Univ.  
Gavin Cullen, Routledge  
Ransford Darko, Excellence Business  
Foundation  
Ransford Darko, Excellence Business  
Foundation  
Victor Davila, Univ. of Akron  
Isabelle De Voldere, Vlerick Leuven Gent  
Mgmt School  
Larry DiMatteo, Univ. of Florida  
Paul Evans, INSEAD  
Francesca Falovo, Univ. of Central  
Lancashire  
Sunny Fong, Sun Microsystems  
Anne Marie Francesco, Hong Kong Baptist  
Univ.  
Frank Francone, Loyola Univ. Graduate  
Alumnus  
Susan Freeman, Monash Univ.  
Hubert Fromlet, Blekinge Institute of  
Technology/ Swedbank  
George Frynas, Coventry Univ.  
Mika Gabrielsson, Lappenranta Univ. of  
Technology  
Michel Garzy, Dauphine  
Eftychios Gkakidis, Univ. of Central  
Lancashire  
Lau Ching Ha Greenie, Hong Kong  
Polytechnic Univ.  
Craig Harris, Univ. of Central Lancashire  
David E. Hitchin, Pepperdine Univ.  
Sigrid Hofer, IIB/Stockholm School of  
Economics  
Joanne Huang, Univ. of Central Lancashire  
Kenneth Hunsader, Florida State Univ.  
Yukiko Imao, Suzuka Int'l Univ.  
Yumiko Iwata, Univ. of Central Lancashire  
Marion James, Nova Southeastern Univ.  
Melvin H. Jameson, Univ. of Nevada, Las  
Vegas  
Lucas Janssen, James Cook Univ.  
Debra Johnson, Univ. of Lincolnshire &  
Humberside  
Ioannis Kakos, Univ. of Central Lancashire  
Adrian Kamalodeen, Citigroup  
Ioanna Karagianni, Univ. of Central  
Lancashire  
Ciara N. Karlsson, Institute of International  
Business  
Faizal Karolia, Univ. of Central Lancashire  
Amal R. Karunaratna, Adelaide Univ.  
Chol Rae Kim, Keimyung Univ.  
Youngok Kim, Univ. of New South Wales  
Alina Kudina, Oxford Univ.  
Benjamin Kudo, Imanaka Kudo and  
Fujimoto LLC  
Pooja Kumar, Monash Univ.  
Alla Latyaeva, Kingston Univ.  
Lorraine Limbrick, Staffordshire Univ.  
Jie Liu, Manchester Metropolitan Univ.  
Lana Liu, Univ. of Northumbria at  
Newcastle  
Soo Wah Low, Univ. of Kebangsaan  
Malaysia  
Sandiagio ("Jim") Luna  
John Mark, Kings College London  
Peter Massingham, Univ. of Wollongong  
Jane L. Menzies, Monash Univ.  
Anthony Miano  
Nikolaos Michelinakis, Univ. of Central  
Lancashire  
Nikolaos Mourtzakis, Univ. of Central  
Lancashire  
Shannon Mudd, Thunderbird  
Abdul Wahid Nabish, Univ. of Science,  
Malaysia  
M Nageb, Summershire Education Group  
M Nageb, Summershire Education Group  
Shahnaz Naughton, Univ. of New South  
Wales  
Sin Hui Ng, Nanyang Technological Univ.  
George J. Niemanis, Niagara Univ.  
Louis Nzegwu, Univ. of Wisconsin-  
Platteville  
Kathleen Oconnell, Kweneng Commercial  
Consultants  
Marlene Olsavsky, Pearson Education  
Francine O'Sullivan, Edward Elgar  
Publishing  
Shinji Ota  
Oceana Ou, Univ. of Central Lancashire  
Prasad Padmanabhan, San Diego State  
Univ.  
Nitin V. Pangarkar, National Univ. of  
Singapore  
Sunmi Park, Meiji Univ.  
Steven E. Phelan, Univ. of Texas, Dallas  
Krairoek Pinkaeo, Bangkok Univ.  
Glenn Pitman, Binghamton Univ.  
Jennifer A. Pope, Univ. of Texas Pan  
American  
Moshe Porat, Fox School of Business  
Ruby Ranjan, Monash Univ.  
R. Glenn Richey, Univ. of Oklahoma  
Mike Roberson, Eastern Kentucky Univ.  
Joanne Roberts, Univ. of Durham Business  
School  
Steve Roche, Digital Juice, Inc.  
Steven Rundle, Biola Univ.  
Matthew T. Schroeder, Univ. of California,  
Berkley  
Roland Schwald  
Andrew Shipilov, Univ. of Toronto  
George J. Siedel, Univ. of Michigan  
Kulwant Singh, National Univ. of Singapore  
Karin Sixl-Bornemann, Institute of  
International Management  
Arjen Slangen, Tilburg Univ.  
Edward Sodmann, Fachhochschule Bochum  
Kent Springdal, Kingston Univ.  
David Stead, Leeds Metropolitan Univ.  
Chanika Suksaard, Monash Univ.  
Toshikazu Takahashi, Rikkyo Univ.  
Graduate School Business  
Wee Liang Tan, Singapore Management  
Univ.  
Michael C. Tu, Nova Southeastern Univ.  
Janet Tully, Coventry Univ.  
Charikleia Vlachogianni, Univ. of Central  
Lancashire  
Janet Walsh, Univ. of London  
Klaus Weber, Univ. of Michigan  
Catherine L. Welch, Univ. of New South  
Wales  
Peter Leung Kwong Wong, Aetna Life  
Insurance Company  
Gregory Worden, SGT, Inc.  
John K. Yabs, U.S. International Univ.,  
Nairobi Campus  
Terushia Yamada, Yokohama Shoka Univ.  
Zhangming Yang, Univ. of Central  
Lancashire  
Beiqing (Emery) Yao, Katz Graduate  
School of Business, Univ. of Pittsburgh  
Terry Young, Pepperdine Univ.  
Richard Zeltmann, Nova Southeastern Univ.  
Jie Zhao, Univ. of Hartfordshire  
Zheng Zhou, Univ. of Central Lancashire

## Comments From the Editor

*The events of September 11, 2001, have left me, like others, in a state of shock. I share with all my colleagues a great sense of sadness and loss and, yet, hope that somehow the world will be a better place, in spite of, or because of, the very tragic series of events. I remember with great affection the wonderful life-size, and incredibly life-like bronze statues on the plaza of the World Trade Center. These statues portrayed ordinary people, in every day activities. The events of September 11 have reminded us to pay attention to the ordinary people in our lives, every day, everywhere.*

*Our objective for **Insights** - to provide global insights - is even more important and relevant now.*

It is a pleasure to present the second issue of **Insights**. We hope that readers will find it as interesting and useful as the first issue. We have been delighted with the response to the first issue - many nice comments, people asking to use the material in their classes, and requests to reprint the articles. This suggests that **Insights** is providing a valuable service for AIB members. To continue to provide this service, we need your input – suggestions for themes or features, as well as articles, comments on articles, teaching tools, blunders, reprints of speeches .... any material that you think would offer ‘insights’ to colleagues.

The current issue of **Insights** is similar in format to the first. Once again there are two featured articles, some blunders, and information for use in the classroom. We expect to follow this format for many issues, but we also aim to be flexible in format – some issues may concentrate on a particular theme or a particular location, some may be devoted to teaching, others to research, and so on. **Insights** is an evolving publication, intended to provide an array of material that readers will find insightful.

The format is similar but the content is quite different. The first issue had an article and a reaction to the article. This issue has two articles that address very dissimilar topics. The first issue had an exercise for classroom use, this issue has tips for using a particular classroom technique. This first issue had two recent blunders, and fortunately, this issue has two more.

The two articles in this issue of **Insights** illustrate the array of material that is appropriate for this publication. I liked both articles, but for very different reasons.

The first article, by Nancy Adler, is entitled "Global Leadership: Giving Oneself to Things Far Greater than Oneself". This article is written from a perspective that provides insights into Professor Adler's personal thinking. It also provides important insights into the nature of leadership in today's world. I found the article both touching and thought-provoking, and, like all of Professor Adler's work, eminently well written.

The second article, by Sam Antrobus, is entitled "Arguments For and Against a Monetary Union for North America". This article is a practical discussion of the pros and cons of a monetary union, largely from the Canadian perspective. I found the article particularly useful in preparing for

*...continued on next page*

*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*

...continued from previous page

a class discussion on 'dolarization' – a topic of growing interest in the Caribbean and Latin America. As well as the two articles, this issue includes a discussion on Using Video Clips in the Classroom, provided by Allan Bird, and two blunders from David Ricks.. Allan is well-versed in the use of innovative classroom approaches, and his advice is valuable for all of us who want to increase our effectiveness in the classroom. David's blunders, as always, amuse while providing valuable lessons.

