



# ACADEMY OF INTERNATIONAL BUSINESS

VOL. 5, No. 1

NEWSLETTER

FIRST QUARTER 1999

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*AIB Executive Secretary*

2404 Maile Way, CBA C-306

Honolulu, Hawai'i 96822 USA

Tel: (808) 956-3665

Fax: (808) 956-3261

E-mail: [aib@busadm.cba.hawaii.edu](mailto:aib@busadm.cba.hawaii.edu)

Website: [www.hawaii.edu/aib/](http://www.hawaii.edu/aib/)

*AIB Administrator/Editor*

*Newsletter Layout*

*Web and Listserv*

*Administrative Staff*

## *An Invitation to the AIB's 1999 Annual Conference* **THE JANUS FACE OF GLOBALIZATION**

This year's AIB conference theme focuses on the cross-cutting effects of globalization, which is symbolized by the two-faced Roman god, Janus. The uneasy state of the global economy for the past years has provided us with convincing evidence that while globalization holds out the promise of increasing opportunities for the world's population, the interdependencies that accompany globalization create significant economic, social, and political costs. So far, developing countries have borne the brunt of these costs. However, increasing financial volatility in developed country markets suggests that it would not take much for the economic and political instability in Asia, Russia, and Brazil to threaten economic growth in the more advanced economies.

The domestic political price of increased import competition and the societal implications of economic adjustment has long been central to the international trade literature. The recent global economic crises have catapulted these ques-

tions onto center stage for all International Business scholarship. In this conference, I hope to provide an opportunity for the AIB community to identify the underlying structure of some of these problems and suggest solutions that public and private sector managers can implement to build a more stable foundation for future globalization.

I hope that you will share in the excitement generated by thinking about your own research agenda from a

slightly different perspective.

If you have any questions about the conference, please contact Stefanie Lenway via her e-mail address ([slenway@csom.umn.edu](mailto:slenway@csom.umn.edu)).

See you in Charleston!

**STEFANIE LENWAY**

AIB's 1999 Program Chair

### SPECIAL PULLOUT SECTION

#### 1999 ANNUAL MEETING

CHARLESTON  
SOUTH CAROLINA

Call for Papers ● Registration Info

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### JOURNAL OF INTERNATIONAL BUSINESS STUDIES

Thomas L. Brewer, Editor  
Georgetown University

I feel somewhat humble and apprehensive at starting my two-year tenure in this position, knowing that I follow in the footsteps of some of the most admired and influential scholars in our field. I am grateful and honored by the confidence you have bestowed upon me in this election. I can offer you, in return, my devotion to our association and a conviction that its future health and success is paramount to all of us. As such, you can count on our new Executive Board's commitment to excellence.

At the start of my term, it seems appropriate that I share my priorities for the AIB over the next two years, ideas that I will discuss with the Board at our upcoming Spring meeting. I believe the AIB needs a stronger activity program to validate and develop a clearer sense of its mission. As our two previous presidents have argued in these pages, the AIB is at a crossroads. Other functionally-based organizations are strengthening their international programs and devoting an increasing proportion of their annual meetings and scholarly journals to international and global issues. (Anyone who has attended a recent meeting of the Academy of Management, the Strategic Management Society, or the American Marketing Association, can attest to this.) Equally, top management journals in all disciplines are devoting more space to articles that a few years ago would have been published in *JIBS*, or not at all. This, of course, is good news for our profession. But it means that we must rethink our role in the academic community and establish our uniqueness and specific competence relative to other alternatives. And we must act on this new focus and bring to fruition those activities that will enhance value to our members.

I propose that we move along three lines. First, we should engage our membership in controversial issues surrounding the globalization debate. Since many of us are involved in research that is directly relevant to these issues, we should provide a scientific basis either for or against the growing economic integration of our planet and confront – in a high-spirited academic debate – both critics and supporters from other disciplines. Stephanie Lenway's "Call for Papers" and her plans to include a number of outside speakers at our 1999 Annual Meeting is our first, but not our only, response to this challenge. Adding more symposia in *JIBS* is another response along this direction. We must consider what else we need to do and what themes we need to tackle.

A second initiative for the future devel-

opment of our association concerns the disciplinary and geographic distribution of our membership. If one of our greatest strengths is our eclectic nature, we must make an extraordinary effort to bring in more scholars from non-traditional disciplines who can inform and challenge our own thinking and research. We need to access more people in the social sciences – anthropology, political science, public policy, sociology, international relations, etc. – who can bring new critical insights to our work. We must reach out to area study centers and associations that have profound expertise in particular areas of the globe. We must also significantly expand our membership outside North America. If we claim to be a global organization, we cannot allow a mere 35% of our members to represent 75% of the world's GDP.

