

DUANE KUJAWA



NAME: Duane Kujawa

TITLE: Professor Emeritus

AFFILIATION: University of Miami

YEAR PhD
AWARDED: 1970

YEAR BECAME AN
AIB FELLOW: 1983

YEAR(S) OF SERVICE AS AIB
PRESIDENT: 1985-1986

PRIMARY CONTRIBUTIONS TO THE FIELD OF INTERNATIONAL BUSINESS:

- Leadership of the AIB: President (1985-1986), Secretary (elected, 1975-1976), Executive Secretary (1977-1980), Board of Directors (9 years, 1975-1980, 1985-1988).
- Major Research in the nascent areas of industrial Relations and Multinational Enterprises (MNEs), Foreign Direct Investment in the USA, Employment Effects of Multinationals, and Workplace Technology Transfers/Japanese Multinationals in the US.
- Contract Research (as Principle Investigator/Director) on research projects for US Departments of Commerce, Labor, and Education; International Labor Office (Geneva) and Japan Society.

SELECTED MAJOR PUBLICATIONS:

BOOKS - INTERNATIONAL LABOR RELATIONS MANAGEMENT IN THE AUTOMOTIVE INDUSTRY (Praeger, 1971), Employment Effects of Multinational Enterprises: The Case of the United States (WP #12, International Labour Office, 1980), Japanese Multinational in the United States (Praeger, 1986), American Public Opinion on Japanese Direct Investment (w/D. Bob, Japan Society, 1988), and International Business: Theory and Managerial Applications (w/R. Grosse, Irwin/McGraw-Hill 1988, 1992, 1995)

REFEREED JOURNAL ARTICLES: Published in the *British Journal of Industrial Relations* (1981), *Journal of International Business Studies* (1974, 1983), *Academy of Management Journal* (1976), and *Law & Policy in International Business* (1972, 1974)

MAIN HONORS AND DISTINCTIONS:

FELLOW OF THE ACADEMY OF INTERNATIONAL BUSINESS (ELECTED, 1983)
FELLOW OF THE INTERNATIONAL ACADEMY OF MANAGEMENT (ELECTED, 1986)
DEAN, SCHOOL OF BUSINESS ADMINISTRATION, UNIVERSITY OF MIAMI (1989-1990)
SENATOR, FACULTY SENATE, UNIVERSITY OF MIAMI (11 YEARS TOTAL)

MAJOR DEVELOPMENT OF THE AIB DURING YOUR YEAR(S) OF SERVICE

FROM A STRATEGIC POINT OF VIEW, THE BIG GOAL OUR BOARD OF DIRECTORS SET, AND TRULY ACCOMPLISHED, WAS “INSTITUTIONALIZED INTERNATIONALIZATION”. ART STONEHILL, HAL MASON, ROSALIE TUNG, IVAN VERNON, BOB HAWKINS, AND I COMPRISED THE BOARD. MY COLLEAGUES WERE ALL DEDICATED, HARD-WORKING BOARD MEMBERS. AT OUR FIRST BOD MEETING (MARCH 1985, NEW YORK), WE CANCELLED THE PLANNED FALL 1986 MEETING IN SAN ANTONIO AND SET LONDON AS OUR NEW DESTINATION FOR NOVEMBER 1986. ART HAD MAJOR WORK TO DO IN LOCATING AN APPROPRIATE HOTEL SITE, SETTING UP MEMBERS’ TRAVEL ARRANGEMENTS (ART’S WIFE CARRIE, A TRAVEL AGENT, PROVIDED BIG ASSISTANCE ON THIS MATTER), ARRANGING FOR PAPERS SUBMISSIONS, REVIEWS, AND SELECTIONS, AND SO FORTH. IVAN REALLY HELPED WITH THE FINANCIAL ADMINISTRATION. WE ALL PITCHED IN. JOHN DUNNING WAS KEY TO ARRANGING FOR A SPECTACULAR OPENING NIGHT RECEPTION AT THE HOME OF LONDON’S LORD MAYOR. THE PAPERS PRESENTED WERE HIGH QUALITY. ATTENDANCE WAS A GOOD NUMBER (WITH MANY NEW ATTENDEES ESPECIALLY FROM EUROPE, BUT EVEN FROM NORTH AMERICA AND ELSEWHERE). OUR FIRST FORAY IN “INTERNATIONALIZATION” WAS A GREAT SUCCESS!