*Insights* is meant to be a flexible publication - we welcome submissions on a wide variety of topics, from contributors anywhere in the world, in any discipline – so long as the material offers insights for people involved in International Business. Submissions and suggestions have come from the Canada, the Caribbean, England, India, New Zealand, and the USA – and we hope soon to boast of contributions from all parts of the world. We have been fortunate that leading scholars in the international business field have contributed to the first issues of *Insights*, but we have also had contributions and suggestions from students and practitioners, and a variety of academics, at all career stages. We hope that all readers will offer contributions or suggestions, and look forward to hearing from you.

## 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 this issue of AIB Insights.*

BJ

### FAQs

*The most frequently asked questions relate to the length and format for submissions to Insights. We do not have strict guidelines for submissions. We encourage you to send material in the format that you believe will provide the best insights. If we want to include the material, we may then ask you to make changes to suit a particular issue. We do have general guidelines:*

- *submissions should be short (usually about two printed pages, although there will be both longer and shorter pieces), and*
- *they should be "insightful" (providing knowledge obtained by mental penetration - Oxford), and can be provocative (inviting a reaction, stimulating a response – Mirriam-Webster)*
- *necessary references should be provided as end notes*

### Editor

**Betty Jane (BJ) Punnett**  
Management Studies  
University of the West  
Indies  
Cave Hill, Barbados

Ph. 246-420-1796  
Fax 246-420-1797  
eureka@caribsurf.com

### Advisory Board

**Jagdeep Chhokar**  
Indian Institute of  
Management, Ahmedabad,  
India

**Terry Jackson**  
EAM. UK

**Paul Simmonds**  
Florida State University,  
Tallahassee

**David Ricks**  
University of Missouri,  
St. Louis

# *Leading Globally: Giving Oneself for Things Far Greater Than Oneself*

**Nancy J. Adler**

McGill University, Faculty of Management  
1001 Rue Sherbrooke Ouest,  
Montreal, Quebec, Canada H3A 1G5  
Tel: 514-398-4031; Fax: 514-398-3876  
Email: Adler@management.mcgill.ca

*An earlier version of this article was  
published by MIT Press in **Reflections**  
and they retain full copyright.*



*To be human is to give yourself for things far greater than yourself;  
To lead is to give yourself for things far greater than yourself.<sup>1</sup>*

When I was 11 years old, my Austrian mother explained to me that when she was my age she had wanted to have at least 6 children. Yet by the time she met my American father, just 8 years later, she no longer wanted any children. Losing most of her friends and family during World War II to Hitler's terror had convinced her that the world was not a fit place to raise children. Luckily, especially from my perspective, my father convinced my mother that within the family the two of them could create a bubble of love, and within that bubble their children could grow up in safety and happiness, protected from the inhumanity raging outside. Having grown up within the bubble of their love, and in sunny southern California rather than war torn Europe, I never doubted that our role on earth, as human beings and as leaders, was to expand the bubble to encompass the world: or as the rabbis would exhort us, to return to our original task of Tikun Olam, the restoration of the

world.

Of course, none of us can claim that the twenty-first century entered on a safe, secure, or loving note—a note imbued with peace, wisdom, compassion, and love. As we ask ourselves which of our twentieth-century legacies we wish to pass on to the children of the twenty-first century, we are humbled into shameful silence. Yes, we have advanced science, technology, and commerce, but at the price of a world torn asunder by a polluted environment, cities infested with social chaos and physical decay, an increasingly skewed income distribution that condemns large portions of the population to poverty (including people living in the world's most affluent societies), and rampant physical violence continuing to kill people in titulary limited wars and seemingly random acts of violence. No, we did not exit the twentieth century with pride. Unless we collectively learn to treat each other and our planet in a more civilized way,

it may soon become blasphemous to even consider ourselves a civilization.<sup>2</sup>

And yet why not a more peaceful, sustainable, and compassionate society in the twenty-first century? Why not a global civilization that we could bequeath with pride to our children and our children's children? Naively idealistic? Perhaps; but only if we ignore the wisdom and approaches to learning of Adam Kahane and like-minded colleagues around the world—people who have dared to attempt to make a difference. Only if we renege on our role as leaders and simply adapt to the future, rather than collectively attempting to improve it. As former U.S. Secretary of State Madeleine Albright admonishes us, "We have a responsibility in our time, as others have had in theirs, not to be prisoners of history, but to shape history...."<sup>3</sup>

After a quarter century of conducting research and consulting on global strategy and cross-cultural management, I have increasingly focused the

last few years on the small, but rapidly increasing number of women who are among the world's most prominent business and political leaders—women who have served as their country's president or prime minister or as CEO of a major global firm.<sup>4</sup> Perhaps it is not surprising that at this moment in history, countries around the world, most for the first time, are turning to women leaders rather than to the traditional cohort of men. People want a change; they no longer want the narrow, circumscribed leadership of the twentieth century nor its outcomes. They hope and imagine that women will bring a more inclusive and compassionate approach to leadership.

In Nicaragua, for example, former president Violetta Chamorro's ability to bring all the members of her family together every week for Sunday dinner achieved near legendary status. Symbolically, her dinners gave the nation hope that it could heal its civil-war-inflicted wounds and find a peace that would reunite all Nicaraguans.<sup>5</sup> Why such elevated hopes from a Sunday night dinner? Because of Chamorro's four adult children, two were prominent Sandanistas while the other two equally prominently opposed the Sandanistas, not an unusual split in war torn Nicaragua.<sup>6</sup> As Violetta Chamorro's children told their stories around her dining room table, others in the country began to believe that they too could "reach a deeper, more real consensus—including around such profoundly important issues as unity and peace—through the telling of their personal stories."<sup>7</sup> Implicitly, the Nicaraguans believed that by listening attentively to each other, with empathy, they could hear the sacred within each person, their core humanity and that of the nation.<sup>8</sup> It is not coincidence that the symbol of hope, peace and unity was a dining room table and not a board room table.<sup>9</sup> Such holographic listening, as Adam Kahane labels it—in which each story reflects the whole,

rather than merely contributing a piece to the puzzle—opens up the possibility of communion and oneness, of transcending history to create a new future: "We have the greatest capacity to make a difference when we dare to open ourselves up, to expose our most honest nightmares and our most heart-felt dreams."<sup>10</sup>

As a social thinker, Adam Kahane points out that leaders who make a difference are extraordinarily committed, body and soul, to the changes they want to see in the world, to goals much larger than themselves.<sup>11</sup> The lives of many of the world's first women leaders mirror commitments much larger than themselves. For example, in her personal commitment, Chandrika Kumaratunga, the president of war torn Sri Lanka, became a prism for the paradoxes of extraordinary leadership. When she was only eleven years old, her father, who was the country's founding father and its first prime minister, was assassinated, many believe due to his policies which advantaged the Sinhalese and stripped the Tamil of many of their cultural rights. Her mother, who also served as prime minister, furthered the country's ethnically divisive policies. As an adult, Kumaratunga's husband, a politically involved citizen and noted actor, was murdered, in what many believe to have been Tamil-initiated violence. With the constant and very real threat of death to her and to her children, why did Kumaratunga choose to stay in Sri Lanka and to run for office? And once she won, how did she find the courage to tell her mother—whom she later appointed to serve as prime minister—and the country that she was going to attempt to find a peaceful solution to Sri Lanka's seemingly interminable civil war by sitting down with the Tamil and listening to their story. Kumaratunga, with both her father and husband murdered, chose to go outside the patterns of history and say, "Enough! There has to be a better

way." Her attempts at moving Sri Lanka toward peace and unity have by no means met with unequivocal success. Yet Kumaratunga persists, even in the face of constant death threats and a bomb explosion that already claimed one of her eyes. Kahane reminds us that leaders who influence history do so because they live the paradox.<sup>12</sup> They have the courage to commit their lives to effecting the changes they want to see.<sup>13</sup> At the same time, they have the courage to engage with others—even their enemies; the courage to give up the illusion of being in control, to venture beyond detachment, and to surrender to the process.<sup>14</sup> Will Kumaratunga be able to stay committed to changing her country while remaining open to listening to how each faction wants to change? Will she be able to maintain the paradox? To paraphrase Martin Buber,<sup>15</sup>

Does Kumaratunga believe in destiny and also that destiny needs her; that destiny does not lead her, but rather waits for her. Can she proceed toward her country's and her own destiny without knowing where it waits for her? Will she be able to continue going forth with her whole being? Destiny will not turn out the way her resolve intended it; but what she wants will come about only if she resolves to do that which she can. Will she be able neither to interfere nor to merely allow things to happen?

While the answer will only be written in the months and years ahead, we know that Kumaratunga has demonstrated enormous courage to date to begin the journey. The challenge of leadership is in the openness to destiny and the complete commitment to change for the better; not in simplistic short term evaluations of success and failure.