Finally, we need to open our own institution and internal processes. We have often been accused of running the AIB as an "old boys' network." As one of the 'old boys' myself, I could not agree more. We need to bring in new blood at all levels of the organization: in the *JIBS* editorial board; to the annual program committees; at the level of our regional chapters; and into the Executive Board itself. Some of this is already underway, as you can see from the seven new members appointed to the *JIBS* board by Tom Brewer (all of whom received their doctorates within the last five years) and from the track chairs selected for the last three years' Annual Meetings. But we must do more and we will.

Let me conclude this first note by asking for your input on these three issues, or on any other matter that should be brought to our attention. You can send me any comments or suggestions to my e-mail address [aibprez@anderson.ucla.edu](mailto:aibprez@anderson.ucla.edu). Also, feel free to contact other members of the Executive Board or our Secretariat staff – Jim Wills and Laurel King – with your ideas. We will do our utmost to serve you and, as I said earlier, make the AIB your most valuable professional association.

Warm regards,



José de la Torre  
AIB President

## 1999 **AWARD** NOMINATIONS

**T**he AIB Fellows request nominations for the 1999 "DEAN OF THE YEAR" AWARD. Nominations should be limited to a c.v. and three pages of information detailing the reasons why the candidate deserves this honor. Nominations should be submitted by **April 15, 1999**, to the Chair of the Search Committee at the following address:

*Robert T. Green  
Graduate School of Business  
University of Texas  
Austin, Texas 78712 USA*

## ACKNOWLEDGEMENTS

**W**e would like to express special thanks to the **SHETH FOUNDATION** for its generous donation of US\$2,500 to our Adopt-a-Library program, which donates *JIBS* to libraries and US\$3,000 to the 1998 Sheth Doctoral Travel Stipends.

We would also like to thank the following for their travel stipend grants:

- 12 travel stipends from the **AIB FOUNDATION**
- 7 from the **SHETH FOUNDATION**
- 2 from the **SE AIB CHAPTER DONATION**
- 1 from the **MW AIB CHAPTER DONATION**

## DOCTORAL TRAVEL STIPENDS

**T**he Executive Board is pleased to announce the availability of a limited number of US\$500 travel stipends for full-time Ph.D. students planning to attend the Doctoral Consortium and/or have a paper accepted for presentation at the AIB's 1999 Annual Meeting in Charleston, South Carolina. Recipients of the stipends are expected to assist the conference organizers for a total of ten hours during the three days of the conference.

To apply, send a letter of application, an one-page resumé, and (preferably) a letter of recommendation from your major professor to:

*Professor S. Tamer Cavusgil  
The Eli Broad College of Business  
Michigan State University  
N356 North Business Complex  
East Lansing, MI 48824-1122*

Phone: 517-432-4320  
Fax: 517-432-4322  
E-Mail: cavusgil@pilot.msu.edu

Applications must be received by **August 1, 1999** and should specify either "Doctoral Consortium" and/or the title of the accepted paper.

## AMENDMENT PASSED

**T**he proposed change to *Article VI - Nomination and Election of Officers* passed with 84% of nearly 500 votes received endorsing the change. In accordance with the change, only one presidential candidate, not two, will be nominated by the nominating committee for each AIB election. Nominees will be chosen from the pool of previously elected Executive Board officers and the ballot will give members the option of writing in a candidate of their choice. As all candidates for President have passed an electoral test and demonstrated their leadership, the Executive Board members and a majority of the voting members believe that this is an election that no one should have to lose. The text of the revised Article VI is as follows:

### **ARTICLE VI NOMINATION AND ELECTION OF OFFICERS**

The membership at large shall elect officers by a majority of the votes cast in response to mailed ballots. Ballots shall be mailed approximately nine months prior to the close of the second fiscal year of the current Executive Board. The deadline for the return receipt of the ballots shall be 45 days from the date of their mailing to members.

The Nominating Committee shall solicit nominations from members at the Annual Meeting as well as through the *AIB Newsletter* and other forms of communication. The Nominating Committee shall be comprised of the three Immediate Past Presidents.

Normally, the Nominating Committee will put forward one name for the position of President and two names for each of the three positions of Program Vice-Presidents (two) and Vice-President Administration, based on the professional and scholarly standings of the candidates. The nominee for President must have previously served the board as an elected officer. The ballot will allow for write-in nominations for President.