TO INSTITUTIONALIZE INTERNATIONALIZATION, THE BOARD RECOMMENDED THE ACADEMY HAVE EVERY THIRD ANNUAL MEETING OUTSIDE OF THE USA. SUBSEQUENT BOARDS FOLLOWED THAT “POLICY” UNTIL 2002 WHEN ANNUAL MEETINGS BEGAN TO BE HELD EVEN MORE FREQUENTLY OUTSIDE THE USA. OUR BOARD ALSO, QUITE IMPORTANTLY, PASSED A MOTION RECOMMENDING TO THE NOMINATING COMMITTEE THE DESIRABILITY OF HAVING NON-NORTH AMERICAN MEMBERS ON THE BOARD OF DIRECTORS SLATE OF OFFICER NOMINEES.

ANOTHER STRATEGIC GOAL WAS TO INCREASE MEMBERSHIP. AT THE START OF 1985, THE ACADEMY HAD 1,557 MEMBERS. SOME IN THE ACADEMY FELT THAT WAS ENOUGH MEMBERS AND THAT THERE SHOULD BE A CAP ON THE NUMBER. OUR BOARD FELT DIFFERENTLY. WE WANTED TO MOVE AGGRESSIVELY TO INCREASE MEMBERSHIP. IVAN SET UP SEVERAL PROGRAMS PROMOTING MEMBERSHIP GROWTH IN THE USA. BY THE END OF 1985, WE HAD 1,625 MEMBERS WITH 1,842 FORECASTED BY END OF 1986. WELL OVER 75% OF THE MEMBERSHIP (1,450 OR SO) WAS BASED IN THE USA. IN 2018, MEMBERSHIP IS AT 3,361 WITH 990 US-BASED MEMBERS AND 2,371 OUTSIDE THE US. THE US IS NOW JUST UNDER 30% OF THE TOTAL. THE INTERNATIONAL GROWTH STRATEGY HAS WORKED.

A FINAL POINT TO NOTE WAS THE ACADEMY WAS BEGINNING TO HAVE PROBLEMS GETTING DESIRED CANDIDATES TO STAND FOR ELECTION AS VICE PRESIDENT SINCE THAT PERSON WAS PROGRAM CHAIR FOR BOTH YEARS IN OFFICE. THAT WAS A LOT OF WORK. A CONSTITUTIONAL AMENDMENT WAS PROPOSED AND ENDORSED BY THE BOARD AND PASSED BY THE MEMBERSHIP AS A CONSTITUTIONAL AMENDMENT. THAT CHANGE ELIMINATED THE BOARD-LEVEL POSITIONS OF SECRETARY AND TREASURER COMBINING THEM INTO ONE POSITION SECRETARY-TREASURER. IT ALSO ELIMINATED THE POSITION OF VICE PRESIDENT/PROGRAMS CHAIR. IT ADDED POSITIONS OF VICE PRESIDENT/FIRST YEAR PROGRAM CHAIR AND OF VICE PRESIDENT/SECOND YEAR PROGRAM CHAIR. TOTAL BOARD MEMBERSHIP THUS STAYED THE SAME.

I THINK ART, ROSALIE, HAL, BOB, IVAN AND I ALL FELT THE TWO YEARS WE WORKED TOGETHER WERE REALLY FUN YEARS, AND THAT WE INITIALIZED SUBSTANTIAL INSTITUTIONAL CHANGES THAT WOULD BENEFIT THE ACADEMY WELL INTO THE FUTURE. I FEEL THAT EVEN TODAY, THAT HAS TRULY BEEN THE CASE.