This past year, my Jewish nephew Aaron married a deeply religious Catholic woman Karen. Although told that their wedding ceremony and life

together would be rooted in the two spiritual traditions, both families questioned the reality of the young couple's pronouncement when the invitations arrived announcing that the wedding would be celebrated at Holy Family Catholic Church with a Catholic priest, and no rabbi, presiding. Only as the priest opened the service in Hebrew with a traditional Jewish prayer did the tension begin to reside. In one of the most moving and profoundly meaningful wedding ceremonies I have ever attended, the priest celebrated Aaron and Karen's unique individuality, including their two distinctly different spiritual traditions. He made no attempt to minimize or ignore the differences between Judaism and Christianity. After the bride and groom had exchanged vows, the priest reminded us of the hatred that has all too frequently separated Jewish and Catholic communities. He then asked each of us to see Karen and Aaron as symbolic of the love that could unite the two traditions, the love that could replace the all too common hatred. What more powerful symbol of global leadership: love replacing hate, love bridging distinct individuality, love uniting bride and groom on their wedding day, love respecting and bridging differences among all peoples at all times.

Our capacity to see and to change the world co-evolves with our capacity to see and to change ourselves.<sup>16</sup> As the marriage ceremony changed Aaron and Karen into husband and wife, so too did it change all of us into people who more deeply understand what it means to unify diversity without extinguishing individuality. As leaders, we

can never close our eyes to the complexity of the world or to the profoundly influential interactions that define society. Goethe's admonishes us that leaders know themselves only to the extent that they know the world; that they become aware of themselves only within the world, and aware of the world only within themselves.<sup>17</sup>

To be human is to find ourselves  
behind our names.<sup>18</sup>  
To lead is to find ourselves behind our  
names.

---

### Endnotes

- <sup>1</sup> First half of the quote is taken from Sister Joan Chittister, in Frederick Franck, Janis Roze, and Richard Connolly's (eds.) *What Does It Mean To Be Human?* Nyack, New York: Circumstantial Productions, 1998, p. 194.
- <sup>2</sup> Based on Stephan Rechtschaffen's observation in *Timeshifting*. New York: Bantam Doubleday Dell Audio Publishing, 1996.
- <sup>3</sup> From former U.S. Secretary of State Madeleine K. Albright's Harvard Commencement Address as reported in the *New York Times*, June 6th, 1997, p. A8.
- <sup>4</sup> For a more in depth discussion of women serving as global leaders, see Adler's "Did You Hear? Global Leadership in Charity's World," *Journal of Management Inquiry*, Vol. 7 (No. 2), 1998, pp. 135-143; "Global Leaders: A Dialogue with Future History," *International Management*, Vol. 1 (No. 2), 1997, pp. 21-33; "Global Entrepreneurs: Women, Myths, and History," *Global Focus*, Vol.11 (No. 4), 1999, pp. 125-134; "The Women's

Global Leadership Forum: Enhancing One Company's Leadership Capacity," *Human Resource Management*, Vol. 39 (Nos. 2 & 3), 2000, pp. 209-225.

- <sup>5</sup> See Michelle A. Saint-Germain's "Women in Power in Nicaragua: Myth and Reality" in Michael A. Genovese (ed.), *Women as National Leaders*. Newbury Park, California: Sage, 1993, p. 80.
- <sup>6</sup> *Ibid*.
- <sup>7</sup> Kahane, *op. cit*.
- <sup>8</sup> Paraphrased from Kahane, *op. cit.*, and applied to the situation in Nicaragua.
- <sup>9</sup> Artist Jacqueline Hassink created a series of photo essays on the tables of power (board room tables) and tables of relationship (dining room tables) of both male and female CEOs worldwide. See Hassink's *The Table of Power*. Amsterdam: Menno van de Koppel, 1996 and her *Queen Bees: Female Power Stations*. Amsterdam: Menno van de Koppel, 1999.
- <sup>10</sup> Kahane, *op. cit*.
- <sup>11</sup> *Ibid*
- <sup>12</sup> *Ibid*
- <sup>13</sup> *Ibid*
- <sup>14</sup> *Ibid*
- <sup>15</sup> Paraphrased from Martin I Buber's *I and Thou*. New York: Touchstone Books, 1970.
- <sup>16</sup> Kahane, *op. cit*.
- <sup>17</sup> Paraphrased from J.W. von Goethe, *Goethe's Scientific Studies*. Translated by D. Miller. Edited by A. P. Cottrell and D. Miller. Boston, MA: Suhkamp Insel, 1985; as cited in Kahane, *op. cit*.
- <sup>18</sup> First half of quote from David Krieger in Frederick Franck, Janis Roze, and Richard Connolly's (eds.) *What Does It Mean To Be Human?* Nyack, New York: Circumstantial Productions, 1998, p. 273.



# Arguments For and Against a Monetary Union for North America

S. J. Antrobus

School of Management, University of Bath, Claverton Down,  
Bath, BA2 7AY, United Kingdom,  
samantrobus@hotmail.com

Exchange rate regimes are in the news following the economic difficulties experienced in Argentina and Turkey, and the continuing drama of the Euro. The prospect of expansion of the European Union into Central and Eastern Europe and a potential recession in Europe, provide the first real tests of the currency, and may expose some of the weaknesses of the union. The choice between fixed or floating exchange rate regimes has been the source of debate for many years, with many high profile collapses of pegged exchange systems such as Britain's exit from the European Exchange Rate Mechanism (ERM) in 1992 and the South-East Asian crisis in 1997. However, there are also many success stories where fixed exchange rates have brought calm and stability to economies.

Countries can adopt a number of exchange rate regimes ranging from free floating to monetary union, with managed float, currency peg and the adoption of the currency of another nation (most commonly 'dollarization' or 'euroization') between the two extremes. However, as Crow<sup>i</sup> comments, a "pegged regime invites attack and is demonstrably brittle under pressure." Likewise, even before the Asian crisis, Eichengreen,<sup>ii</sup> a senior policy adviser at the IMF, had concluded that pegged exchange rates were anachronistic, and that the two extremes of currency union and floating exchange

rates were the only viable options. The perceived stability and prosperity that fixed rates bring, combined with the obvious dangers of less stable regimes have led to increased enthusiasm for monetary unions and dollarization, with discussion in countries as diverse as Australia<sup>iii</sup>, Mexico, South Korea<sup>iv</sup> and Canada.

This paper focuses on the NAFTA region, and in particular the point-of-view of Canada, exploring the debate surrounding the possibility of a North American Monetary Union (using a currency called the Amero), and considering the costs and benefits of such a union for Canada. In order to highlight the key issues, themes are drawn from two prominent articles on the topic.<sup>v</sup> In recent years a combination of three factors has led to increasing interest in this topic, and made this a relevant issue for further study. Firstly, the Canadian dollar has continued its decline relative to the US dollar, falling by approximately 36% from parity in the 1970s. This has led to a relative decline in the living standards of Canadians when compared to their neighbours in the USA, adding an additional stimulus for talented Canadians to head south of the border.<sup>vi</sup> Many economists also argue that the decline in the Canadian dollar is one of the causes of lower productivity levels in Canada, as it provides protection against international competition, thus masking the need for investment and

improved productivity.<sup>vii</sup>

A second factor is the successful implementation of the Canada-US Free Trade Agreement (CUSFTA) in 1989 and the North American Free Trade Agreement (NAFTA) in 1994. Early studies, including that by Krueger,<sup>viii</sup> indicate that levels of trade between the signatories have increased since the agreements came into force. Finally, and probably most importantly, the introduction of a single currency unit amongst eleven nations in Europe in 1999 has sparked debate about similar arrangements elsewhere in the world. Courchene and Harris<sup>ix</sup> go as far as to describe the advent of the Euro as "a watershed in the annals of economic and monetary history".

## Arguments for Monetary Union

- Grubel<sup>x</sup> emphasises the static and dynamic efficiency gains realised by adopting a single currency across the region. The most obvious is the reduction in transaction costs from eliminating currency exchanges in cross-border trade and investment. There is also reduced uncertainty for businesses, with more stable cash flows allowing more accurate budgeting and more efficient use of resources. It is difficult to quantify the actual cost savings from a currency union but clearly they would be substantial, given the significant levels of trade between the US, Canada and Mexico. Linked to this are dynamic gains from the expansion of

trade between the nations because the monetary union lowers the costs of doing business between the nations involved.

- A further efficiency gain results from the reduction in Canadian interest rates. Canadian long-term government bonds have historically been priced at a premium over those of the US government. This premium resulted from the expectation of Canadian dollar depreciation, the exchange risk associated with the fluctuation of the exchange rate, and the expectation of higher inflation rates in Canada. Over the 50 years to 1999, the premium averaged 117 basis points (bp), reaching highs of 350bp in the early 1980s. Grubel argues that a currency union would eliminate the currency risk and expectations of higher inflation in Canada, leading to the removal of much of this premium. A reduction of 100bp in the cost of debt would result in an annual cost saving of approximately \$6 billion for Canada's federal government, with corresponding savings for provincial governments, agencies and corporations with fixed interest borrowings. The lower cost of borrowing would also lead to a greater level of investment by industry and subsequent productivity gains, as well as a lower cost of housing increasing the standard of living.
- Grubel also argues that a monetary union leads to greater price stability because price stability is a function of the size and diversity of a currency area, and the probability of opposite

and offsetting price developments across industries is increased. While no attempt is made to quantify this saving, there seems to be some merit to this argument, particularly from the Canadian point of view, as Canada remains heavily reliant on the extraction and processing of natural resources.<sup>xi</sup> In addition to price stability, greater price transparency leads to a levelling of prices across the currency union, as the burden of cross-currency price comparisons and cost of non-domestic currency transactions are removed. The benefits of this to the consumer are clear.