However, if the Nominating Committee receives signed nominations for one or more persons willing to serve in a particular position on the Executive Board, the name of the person receiving the highest number of signed nominations must be placed on the electoral ballot, provided the nominee has received signed nominations in excess of two percent of the entire membership, or fifty nominations, whichever is greater.

Candidates receiving the largest number of votes, out of the votes cast for a particular office, shall be deemed elected. In the event of a tie, the Executive Board will decide the winner.

(See **page v** of your membership directory for the complete version of the *AIB Constitution*.)

## MISCELLANEOUS ANNOUNCEMENTS

### CALL FOR PAPERS

#### ● ORGANIZATION SCIENCE

Ethnographic case studies and papers relating all aspects of knowledge creation to organization design and performance are sought for a special issue on **Knowledge, Knowing, and Organizations**.

One copy of the paper with a submission letter conforming to the Organization Science submission instructions should be sent by **July 30, 1999**, to the following addresses:

*Claudia B. Schoonhoven*

*Editor-in-Chief*

*Organization Science*

*The Graduate School of Management  
University of California, Irvine*

*Room 403*

*Irvine, CA 92697*

E-mail: kschoonh@uci.edu

*Bruce Kogut*

*The Wharton School*

*University of Pennsylvania*

*2109 SH-DH*

*Philadelphia, PA 19104*

E-mail: kogut@wharton.upenn.edu

*Anna Grandori*

*Instituto di Economia*

*Aziendale, Università*

*E1 Luigi Bocconi Milano*

*Viale Isonzo 23*

*20135 Milano, Italy*

E-mail: anna.grandori@uni-bocconi.it.

In addition, send five copies (with a copy of the submission letter) to:

*Arie Y. Lewin*

*The Fuqua School of Business*

*Duke University*

*134 Towerview Drive*

*Durham, NC 27708-0120*

E-mail: ayl3@mail.duke.edu

### INTERNET

● Seeking employment from international companies? Visit the website, **www.internationaltradejobs.com**.

### CALL FOR PAPERS

#### ● THE IBEROAMERICAN ACADEMY OF MANAGEMENT

The Iberoamerican Academy of Management is accepting papers, poster sessions, and symposia for its first worldwide bilingual conference at the Universidad Carlos III in Madrid, on **December 9-11, 1999**. Contributions that focus on the conference's theme, **"Management Related Theory and Research: An Iberoamerican Perspective"** may be submitted in Spanish, English, or Portuguese by **June 15, 1999**, to:

*Professor Isabel Gutierrez*

*Universidad Carlos III*

*C/Madrid 126, 28903 Getafe Spain*

Tel: 34-91-624 9630

Fax: 34-1-624 9607

E-mail: iam99@emp.uc3m.es

Website: [www.uc3m.es/iam/english/](http://www.uc3m.es/iam/english/)  
or [www.uc3m.es/iam/spanish/](http://www.uc3m.es/iam/spanish/)

### PUBLICATIONS

● Subscription and complimentary copy requests of the 1998 edition of **The Journal of Global Marketing** (Vol. 12, No. 2) are available through:

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E-mail: [etinfo@haworthpressinc.com](mailto:etinfo@haworthpressinc.com)

Website: [www.haworthpressinc.com](http://www.haworthpressinc.com)

For editorial inquiries and style guidelines, contact:

*Erdener Kaynak, Ph.D.*

*Editor-in-Chief*

*Journal of Global Marketing*

*School of Business Administration*

*Pennsylvania State*

*University at Harrisburg*

*777 West Harrisburg*

*Pike Middletown, PA 17057 USA*

Tel: (717) 948-6343

Fax: (717) 566-8589

E-mail: [k9x@psu.edu](mailto:k9x@psu.edu)

## AIB NORTHEAST CHAPTER CONFERENCE

JUNE 4-5, 1999  
PHILADELPHIA, PA

The AIB-NE's 1999 Conference will be held on **June 4-5, 1999**, at Temple University, Philadelphia, Pennsylvania. A limited number of **dormitory suites** will be available on the main campus in the New Residence Hall for \$26.50/day (single occupancy) and \$24.50/day per person (double occupancy).

**Hotel accommodations** will be available at the Doubletree Hotel, a first-rate hotel located in Center City Philadelphia. Room rates are \$114/night (single or double), plus tax. Conference participants must specify that they are attending the AIB Conference at Temple University. Reservations must be received by **May 3, 1999**.

Please refer to the AIB-NE website, [www.ib.philacol.edu/ib/aibne.html](http://www.ib.philacol.edu/ib/aibne.html), for more details.

## UNITED KINGDOM CHAPTER CONFERENCE

APRIL 16-17, 1999  
STIRLING, SCOTLAND

The UK Chapter's 26th Annual Conference will be held in Stirling Scotland, on **April 16-17, 1999**. Papers that deal with the conference theme, **"International Business and Its European Dimensions,"** embrace interdisciplinary perspectives, and cover the analyses of economic, social, and political dimensions of contemporary Europe will be presented.

For more conference details, please contact:

*Professor Michael Hughes.*

*Dept of Management &*

*Organization*

*Faculty of Management*

*University of Stirling*

*Stirling, FK9 4LA*

E-mail: [AIB26@stir.ac.uk](mailto:AIB26@stir.ac.uk)

Website: [www.stir.ac.uk/manorg](http://www.stir.ac.uk/manorg)

## AIB SOUTHEAST ASIA CHAPTER CONFERENCE

JULY 8-10, 1999  
MELBOURNE, AUSTRALIA

## AIB WESTERN CHAPTER CONFERENCE

SEPTEMBER 17-18, 1999  
STOCKTON, CALIFORNIA

The AIBSEAR's 1999 Annual Conference will be held by Monash University (in conjunction with Wollongong University) at a five-star, Melbourne city hotel on **July 8-10, 1999**. We welcome all papers related to business issues – accounting, law, economics, finance, management, and other topics that relate to the conference focus, **“Preparing for 2000: Opportunities and Challenges for International Business in the Asia Pacific Region.”**

### Deadlines:

- April 9** • Submission of refereed and working papers
- May 10** • Notification of acceptance of papers
- May 28** • Registration July 8 Conference opens
- July 10** • Conference closes

**Refereed Papers** (maximum: 5000 words), which should represent the outcome of substantial research, will be double-blind refereed and published in the conference proceedings with an ISBN number. (This process will fulfil DEETYA requirements for recognition of publication.) Papers not accepted for the refereed stream can still be accepted for the working paper stream. **Working Papers** (maximum: 2500 words) may represent “works-in-progress.” Abstracts will be published in the conference proceedings. Authors must follow the style guide published in each edition of the **Journal of International Business Studies** (JIBS) and include a 300-word abstract with all submissions. Please submit three hard copies plus a Word 6 disk version (include the main author's name, contact details, and paper's title) to:

Ms. Amanda Badcock  
AIBSEAR Conference Secretariat  
Department of Management  
Monash University  
PO Box 197  
Caulfield East  
Victoria 3145 Australia

Tel: 9903 1097 Fax: 9903 2718  
E-mail: Amanda.Badcock@Buseco.monash.edu.au

For technical information, please contact:

Dr. Ron Edwards  
Co-chair AIBSEAR Conference  
PO Box 527  
Frankston 3199 Australia

Tel: 03 99044367 Fax: 03 99044145  
E-mail: Ron.Edwards@BusEco.monash.edu.au

Hosted by the Eberhardt School of Business at the University of the Pacific, the AIB Western's 1999 Regional Conference will be held in California's Central Valley. Stockton is less than one hour's drive south of the Sacramento Airport (SMF) and less than two hours east from San Francisco Airport (SFO). Shuttle service is available from SuperShuttle (Tel: **1-800-258-3826**).

Papers concerning all aspects of International Business – including the conference's theme, **“Regionalism: Stepping Stone to Globalization?”** – are welcome. One-page abstracts of papers or proposals for panels/sessions should be sent by **May 17, 1999**, to:

Georgine Kryda  
Assistant Professor of International Business  
Eberhardt School of Business, University of the Pacific  
3601 Pacific Avenue  
Stockton, CA 95211 USA

Tel: 209-946-2628  
Fax: 209-946-2586  
E-mail: gkryda@uop.edu

Complete contact information (name/postal/e-mail addresses and telephone/fax numbers) should accompany the submission. Please indicate whether you are willing to serve as a discussant and/or panel chair. For more conference details, contact Georgine Kryda.

## Adopt-a-Library

We would like to thank those generous members that supported our Adopt-a-Library program when renewing their membership for 1999. Contributions are greatly appreciated by the AIB, as well as the recipients of JIBS.

We encourage all our members to contribute to the program and give those who would otherwise not have access to JIBS the opportunity to read it. The AIB subsidizes the normal cost of the institutional subscription and so a donation of \$35 purchases an annual subscription to JIBS for a library in need outside of North America.