- Grubel argues forcefully that monetary union would also benefit Canada by imposing increased discipline on its labour markets, which at present have unionisation levels of 35%, significantly higher than those of the US. Grubel presents evidence that the declining value of the Canadian dollar has created artificially high profits for Canadian firms. This has led to successful lobbying for wage increases from unionised workers, which have inevitably spread through the rest of the economy, leading to a cycle of inflation, as increasing labour costs push the price of goods higher. A monetary union would have the effect of removing this currency depreciation, and as a result would reduce the power of the labour markets to negotiate higher wages, thus helping Canadian firms to improve their efficiency.

## Arguments against Monetary Union

- The Canadian and US economies are highly integrated, with 80% of Canadian exports destined for the US market, nevertheless, Murray<sup>xii</sup> argues that the different structures of the US and Canadian economies provide a strong case for monetary policy independence – an example is the importance of commodity prices to Canada, where commodities account for over 10% of Canadian GDP and 35% of its merchandise exports. Consequently, the US and Canada experience differing economic reactions to commodity price shocks (as demonstrated in figure A below<sup>xiii</sup>).
- Murray also questions the extent to which Canada would be able to influence monetary policy within a union, commenting that "it is unrealistic to think that Canadians would ever have anything more than a token voice," due to the significant disparity in the sizes of the two economies, and the fact that Canada clearly has a lot more to benefit from such a union than the US. The combination of these two factors means that the US is unlikely to make substantial concessions on its role in setting monetary policy within its own borders, and consequently within the union.
- Murray advocates flexible exchange rates because of the benefits derived from controlling monetary policy. This argument is supported by recent developments in the Eurozone,

Figure A

Measure	Canada	USA
Absolute terms of trade correlation with oil price	0.85	-0.89
Absolute terms of trade correlation with non-oil commodity price	0.87	-0.92

*The data show that for Canada, the terms of trade (the relationship between the prices at which a country sells its exports and the prices paid for its imports) are positively correlated to the price of commodities, whereas for the USA the correlation is negative. Movements in the relative terms of trade between the two nations will be exaggerated by movements in the absolute terms of trade. This leads to the conclusion that different monetary policies would be required in each nation following a commodity price shock. Thus, a currency union would be unworkable, due to the common monetary policy that such a union requires.*

where there are concerns that the European Central Bank's discount rate may be out of step with the economy of one of the key constituents of the monetary union. Germany, the largest of the Eurozone economies, appears to be in the midst of a slowdown that requires lower interest rates to kick-start a recovery. It is estimated that the ECB rate may be at least 50bp above the optimum interest rate for Germany. As long as the German economy continues to grow at a slower rate than the rest of the Eurozone, this gap will become more exaggerated. The Economist<sup>xiv</sup> posed the question "How long before the Germans start yearning for a central bank of their own?"

- Murray also believes that floating rates provide a buffer in the event of an asymmetric economic shock. In the short-term, movements in the nominal exchange rate can offset the effects of a shock, and help to ease the transition to a new equilibrium if the shock is enduring. This may be of increasingly limited value, because, since the implementation of the FTA, only one of Canada's five fastest growing export sectors has been commodity based. Four of the five sectors that experienced fastest contraction were commodities, indicating a reducing dependence on commodities.

### **Some Conclusions and Thoughts on Needed Research**

Grubel argues effectively in favour of a currency union on the basis of efficiency gains, and supports his arguments with econometric data as well as evidence from studies on the expected benefits of the Euro. The study is limited, however, in its examination of the costs of the union. A brief examination is made of the impact of the loss of economic, political and economic sovereignty on Canada, only a weak case is made for why the USA would want to join such a union - that it is in the interests of the US to have strong and stable neighbours, and that a North American Monetary Union would

reduce the threat from the Euro to the supremacy of the US dollar (with hindsight we see that this was over emphasised - the Euro has dropped by over 20% against the US dollar since its launch, greatly reducing the extent to which it may be a substitute for the US currency, and the US dollar's strength in the face of recent drops in the value of the NASDAQ and Dow Jones, and cuts in the Federal Reserve discount rate, confirms its current position as the predominant world currency).

On balance, while the literature advocating the introduction of the monetary union is compelling from an economic point-of-view, doubts remain about the validity of common fiscal policy across multiple economies. A further issue is why the USA should choose to join a union. Equally, it is unclear whether there would be the political will within the Canadian government, and support from the electorate, to push through such a proposal. As one advisor to Prime Minister Chretien notes, dollarization remains 'completely taboo in respectable Canadian society.'<sup>xv</sup>

Pressure for a monetary union is greater from Mexico than it is in Canada, with the head of the Mexican Bankers Association calling for monetary union, and a prominent business organisation calling for dollarization. Clearly Mexico has much to gain from closer ties with the USA, and a stable currency can only serve to increase the attractiveness of Mexico as a source of foreign direct investment for firms wishing to find a base within the NAFTA area. This is something that Canada must bear in mind, as to some extent Mexico's gain in attracting inward investment may be Canada's loss. If Mexico were to pursue either dollarization or a monetary union with the USA, the pressure on Canada to do likewise would increase.

The adoption of a system of pegged exchange rates may provide the benefits of the monetary union

without the long-term political and economic integration that a union would require, while possibly providing a stepping stone towards a union. Hanke and Schuler<sup>xvi</sup> conclude that the currency-board system offers a "means to establish sound money" in the Americas, and would provide a base from which to evolve to a common currency. However, with the recent developments in Germany highlighted earlier, and the looming worldwide recession, North America may be well served to wait to see what develops in the next few years before committing itself to anything. When the time does come to act, it seems that the benefits of monetary union or dollarization for Canada and Mexico are clear, and the costs to the US are limited. This opportunity to strengthen the bond between the NAFTA partners should certainly be considered. More research is needed however.

It is useful to remember the story of the two economists stranded on a desert island with nothing to eat but sealed tins of food, and no means of opening them. One turns to the other and says, "if we assume that we have a tin opener..." Academics addressing the question of monetary union need to bring a level of reality to their studies. A key question to address is whether there is a significant body of support for monetary union within both Canada and the USA. It is also important to detail the benefits that would accrue to the two countries, as identifying and quantifying these will be vital if the idea is to be sold to the governments and their electorates. Monetary union in North America highlights many of the problems associated with both fixed and floating exchange rates. The precedent of the Euro and the possible dollarization of Mexico adds a sense of urgency to the discussion, and should help to move the debate from being purely theoretic to being of real practical value to policymakers in the North American

region. Continued debate is needed, and the papers discussed have laid foundations on which further research and investigation can be based. It is likely that in the next few years econometric studies of the benefits of the Euro will emerge which will be applicable to the study of this area. Empirical research should be carried out to attempt to quantify the specific costs and benefits to all three members of NAFTA, resulting from the introduction of a monetary union. This could take the form of a scenario analysis incorporating differing values for the economic growth rates of each nation, commodity prices, intra-NAFTA trade levels, and so on.

### Endnotes

<sup>i</sup> Crow, J., (1996). "The Floating Canadian Dollar in our Future" in Thomas J. Courchene (ed.) *Policy Frameworks for a Knowledge Economy*, Volume 4 in the Bell Canada Papers on Economic and Public Policy (Kingston: The John Deutsch Institute, Queen's University) 11-36.

<sup>ii</sup> Eichengreen, B., (1995). "International Monetary Arrangements for the 21st Century." The Brookings Institution: Washington, D.C..

<sup>iii</sup> Ellis, E., (2001). "A Way to Stop the Aussie Dollar's Slide?" *Business Week*: April, 20 2001.

<sup>iv</sup> Barro, R.J., (2001). "A 'Yankee Imperialist' Offers Asia a Road Map." *Business Week*: June 11, 2001.

<sup>v</sup> Grubel, H.G., (1999). "The case for the Amero: the economics and politics of a North American Monetary Union." *Critical Issues Bulletin*. Fraser Institute: Vancouver. & Murray, J., (1999). "Why Canada needs a flexible exchange rate." Paper presented at the conference "*Should Canada and the United States adopt a common currency?*" Western Washington University, April 30, 1999.

<sup>vi</sup> Harris, R.G., (2000). "The case for North American Monetary Union." *ISUMA* 1(1), Spring 2000.

<sup>vii</sup> Courchene, T.C. & Harris, R.G., (2000). "North American Monetary Union: analytical principles and operational guidelines." *North American Journal of Economics and Finance*, 11, pp.3-18.

<sup>viii</sup> Kruger, A.O., (2000). "NAFTA's effects: A preliminary assessment." *The World Economy*, 23(6) June, Blackwell: Oxford.

<sup>ix</sup> Courchene, T.C. & Harris, R.G., (2000). "North American Monetary Union: analytical principles and operational guidelines." *North American Journal of Economics and Finance*, 11, pp.3-18.

<sup>x</sup> Grubel, H.G., (1999). "The case for the Amero: the economics and politics of a North American Monetary Union." *Critical Issues Bulletin*. Fraser Institute: Vancouver.

<sup>xi</sup> Clement, N.C.; del Castillo Vera, G.; Gerber, J.; Kerr, W.A.; MacFadyen, A.J.; Shedd, S.; Zepeda, E. & Alarcón, D., (1999). "North American economic integration: theory and practice." Edward Elgar: Cheltenham.

<sup>xii</sup> Murray, J., (1999). "Why Canada needs a flexible exchange rate." Paper presented at the conference "*Should Canada and the United States adopt a common currency?*" Western Washington University, April 30, 1999.

<sup>xiii</sup> Roger, S. (1991). "Terms of Trade Movements in Major Industrial Countries." Bank of Canada Working Paper No.91-2.

<sup>xiv</sup> The Economist, (2001). "European economies: France 1 Germany 0." (March 17)

<sup>xv</sup> Toulon, A., 'Union with the US on the Table: PM's Advisor', *National Post*, 29 June 2001, <http://nationalpost.com>.

<sup>xvi</sup> Hanke, S. & Schuler, K., (1993). "Currency Boards for Latin America," in Nissan Liviatan (ed.) *Proceedings of a Conference on Currency Substitution and Currency Boards*, Washington: The World Bank.

## Blunders in International Business

International business people often encounter some interesting signs in their hotels while traveling overseas. Some of those recently reported follow (try to guess where they were found):

1. "Please leave your values at the front desk"
2. "Visitors are expected to complain at the office between the hours of 9 and 11 am daily"
3. "The flattening of underwear with pleasure of the job of the chambermaid"
4. "The lift is being fixed for the next day. During that time we regret that you will be unbearable"

Of course, people have poorly translated English into other languages as well.

"Violators will be fined" was translated into Spanish to say "Rapists will be deceased" (Phoenix)

The posters and printed advertisements to "Hear the concert of the year" were not very effective in the Spanish speaking community when it was incorrectly translated to say "Hear the concert of the anus" – what a difference one little mark over an "N" can make (also in Phoenix)



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

(Locations for above blunders: 1: Paris 2: Athens 3: Zagreb 4: Bucharest)

---

# Using Video Clips in the Classroom

*Allan Bird*  
*University of Missouri, St. Louis*

---



**W**e now work with students (be they undergraduates, graduates or executives) who were raised in the highly visual world of movies and television. In particular, television seems to have had a dramatic impact on students' classroom expectations in two ways. First, students expect to do more than read and listen. They are accustomed to taking things in visually as well as aurally, and at a fast pace. Lectures and even the now-popular Powerpoint presentations pale in comparison to the world of movies and television when it comes to communicating complex, multi-layered messages. Second, students have a shorter attention span. They can, but would prefer not to, sit for long periods of time listening, or even talking.

In response to these realities, I have sought ways to present concepts and models through the use of movies and television shows. Except for a few made-for-teaching

videos such as "Going International," few films or shows are worth spending an entire class session or two watching. Consequently, I have moved in the direction of using short segments, often 3 to 5 minutes in length to demonstrate specific concepts. Not only do students seem to enjoy the clips, but also from their comments and their performance on exams it also appears that they are learning more.

In three sections below I share some ideas that I have gleaned from readings, workshops and discussions with colleagues about how to use clips effectively. The first section addresses some of the mechanics of presenting the clips and incorporating them into your lesson plan. The second section provides some suggestions on how to locate new clips, something that is essential in order to keep material timely. The last section contains a list of films and television show episodes that I have found useful in my own teaching.

## USING CLIPS SUCCESSFULLY

Based on my experience using clips in the classroom, I offer the following advice to make them a successful learning experience, for the lecturer and students.

### 1. Set the stage

- > **Make sure the tape is properly cued**
- > **Know the location of room lights and how they function** (Can they be dimmed? Can you leave some areas lit? Can you move to and from VCR and monitor controls when turning the lights on and off?)
- > **Check the sound levels** (Can the sound be heard clearly throughout the room? Does the sound come on immediately? Can the volume be adjusted easily during play?)
- > **Check sight lines** (Do all seats have a clear view of the monitor? Is the monitor sufficiently large to allow all seats to see on-screen details clearly?)

### **Thoughts:**

- *Consider preparing a personalized checklist of what needs to be done to prepare the rooms where you teach. Doing so will avoid costly miscues and foul-ups which detract from the learning experience.*
- *Because you are working with a short segment, it is important that all set up be done in advance of the start of the session and that the transition into and out of the video segment be smooth and quick.*

## 2. Warm up the crowd

- > **Don't assume that students will be able to grasp the point** (explain why you are showing this clip; what students will learn, provide background regarding the clip and where it fits into the larger video from which it is drawn, indicate what students ought to look for or pay attention to)
- > **Draw connections to lectures prior to viewing** (note that the demonstration of a behavior or the consequence of some action will be contained in the clip, arouse interest and curiosity by mentioning that they will see a clip which drives the point home)
- > **Where appropriate, comment on the cinematography or the film itself** (the way in which a segment is shot may also contain important information or shape the viewing experience, the time or location of the film may also be important to understanding it)
- > **Don't overdo the warm-up** (keep comments short and to the point, don't oversell or over-describe the clip, don't interpret the clip in advance)

## 3. See the show

- > **Watching in class is a communal experience** (student reactions affect the experience of those around them, some students may feel uncomfortable with some clips)
- > **Be sure that the class is ready** (have students put down pens and pencils, students should be comfortable, everyone should be quiet)

## 4. Bring up the lights

- > **Get students to talk** (give students a chance to talk, ask "what did you see?" questions as well as "what did you think?", ask students to draw parallels or make extensions of what they saw or thought to other contexts as well as to concepts and models they've previously covered in the course, psychoanalyze the actors: what are their motives? what are they thinking? Dissect the situation: why is it that way? how does it affect the actors?)
- > **Move on to interactive activities** (re-viewing the clip - focus attention in light of discussion, cover part of the screen, turn off the sound, freeze-frame analysis)

### **Thoughts:**

- *Consider role-playing the scene - take roles in the clip, play the scene differently, extend the scene, change the setting*
- *Use field activities - observe a similar setting or behavior and report on it, visit a site comparable to the one in the clip and report on it, interview people who have been in similar situations to find out how they behaved*
- *Before & after assessments - have students write down their expectations, beliefs, or understanding prior to seeing the clip, have students do the same thing after seeing the clip, and then compare the two*

## SOURCES OF VIDEO CLIPS

Many schools have excellent personnel capable of helping you to prepare clips for classroom presentation. You have to provide them with the content. That means you have to go looking for it. For me the key is being ready to come across material. More than once I have been watching a show and thought to myself, "That last segment would have been great for my module on 'Cultural Differences in Negotiating Styles' (or some other module." Unfortunately, I wasn't prepared, and so the material was lost. To avoid seeing, but not hanging on to good material, I would offer the following advice.

1. Have VCR, will record
  - a. TV Guide is your friend
    - i. check weekly listings for anything that might be interesting
    - ii. put post-it notes on the TV or VCR with broadcast information on them
  - b. check out the regulars
    - i. news programs such as 60 Minutes, 20/20, Frontline, Nightline
    - ii. PBS regular and occasional series such as Masterpiece Theater, The Brain
  - c. keep one in the chamber
    - i. keep one tape handy on which you can record at a moment's notice for when you come across something unexpectedly; you can transfer the clip to a clean tape or to your computer later
    - ii. family members and friends can also record things for you
  - d. you can always erase
2. Make your local video store an ally
  - a. put together a list of movies that you think might be useful
    - i. consider the classics
    - ii. try foreign films
    - iii. stay current with new releases
  - b. talk to store personnel about what they might recommend or what they have seen lately
    - i. many films are released directly to video, bypassing movie theaters
    - ii. films from cable -- HBO, Cinemax -- are also released on video
3. Don't break the law
  - a. some movies are worth owning
  - b. copying a rental tape or for use other than personal is illegal
  - c. the law remains somewhat vague on some points, clarify what the policies are at your institution

## SUGGESTED VIDEOS

The following list is not intended as an exhaustive catalog of video sources for classes on international management. Rather, it is intended as a guide to possible sources of video clips as well as an illustration of the types of videos that I have found effective. The use of clips, however, is a highly personal one. The specific segment of video to be used, the length of the clip, its placement within the curriculum and its relationship to various concepts and ideas is highly subjective.