Please help us succeed in this unique initiative by mailing your contributions, or directing your inquiries to: Academy of International Business, University of Hawaii at Manoa, CBA, 2404 Maile Way, Honolulu, Hawaii 96822-2223 U.S.A.

**W**e've researched culture from various angles – from uncovering national cultural differences (thanks to Hall, Hofstede, and Trompenaars' large-sample studies), to testing the applicability of American-based theories across national borders (much of our work in the seventies and eighties), to examining the link between national and organizational culture (Maznevski, Di Stefano, and Lane), to subcultures (like Nancy Adler's recent

had only applied Hofstede's country differentiation dimensions to its study of where to place its European theme park. Comparing Spain to France, Disney might have understood the latter country to be an outlier among all its extant locations – in regards to having both high power distance and high individualism.

But, for all its usefulness, work on country differences leaves us at a very high level of generalization. And perhaps because my heart is

ences.

1) **NSK China** – *Example of category variance on group vs. individualism.* During my summer research on NSK China, a plant manager in Kunshan recounted an interesting incident. One day, during its final approach to the plant, a delivery truck rammed into NSK's main gate. The plant manager, seeking information on the incident, went to the guard's cabin directly next to gate. Since the guard had been on duty at the time of the delivery,

# THE MANY **FACES** OF

work on gender), and the embeddedness of the culture concept (Boyacigiller, Kleinberg, Phillips, and Sackmann).

However, despite the range of foci of our work on culture and all the admonitions we've given ourselves (Boyacigiller, Adler, Redding, Child, and Sullivan), we seem to keep coming back to country differences and the troublesome habit of using "nation" as a cognate for "culture."

As an ethnographer whose main task is constructing portraits of diversity in an increasingly homogenized world, I deeply appreciate views of culture that denounce both universal characteristics and culture-free theories of management. I feel a need, as a newly minted Ph.D., to eschew what I call "billiard-ball" views of cultural difference. ("Here's the 'Japanese' ball; here's the German one. Knowing their cultural differences," noted anthropologist Eric Wolf, "we can tell when they'll collide, or at best, roll peacefully side-by-side..."). In fact, its applicability and usefulness has come back to haunt me more than once in my own research. Disney, for example, would have done better in its internationalization attempts if it

more into the vagueness that one encounters in organizations, I take issue with this level of abstraction. At the high level of generalization, we're certainly not alone. Traditional studies in the social sciences (anthropologists, for example), have been, for a long time, making country classification schemes that include many more countries and categories (as exemplified in the Human Resource Area Files). However, for the purposes of studying organizations, the main concern for managers and for us scholars at the AIB, we need to bring culture down many levels to capture the embeddedness of various cultural arenas, as well as the interplay of diverse cultural elements in today's complex work environments.

So, the rest of my discussion revolves around two major concerns where country differences fall short: 1) little explanation of group difference (or, treating cultures as monolithic wholes) and 2) paucity of a theory of culture or cultural change (culture generally treated as a given – impermeable and static in composition)

To illustrate these shortcomings, I will discuss two anecdotes from my own recent research experi-

the plant manager questioned the guard about the event. "I don't know anything," the guard replied. "Nope, I didn't see it...not aware of that incident..." The Chinese guard's response baffled the Japanese plant manager. How could the guard refuse to share his view of the incident? "All I wanted to do" explained the plant manager, "was, you know, *kaizen* – learn from the guard so that we could rectify the situation and prevent the same event from happening again...Maybe there was a malfunction of the gate? Perhaps the driver was driving too fast for the gate? I don't know. But, having input from someone who was there at the time certainly would have helped us to problem solve."

In large sample studies of cultural differences, China is generally more collectivist than Japan (Hofstede, 1984). But how do we explain the guard's reaction? In China, failure is blamed on the individual (collectivism applies to the political system; loyalty to the party leads to more individualistic sanctioning behavior). In Japan, failure is used as an opportunity for learning (collectivism applies to the organizational system; loyalty to the organization leads to more

group-level sanctioning behavior).

2) **NW Airlines** – *Example of organizational cultural variance on information sharing.* On the way back to the States from Shanghai, our plane hit an air pocket 200 or so miles from Detroit. In just a few seconds, the plane fell 500 feet. The plane's fall – which was akin to the worst roller coaster plummet magnified by 100 – was so frightening that all I could do was tightly grasp my daughter's hand, tell her, "I really love you very, very much

if they could be of any assistance. The Chinese steward gave a third twist to behavior response for this event. He simply gave information regarding the event – "We have experienced some turbulence" and said, "Whatever passengers are injured, please let themselves be known."

So, as far as I can deduce, the US version of event management was a legal response: Don't admit blame to anything unless you have to. The Japanese response was so-

"German" or "American" or 2) they could divide up responsibilities by functional expertise, with the Germans in charge of Production, Finance, and Accounting; and the Americans in charge of HR and Sales.

A third scenario might be equally conceivable: Something completely new evolves in the form of a negotiated culture (cf.

# CULTURAL DATA

Nora!" and pray that everyone would be okay. At the end of the drop, we were okay – but other passengers weren't. On our arrival at Detroit, the paramedics hoisted six passengers on stretchers off the plane. Fire trucks and policemen stuck around the area to make sure the rest of us and the plane were alright. After the initial shock wore off, I noticed that, in the wake of the fall, there were interesting and substantial differences in the behavior of the multicultural flight attendants.

Since this was an international Northwest flight to the "Orient," and there were thus American, Chinese, and Japanese crew on board. The American flight attendant simply called out over the loud speaker for "any persons on board with medical experience." She did not acknowledge the incident in any direct way, nor did she ask about our well-being. As a result, I felt like I was in a bit of a surreal limbo as to whether or not my experience had indeed occurred. The Japanese stewardess, on the other hand, lost no time in voicing a formal apology on behalf of Northwest Airlines. She hoped that we were all right and told us to immediately let the crew know

cial, with a high level of service responsibility to the group. And the Chinese response was fairly pragmatic: Offer a factual description and ask for information. Hitting the air pocket and losing altitude thus served as catalysts that solicited disparate and somewhat telling cultural responses. Yet I couldn't help wondering: If it had been another event, would the three flight attendants have behaved differently? Or, would three other flight attendants from the same countries, but with a different mix of "culture of origin" issues, have responded differently? In other words, to what extent did their own idiosyncratic mix of culture's embeddedness influence their life courses – versus their national cultures?

Going beyond these two anecdotes to other current International Business settings, what happens when the focal point for study is an international joint venture like Chrysler/Benz in China? What would be the negotiated outcome for the organizational culture of the IJV? With a taxonomy of country differences (the two-billiard-ball option), one can think about two possible outcomes: 1) the organizational culture will be either

Author **MARY YOKO BRANNEN** scrambles through Buddha's "nostril" at Todajji for good luck.

ethnographic work by Brannen, Klienberg, Salk, and Sumihara) from all three ways of doing things (German, American, and Chinese) – wherein both parents are faced with new events for which they have no a priori repertoires. Thus, a "mutant" organizational culture (that is new to both parties) evolves.

To start answering these questions, we need to theorize more about the process rather than the content. The latter (especially in regards to cultural differences), is already, largely thanks to Hall and Hofstede, an area of great understanding.

*This article is based on **MARY YOKO BRANNEN**'s presentation for the Fellows Panel that featured Geert Hofstede at the AIB's 1998 Annual Meeting in Vienna, Austria. Mary Yoko Brannen is an Associate Professor of International Business at the San José State University's College of Business and an Associate Professor of Executive Education at the University of Michigan Business School.*

## JUST OFF THE PRESS

# MEMBERS ON THE MOVE

**MARY YOKO BRANNEN**, Associate Professor of Executive Education at the University of Michigan Business School, joined the International Business group at the San Jose State University's College of Business as an Associate Professor.

**HARRY G. HARRIS**, Visiting Professor at the University of California, Davis, traveled to Vietnam, Hanoi, and Ho Chi Minh City in November and gave a series of speeches and lectures on globalization, transitional economies, and managerial issues in the Pacific Rim nations. Harry also traveled to China and Hong Kong to consult on the Asian financial crisis with banking and consumer-based enterprises.

**GORDON E. MIRACLE** became Professor of Advertising Emeritus on January 1, 1999, after more than 40 years of university teaching, research, and service (including his last 32 years at Michigan State University). He taught a two-week seminar in International Advertising and Marketing Communication at the Università Cattolica del Sacro Cuore in Milan, Italy, on February 1999. During his "working retirement," he will continue to teach short courses, research, write, and work with the International Advertising Business.

**MIKE W. PENG**, a former faculty member at the University of Hawaii and the Chinese University of Hong Kong, joined Ohio State University's Fisher College of Business as an Assistant Professor of Management in January.

**SRINIVAS (BEN) PRASAD**, whose present focus is on large banking/financial firms, is researching *Multinationals: Histories and Theories* during his Spring research leave.