***American Game, Japanese Rules*** - A comparison of Japanese and American ways of doing things that draws analogies between how the two cultures approach baseball and how they approach business. Useful in exploring differences required for cultural adjustment in differing countries. Also relates to cultural differences in the definition and interpretation of important concepts such as "fairness."

***Dances with Wolves*** - A US cavalryman learns to live with a Lakota Sioux tribe. Excellent scenes dealing with non-verbal communication within and between cultures. Also useful for exploring the inferences drawn by participants in cross-cultural encounters.

***Gung Ho*** - A humorous tale about a Japanese car manufacturer that takes over an American plant in the mid-West. Addresses cross-cultural communication, creating a third culture (neither Japanese nor American), cultural adjustment from both the sojourner and the native perspective.

***Koyaanisqatsi*** - A striking juxtaposition of scenes of beauty and splendor from the natural world with images of frenetic, technological modern society set to haunting music. No narration. Relates well to issues of values relating to technology and man's control over nature as well as issues related to sustainable development and also stress.

***Last of the Mohicans*** - A white taken in by the Mohican tribe protects and then falls in love with an English woman in the midst of the French Indian wars. Relates to issues of culture clash, the ability of two cultures to achieve harmony with one another. Also relates to understanding context.

***Local Hero*** - A quirky, laid-back tale about an American sent to Scotland to negotiate the purchase of a town for conversion into a refinery site. Addresses preferences in communication style, understanding and reading context, and assumptions about counter-parts in negotiations.

***The Mosquito Coast*** - An American inventor travels to Latin America to bring ice to indigenous people and flee the materialism of Western Society. Useful in exploring issues of cultural imperialism and variant strains of ethnocentrism.

***Remember the Titans*** - Based on a true story, it presents the struggle for racial integration of a Virginia high school football team in the early 1970's. Several excellent segments dealing with bridging cultural differences in communication.

***Star Trek The Next Generation: A Matter of Honor (Episode 34)*** - Riker volunteers to serve aboard a Klingon starship as part of an officer exchange program. Relates to issues of selection and preparation for international assignments, adjustment to host cultures, intercultural sensemaking and problem solving and to cultural sensitivity.

***Star Trek The Next Generation: Darmok (Episode 104)*** - Picard and a Tamarian captain are isolated on an alien planet and forced to learn how to communicate with one another. Relates to issues of intercultural communication (both verbal and non-verbal) and sensemaking.

***Witness*** - A young Amish boy witnesses a policeman's murder in Philadelphia. A policeman seeks to protect the boy and himself by hiding in the Amish community. Relates well to adjusting to another culture, to fitting in. Also useful in explorations of differences in cultural values related to materialism, responsibility and cultural change.

## SOUTHWEST USA

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.

Researchers around the world are encouraged to submit competitive papers, work-in-progress, symposia and workshops from all fields of International Business and its related areas. Submissions addressing international management, finance, marketing, education, law, e-commerce, economics, strategy, or trade are particularly welcome, as are submissions investigating any type of cross-cultural or foreign (non-U.S.) country-specific phenomenon.

### Submission Guidelines are as follows:

1. Authors may submit
  - (a) full-length papers,
  - (b) research-in-progress papers, or
  - (c) proposals for special panels
2. All full-length papers and research-in-progress papers will be double-blind reviewed. Accepted full-length papers will be published in the SOUTHWEST REVIEW OF INTERNATIONAL BUSINESS RESEARCH (the conference proceedings)
3. Full-length papers should not exceed 30 double-spaced pages.
4. Research-in-progress papers should not exceed 10 double-spaced pages.
5. Proposals for special panels should not exceed 4 double-spaced pages. The proposals should include the purpose of the panel, the names and affiliations of participants, a summary of contributions, and the justification for the proposal.
6. Submit 3 copies of the paper or proposal directly to the Program Chair OR submit your paper or proposal electronically via email in Microsoft Word format. Email submissions are highly encouraged! Please indicate in the cover letter the subject area and whether the paper is a full paper, research-in-progress or panel proposal. Awards will be presented for the best submissions.
7. Individuals wishing to serve as session chairs, discussants, and/or reviewers should contact the Program Chair.

Submission deadline: **October 15, 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>

## MIDWEST USA

Annual Meeting  
February 27 - March 1, 2002  
Chicago, Illinois

The annual meeting of the Midwest Academy of International Business will be held in conjunction with the Midwest Business Administration Association annual meetings in Chicago during February 27, 28, and March 1, 2002.

You are invited to submit papers and/or panel proposals that deal with any international business topic. Papers that cross traditional functional boundaries, span several borders, and deal with the broad conference theme, "International Business in the Twenty-first century: The Challenges and Opportunities for Enterprises in Old and New Economy," are especially welcome. Panel proposals related to global strategy, international finance, international marketing, international supply chain management, international human resource management, international e-commerce, and transition economies are especially welcome. Doctoral students are strongly encouraged to submit papers to a doctoral student session. A proceedings issue is published and distributed at the conference. There is also "Distinguished Paper Award."

### Submission rules:

1. One copy of the complete paper must be received by **October 1, 2001**. (No extensions or abstracts). Please provide a Microsoft Word disk version.
2. Completed papers are not to exceed twenty-five double-spaced typewritten pages including figures, tables, and references.
3. A title page with a complete list of authors, addresses, and phone numbers (and email addresses if available) should be included as a cover sheet. The first page of text should include the title of the paper but not the authors' names or affiliations. Paper submissions to the conference are double blind reviewed. Papers should follow the style guidelines of Journal of International Business Studies.
4. Panel proposals must be complete and detailed as to
  - (a) the topic of the session,
  - (b) who will present, and
  - (c) what material will be presented.Panel proposals must be received by **October 1, 2001**.
5. Submissions must be original and must not have been previously published or presented at another conference.
6. All panel and paper submissions should be sent to:

Sumit K. Kundu  
Program Chair - Midwest AIB 2002 Meeting  
Associate Professor of International Business  
Boeing Institute of International Business  
John Cook School of Business  
Saint Louis University, 307 Davis Shaughnessy Hall  
3674 Lindell Boulevard  
Saint Louis, MO 63108 U.S.A.

Telephone: (314) 977-3601 / Fax: (314) 977-7188  
Email: kundusk@slu.edu

O u r f i r s t a n n u a l m e e t i n g i n s u m m e r

## *Geographies and International Business*

**THE AIB 2002 Annual Meeting at the Caribe Hilton San Juan, Puerto Rico**

**June 28 - July 1, 2002**

**T**he Academy of International Business 2002 Annual Meeting will take place at the beautiful Caribe Hilton San Juan, in Puerto Rico. It is being hosted by the University of Puerto Rico. The 2002 program chair is Lorraine Eden of Texas A&M University. Holding our AIB 2002 meeting in Puerto Rico suggests a conference theme that focuses on the interaction of geography and international business. We include not only the geography and microstates such as Puerto Rico, but all varieties of geography. Country characteristics such as size, location and internal geographic features can be important attractions or deterrents to international business. Much recent IB literature draws its inspiration from geography. At the same time, the absence of geography also is of critical interest to IB scholars. At the AIB 2002 conference, Geographies and International Business will be the general theme. Please visit [www.aibworld.net](http://www.aibworld.net) and click on EVENTS for all the most up-to-date information on the 2002 meeting.

Submission deadline is **December 17, 2001**. Submissions must be electronic (email, web or diskette; email is preferred). For more information, contact the AIB Executive Secretariat office, or the program chair at the following address: Lorraine Eden, AIB 2002 Program Chair, Dept. of Management, TAMU 4221, Texas A&M University, College Station Texas 77843-4221, USA or e-mail: [aib2002@tamu.edu](mailto:aib2002@tamu.edu).



The Caribe Hilton San Juan in Puerto Rico



For more information, please visit the AIB Web site at [www.aibworld.net](http://www.aibworld.net)





# MISCELLANEOUS ANNOUNCEMENTS



## Calls for Papers

### ● Global Interdependence and Language, Culture and Business (CIBER 2002)

The conference seeks to bring together business and language professionals and academics to discuss the juncture of foreign language, culture, and business in education today. Global interdependence demands an educational milieu to match reality. U.S. students must be able to take advantage of new opportunities, environments, organizations, and technologies that are shaping the world. Business/language/literature faculties possess untapped opportunities to join their respective disciplines to create curricula, pedagogies, educational materials, and technologies relevant for students' futures as part of an interdependent global economy.

We welcome submissions exploring theoretical, empirical, and practical approaches to integrating foreign language instruction, cross-cultural studies, and international business education to prepare for a globally interdependent world. Presentations may focus on the K-12, undergraduate, post-graduate, or professional levels.