**LLOYD RUSSOW**'s "Everything International" (<http://ib.philacol.edu/ib/russow.html>) was ranked in the *Top 5 of the Ten Best International Trade Websites* by Lycos, the Internet search engine.

**CHRIS BREWSTER** and **HILARY HARRIS** of Cranfield University published *International HRM: Contemporary Issues in Europe* (1998), "a stimulating read" which illuminates Human Resource Management issues and debates on globalization vs. localization, management of rewards, and performance appraisal. To order, call **01264 342939**, fax **01264 343005**, or visit [www.routledge.com](http://www.routledge.com).

**FAROK J. CONTRACTOR** and **SUMIT K. KUNDU** published "*Franchising Versus Company-Run Operations: Modal Choice in the Global Hotel Sector*" in the *Journal of International Marketing* (Vol. 6, No. 2, 1998) and wrote *Economic Transformation in Emerging Countries: The Role of Investment, Trade, and Finance* (Oxford, 1998).

**USHA C. V. HALEY**, Associate Professor at the School of Management, New Jersey Institute of Technology, edited *Strategic Management in the Asia Pacific: Harnessing Regional and Organizational Change for Competitive Advantage* (Butterworth-Heinemann, Oxford, 1999), which draws on varied levels of analysis to explore strategies of change and responses to new and diverse pressures in the rapidly changing Asia Pacific.

**KARL J. MOORE**, Fellow of Templeton College, Oxford University and Professor at Erasmus University in the Netherlands and **DAVID LEWIS** published *Birth of the Multinational: 2000 Years of Ancient Business History*, which may be ordered through the Internet or the Copenhagen Business School Press.

**MIKE W. PENG**, Assistant Professor of Management at Ohio State University, published *Behind the Success and Failure of U.S. Export Intermediaries: Transactions, Agents, and Resources* (Westport, Conn. and London: Quorum Books). Voted in August 1996, as one of the top four best dissertations at the Cincinnati Academy of Management's Barry Richman Competition, the book is based on the doctoral dissertation Peng completed at the University of Washington. To order, call **1-800-225-5800** or visit [www.cob.ohio-state.edu/~mhr/peng](http://www.cob.ohio-state.edu/~mhr/peng).

**HELLMUT SCHUTTE** of INSEAD, Fontainebleau, published *Consumer Behaviour in Asia* (Macmillan, 1998). The book, which develops an alternative consumer behaviour theory for Asia and recommends modifications in the segmentation, positioning, and marketing mix for Asian markets. Along with his colleague, Philippe Lasserre, Schutte published a new version of *Strategies for Asia Pacific* (Macmillan, 1999), which is now available in paperback ([www.macmillan-press.co.uk](http://www.macmillan-press.co.uk)). Schutte also released a new case book, *Strategy and Management in Asia Pacific* (McGraw-Hill, 1999).

**GEORGE S. YIP**, Professor of Management Studies at the Judge Institute of University of Cambridge, wrote *Asian Advantage: Key Strategies for Winning in the Asia Pacific Region* (1998), which is published by Addison Wesley/Perseus Books and distributed by Harper Collins outside the USA. E-mail [roberta.clemens@harpercollins.com](mailto:roberta.clemens@harpercollins.com) or visit [www.amazon.com](http://www.amazon.com) for direct orders.



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## AIB-L MAILING LIST

The AIB-L, the AIB's e-mail mailing list, expands online offerings, provides greater connectivity between AIB members, and helps scholars locate resources and collaborators. AIB-L traffic is moderate (15 to 20 messages per week; about 1400 members subscribe to the list) and consists of AIB notices, conference and position announcements, and requests for research information and advice.

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## ODE / OWED TO **BILL OGRAM**

With the passing this month of Georgia State University Professor Emeritus **ERNEST W.(BILL) OGRAM, JR.**, the field of International Business and the AIB lost one of its founding fathers. An economics Ph.D. graduate of the University of Illinois, Bill joined the business faculty at Georgia State University (GSU) in 1959. His interest in International Business and Economics fostered his initial membership in the AEIB (Association for Education in International Business, the predecessor of today's AIB), and the creation (the following decade) of GSU's Institute of International Business – one of America's first tenure track faculty organizations in International Business. In short, Bill was international before international became cool!

Wild Bill's commitment to International Business and his hiring skills were impressive – as evidenced by his successive hiring and subsequent management of four young assistant professors who would serve as presidents of the AIB: John Daniels, Duane Kujawa, José de la Torre, and yours truly, Jeff Arpan. He also served, from 1970-1975, as the first editor of *JIBS* – the top-ranked academic journal in the field of International Business.