Presentations should not exceed 20 minutes. Send proposals for papers via email attachment to [ciber@mail.duke.edu](mailto:ciber@mail.duke.edu), with cc: [billiema@mail.duke.edu](mailto:billiema@mail.duke.edu). Deadline for receipt: **December 7, 2001**. Invitations to participate in the program will be issued by 1/11/02.

Organized and hosted by the Centers for International Business Education and Research (CIBER) at Duke University and the University of North Carolina at Chapel Hill. Cosponsored by the CIBERs at Brigham Young University, Florida International University, San Diego State University, Thunderbird-The American Graduate School of International Management, University of South Carolina, University of Texas-Austin, and University of Utah.

For more information, please contact the Conference coordinator, Marybeth Lavrakas, at [lavrakas@mail.duke.edu](mailto:lavrakas@mail.duke.edu) and visit the web site at <http://faculty.fuqua.duke.edu/ciber>

### ● M&A Summit 2002 Calgary Alberta, Canada June 6-9, 2002

The M&A Summit 2002 will be held **June 6-9, 2002** at the Sheraton Suites, Eau Claire in Calgary, Alberta, Canada. This is the first international conference to be held in North America specifically dedicated to bringing together scholars and practitioners from around the world to explore NEW thinking about the management of mergers and acquisitions.

We welcome both established and new scholars at this event that will include well-known academic and practitioner keynote speakers, paper sessions, CEO roundtables, panel presentations and expert workshops.

The call for papers and paper submission guidelines are currently available on the conference website at [www.masummit.com](http://www.masummit.com). Proposals accepted through a refereed process will be published in a proceedings, and selected complete papers will be included in a published edited volume.

Submission deadline is **November 15, 2001**. For more information, please contact:

Dr. Amy L. Pablo  
Faculty of Management  
University of Calgary  
403-220-8537 ph.  
403-282-0095 fax  
[apablo@ucalgary.ca](mailto:apablo@ucalgary.ca)  
[www.masummit.com](http://www.masummit.com)

### ● International Academy of African Business and Development 3rd Annual Conference April 3-6, 2002 Port Elizabeth, S. Africa

The main theme of the conference is "Expanding the Horizons of African Business and Development." The conference will feature contributed paper sessions, plenary presentations, case studies, and panel sessions. Papers will undergo a blind, multiple referee process and will be published in the conference proceedings. The primary goal of this conference is to provide a unique international forum to facilitate the exchange of leading-edge ideas for effective advancement of knowledge in African business. This will be achieved through multi-disciplinary presentations and discussions of current business and development issues in Africa.

We welcome the submission of papers that address the conference theme as well as all functional areas of business. Deadline for submission of papers is **November 15, 2001**. For more information, please contact the conference chair:

Martheanne Finnemore  
Dean, Faculty of Economic and Building Sciences  
University of Port Elizabeth  
PO Box 1600  
Port Elizabeth 6000  
South Africa  
tel: +27-41-5042906  
fax: +27-41-5042647  
email: [irammf@upe.ac.za](mailto:irammf@upe.ac.za)



# MISCELLANEOUS ANNOUNCEMENTS



## Calls for Papers

- **Northeast Decision Sciences Institute  
2002 Annual Meeting: March 20 - 22, 2002  
Caribe Hilton Hotel & Casino  
San Juan, Puerto Rico**

The 2002 Annual Meeting of the Northeast Region of the Decision Sciences Institute will be held on March 20 - 22, 2002 at the Caribe Hilton Hotel & Casino in San Juan, Puerto Rico.

Competitive papers or detailed abstracts and proposals for symposia, tutorials and workshops are invited in, but not limited to, the topic areas listed below. Sessions involving practitioners will be given special considerations. Submissions will be blind refereed and those accepted will be published in the Conference Proceedings. By submitting a manuscript, the author certifies that it is not copyrighted or previously published, has not been presented or accepted for presentation at another professional meeting, and is not currently under review for presentation at another professional meeting. In addition, at least one of the authors certifies that it is his/her intention to register for and attend the conference to present the paper if it is accepted. All papers, abstracts and workshop proposals must be postmarked on or before **October 8, 2001**.

**Program Tracks:** Accounting; Business Ethics & Business Law; Case Development and Teaching; Curriculum and Students, E-Business; Finance and Real Estate; International Business; Management Science & Operations Research; MIS, DSS, AI and Microcomputers; Marketing; Organizational Theory, Behavior & Strategy; Outcome Assessment; Production & Operation Management - Manufacturing/Services; Quality & Productivity; Service and Health Care Management; Statistical Theory & Applications.

For more information, please contact:

Barbara E. Withers, PhD  
NEDSI Program Chair  
School of Business Administration  
5998 Alcalá Park  
University of San Diego  
San Diego, California 92110  
Email: [bwithers@SanDiego.edu](mailto:bwithers@SanDiego.edu)  
Phone: (619) 260-2380  
Fax: (619) 260-4891

## 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](mailto:aib@cba.hawaii.edu)**

Or send typed items and photographs via mail to:

**AIB Newsletter  
2404 Maile Way, CBA-C306  
Honolulu, HI 96822-2223 USA**

### AIB Copy Deadlines are:

Quarter 1:	February 1
Quarter 2:	May 1
Quarter 3:	August 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.

### Feature Articles for Insights

For consideration in *Insights*, feature articles may be sent at any time to Newsletter Submissions Editor Betty Jane Punnett. Submissions should be a maximum of 2000 words and of general interest to the AIB membership. See page 12 for details.

Send articles as a Word attachment or as text in the body of the message to:

**[eureka@caribsurf.com](mailto:eureka@caribsurf.com)**

You may also mail articles with a diskette to:

**Betty Jane Punnett  
Dept. of Management Studies  
The University of the West Indies  
Cave Hill, Barbados  
West Indies**

**Global Corporate Finance, 5th Edition  
Suk Kim, Seung Kim, and Kenneth Kim  
Blackwell Publishers, 2002**

The fifth edition of *Global Corporate Finance* is suitable for both undergraduate and graduate courses in international finance. This book may be used successfully in college courses and in professional seminars all over the world, because it does not take a specific national viewpoint, it is self-contained, and it combines theory with applications. *Global Corporate Finance*, one of the most popular textbooks in the field, has been used at over 200 colleges, universities, and management development programs worldwide, because it stresses practical applications in a user-friendly format.

*Global Corporate Finance* provides students with the practical skills needed to understand global financial problems and techniques. The fifth edition of this distinguished text has been completely revised in the areas of shareholder value and corporate governance, global strategy, and corporate finance practices, while its approach is still grounded in readability, case studies, the basics, and user-friendliness.

The fifth edition of *Global Corporate Finance* is accompanied by a highly extensive set of supplements. A comprehensive Instructor's Manual is available for adopters of this book from Blackwell Publishers. And the following textbook-related items are available on our website: a study guide, transparency masters of lecture notes prepared by the authors, and currency symbols and codes. Our website is an integral part of the fifth edition. In addition to providing useful information about the book, our site will also direct visitors to World Wide Web sites in three related areas: international business, investments, and student needs. To help visitors use our website more effectively, we have developed 40 Internet exercises and posted them on our home page.

**To obtain a copy of the book, please contact:**  
**Blackwell Publishers: ISBN 0-631-22951-5 (hardback)**  
PO Box 20  
Williston, VT 05495, USA  
Tel: (800) 216-2522  
Fax: (802) 864-7626

**Blackwell Publishers: ISBN 0-631-22952-3 (paperback)**  
PO Box 269, Abingdon  
Oxon OX14 4YN, UK  
Tel: +44(0)1235 465500  
Fax: +44(0)1235 465555

**The Business Association of Latin  
American Studies (BALAS) Annual  
Conference**

March 20-23, 2002; Wyndham Harbour Island  
Hotel, Tampa, Florida

“Transformations in Latin America:  
Innovations in Leadership, Technology, and  
Entrepreneurship”

BALAS is an international organization with a Latin American focus dedicated to bringing together scholars and professional managers to facilitate the exchange of ideas and information, to stimulate the development of economic research, and to promote and foster leadership in Latin American business organizations. Papers will be accepted on all aspects of business related to transformations and innovations in Latin America. Although English is the language of the conference and the presentations, papers may be submitted in Spanish or Portuguese. All papers are subject to blind review. Selected papers are eligible for publication in the conference Proceedings. The deadline for submission of papers is **November 1, 2001**.

The conference will be organized around twelve tracks: 1) Accounting, Taxation and Management Information and Control Systems; 3) Cultural, Social, and Ethical Issues; 4) Economic Environment; 5) Financial Markets and Financial Management; 6) Human Resource Management; 7) International Business and Global Competitive Business Practices; 8) Western Hemispheric Issues; 9) Information and Technology Management; 10) Marketing; 11) Strategic Management; 12) Teaching Cases.

For additional information visit the **BALAS Web site: <http://www.balas.org>** or contact either of the conference co-chairs: Dr. Corinne Young: [cyoung@alpha.utampa.edu](mailto:cyoung@alpha.utampa.edu) or Dr. Marcy Kittner: [mkittner@alpha.utampa.edu](mailto:mkittner@alpha.utampa.edu).

*The conference is sponsored by the John H.  
Sykes College of Business at the  
University of Tampa.*

# 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](mailto: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*

## position announcement

The Stockholm School of Economics – SSE – is seeking to fill a tenured position as **Professor of Business Administration in International Business** based at the Institute of International Business – IIB. The position is guaranteed by the Institute of International Business Endowment.

The Stockholm School of Economics, a top tier business school in Europe, was founded by royal statute in 1909 in response to a need for increased professionalism in the Swedish business community. Over the years, the school has built a worldwide reputation around its research and educational programs. SSE with a faculty of more than 40 full professors and some 350 researchers is a member of the Community of European Management Schools, CEMS, and is fully accredited by EQUIS.

The Institute of International Business was established in 1975 to strengthen SSE's position in international business research and educational programs. Three of the school's prominent honorary doctors and long time supporters, Dr Ruben Rausing and Drs Jacob and Marcus Wallenberg initiated the creation of the institute and the IIB Endowment. Today, with over 20 faculty members and researchers, IIB offers an exciting and supportive research climate. Research and education programs focus on four related areas: Competition and Strategy (C&S), Innovation and Entrepreneurship (I&E), International Management (IM) and Cross-Cultural Management (CCM).

The applicants who will be considered for this position must have a highly recognized international research profile in the field of International Business, and should demonstrate excellent research skills in combining different theoretical bodies to mirror the trans-disciplinary tradition of IIB. The applicant must show a recent record of scientific publication in peer-reviewed publications of the highest international standing.

For further information about the position, please contact Professor Örjan Sölvell, Director of the Institute of International Business, Stockholm School of Economics (Tel +46-8-736 95 01 Fax +46-8-31 99 27 E-mail [iibve@hhs.se](mailto:iibve@hhs.se) [www.iib.edu](http://www.iib.edu)).

Applications should be addressed to the Board of Directors at the Stockholm School of Economics. In addition to a curriculum vitae, include 10 chosen scientific works (four copies of each work) to the address below. All materials must be received by October 1, 2001.

---

The Registrar  
Stockholm School of Economics  
P.O. Box 6501  
SE-113 83 Stockholm  
SWEDEN



INSTITUTE OF INTERNATIONAL  
BUSINESS – IIB  
STOCKHOLM SCHOOL OF ECONOMICS

## Graduate School of Economics and Management Tohoku University, JAPAN

Tohoku University is the third oldest national university in Japan and was ranked No.1 among Asian universities in 1998. It is located in the City of Sendai, which has a population of one million and is about 2 hours from Tokyo by train. Sendai is also known as one of the most beautiful cities in the country. The School has three departments: Economics, Management and Modern Applied Economic Sciences, and it has established its reputation as a leading school in the country with respect to both research and education in these areas.

**Position Opening:** The School would like to invite a lecturer who teaches American and Latin American Economies in the English language. This is a two-year contract and during each year, one is required to teach two undergraduate courses and one graduate course on the above topic.

**Qualifications for Application:** An applicant should have a Ph.D. degree in the related field or working/teaching experience which is deemed to be its equivalent. An excellent command of English is also required.

**Date of Appointment:** April 1, 2002

**Deadline for Application:** September 30, 2001

**Annual Salary and Fringe Benefits:** Annual salary is approximately 5 million yen, including a "bonus". Its exact amount is determined taking into account the candidate's educational and teaching experience. Fringe benefits include health care, holidays and research grants of approximately 0.6 million yen. University housing may be available.

**Application Procedure:** Please send a curriculum vitae, a list of research articles published and unpublished, copies of main articles, and an e-mail address to Professor Hajime Hori, the Dean of the Graduate School of Economics and Management. (Please see the address below.) Applicants shall be notified of the selection results around December 2001. Please do not hesitate to send an e-mail to [odean@econ.tohoku.ac.jp](mailto:odean@econ.tohoku.ac.jp) for any further inquiry on this position.

Graduate School of Economics and Management  
Tohoku University  
Kawauchi, Aoba-ku, Sendai 980-8576  
Japan

### Faculty Position: General Management / Strategy

The Richard Ivey School of Business  
University of Western Ontario



The Richard Ivey School of Business (formerly the Western Business School) is widely recognized for the quality of its management education. The School's major activities include: a highly regarded MBA program, a small and selective undergraduate program, a well-established doctoral program active in most major areas of management; as well as executive education programs for managers, including an Executive MBA program. The School is internationally oriented in curricula, research, faculty and students. The School supports research dealing with issues of interest and relevance to practicing managers. Excellence in teaching, and course development is highly valued. The faculty is collegial and engages in interdisciplinary investigation as well as independent inquiry.

The School's principal location is London, Canada, a community of 326,000 equidistant from Toronto and Detroit. The Executive MBA facilities are situated in Mississauga, just outside of Toronto, and Hong Kong. Road, air and train links to major Canadian and U.S. cities are excellent. The School is

part of a larger University community with the equivalent of 26,000 full-time students. The School also is undertaking substantial programs of teaching and research activities in Asia.

The School seeks candidates for at least one **tenure track** or **limited term** position at the level of Assistant or Associate Professor in the General Management / Strategy area. The position is available to begin July 2002. The successful candidate will have demonstrated a strong commitment to the practice of management in both research and teaching. The ability to teach the core Strategy course (formulation and implementation) is essential. A demonstrated interest in international management and/or the management of rapidly growing enterprises is an asset. Several years of teaching experience with a proven ability in executive education programs is highly valued.

Applications for a tenured Associate Professor or Full Professor position are encouraged if the candidate's qualifications and record of

achievement indicate an interest and ability to quickly begin playing a leadership role in the areas mentioned above.

This position is subject to budget approval. In accordance with Canadian Immigration requirements, priority will be given to Canadian citizens and Permanent Residents of Canada. The Richard Ivey School of Business and the University of Western Ontario are committed to employment equity and welcomes applications from all qualified women and men, including visible minorities, aboriginal people and persons with disabilities.

Applicants should send their Curriculum Vitae to Professor Rod White, Richard Ivey School of Business, The University of Western Ontario, London, Ontario, Canada N6A 3K7. Submission deadline is November 30, 2001.

Phone: 519-661-4211  
Fax: 519-661-3485  
E-mail: [gmarea@ivey.uwo.ca](mailto:gmarea@ivey.uwo.ca)



# 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)

**METHOD OF PAYMENT:**

- Cheque (No.: \_\_\_\_\_ Date: \_\_\_\_\_)
- Credit Card (Circle: MasterCard / VISA / AMEX / Diners / Discover)

Credit Card Number \_\_\_\_\_

Expiration Date: \_\_\_\_/\_\_\_\_/\_\_\_\_ (Month/Year)

Signature (if credit card payment) \_\_\_\_\_

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.		
MEMBERSHIP #1		
FIRST NAME	INITIAL	FAMILY NAME
POSITION/TITLE		FAX NUMBER
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 INTERESTCODES**

**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 INTERESTCODES**

**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

ACADEMY OF INTERNATIONAL BUSINESS

Action(s):  New Membership  Renewal  Address Correction

Type of Membership:  Regular - \$85  Student - \$45  Low Income - \$45\*  Institutional Nominee - \$0

Current member sponsoring dues for new member

Your Name and ID Number (If Applicable)

Please print clearly or type and remit payment with form.

Family (or Last) Name		First Name		Initial	
Street Address					
City		State	Country	Postal Code	
Telephone			Fax		
E-mail		Personal Web Page			
Position/Title		Organization			
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 <a href="http://www.aibworld.net">http://www.aibworld.net</a>	
<input type="checkbox"/> <input type="checkbox"/>		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>			

Make cheques payable to the **Academy of International Business**. Overpayments will be processed as gifts to the AIB Foundation and/or the Adopt-A-Library program and acknowledged in the *AIB Newsletter*. Applicants outside the US are requested to pay by credit card or to remit funds by means of International money order denominated in US dollars or by 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

<b>FOR OFFICE USE:</b>
AMOUNT: _____
NAME: _____
DEP.#: _____
CHECK#: _____
DATE: _____
AREA: _____
REGION: _____

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

**Method of Payment:**

Cheque (No.: \_\_\_\_\_ Date: \_\_\_\_\_)

Credit Card (Circle One: MasterCard / VISA / AMEX / Diners / Discover)

Credit Card Number \_\_\_\_\_

Expiration Date: \_\_\_\_ / \_\_\_\_ (Month/Year) \_\_\_\_\_

Signature (If Credit Card payment) \_\_\_\_\_

*You must return this form (or a copy) with your payment to assure proper recording.*

**MAIL TO:**

Academy of International Business  
University of Hawaii at Manoa - CBA  
2404 Maile Way (C-306)  
Honolulu, HI 96822-2223 USA

**FAX TO:** (808) 956-3261

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