The AIB and the entire field of International Business owe a great deal to Bill Ogram. May he rest in peace. – *Jeff Arpan*

C A L L F O R P A P E R S

7TH ANNUAL CONFERENCE  
**MARKETING STRATEGIES**  
**FOR CENTRAL & EASTERN EUROPE**  
VIENNA, AUSTRIA  
DECEMBER 1-3, 1999

A primary goal of the conference is to promote an international dialogue between decision makers, business and government leaders from Central, Eastern, and Western European countries. The conference will contribute to the theory of global marketing and present information about the process of economic transformation in Eastern Europe and the stimulation of entrepreneurial activity; in addition, management education issues will be addressed. A central question to be raised will be if, and eventually how, the concepts of marketing can be adapted for the cultivation of markets in economies undergoing transition.

- Transition progress on the macro and micro level in CEE
- Comparative analysis of conditions of market entry in CEE
- Market entry through exports versus market entry via capital investment
- Acquisitions as opposed to joint ventures in CEE
- Cultural conflicts and/or harmony of joint ventures
- Management and Corporate governance in CEE
- Consumer behavior and Marketing strategies to reach consumers in CEE
- Industrial marketing and organizational buying behavior in CEE
- Promotion/Advertising
- Distribution and logistical strategies
- Pricing and contractual policy
- Financial strategies for opening Eastern European markets
- Legal and tax issues
- Central and Eastern Europe's role and its future in the EU
- Case studies of experiences by western firms in CEE
- Case studies of experiences of CEE companies in the process of transition

Abstracts of the papers, in English, should be received by **August 31, 1999**. The final papers must be ready by **October 31, 1999**. To send abstracts or request more information, contact either of the conference sponsors:

Univ. Prof. Dr. Reiner Springer  
Wirtschaftsuniversität, Vienna, Austria  
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Chicago, Illinois, USA  
Tel: (312) 362-8811  
Fax: (312) 362-5647  
E-mail: pchadrab@wppost.depaul.edu

Proceedings of the 6TH ANNUAL CONFERENCE ON MARKETING STRATEGIES FOR CENTRAL & EASTERN EUROPE VIENNA, AUSTRIA, DECEMBER 2-4, 1998 can be ordered through the above conference sponsors or via the e-mail address, **Gertrude.Seidelmann@wu-wien.ac.at**.

## CALL FOR PAPERS

### THIRD INTERNATIONAL SYMPOSIUM ON MULTINATIONAL BUSINESS MANAGEMENT **THE 21ST CENTURY GLOBAL CORPORATION** NANJING, CHINA DECEMBER 10-12, 1999

The School of International Business in Nanjing University, China, and the University of Nebraska at Omaha College of Business Administration invite papers for the Third International Symposium on Multinational Business Management.

Global competition is a compelling reality facing firms and government today. Both executives and administrators must increasingly take a world view of their organizations and businesses, thinking and acting like global business leaders.

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*Who should participate:* Scholars, CEOs, and Government Officials

*Deadline for paper abstract:* **May 15, 1999**

*Deadline for full paper submission:* **September 1, 1999**

*Registration Fee:* US\$350 for each participant (early bird rate: US\$300 – before September 1, 1999)

*Accommodations:* The organizer will assist participants in reserving hotel accommodations at the conference rate

#### CONTACT INFORMATION FOR COMPLETE SUBMISSION RULES

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*Nanjing 210093 P.R. China*

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C A L L F O R P A P E R S

## INTERNATIONAL BUSINESS AND THE GLOBAL SERVICES ECONOMY

- Trends in Global Financial Services
- MNC responses to Contagion in Global Financial Markets
- MNCs and the Impact of the Single European Currency
- Global Risk Management
- The Internationalization of Non-Financial Services
- The Internationalization Process and Emerging and Transitional Economies
- Knowledge Creation and Transfer
- International Business Networks
- Coalitions and Strategic Management
- HQ - Subsidiary Relationships
- Cross-cultural Management and HRM
- International Business on the Internet
- International Marketing Strategies
- Foreign Market Entry and Development
- The Millenium Bug

Competitive and workshop papers on the above topics, other International Business themes, and suggestions for panel sessions should be submitted by **September 17, 1999**.

For full details regarding submission of papers, see the conference website at [www.sm.umist.ac.uk/eiba99](http://www.sm.umist.ac.uk/eiba99) or e-mail [eiba99@umist.ac.uk](mailto:eiba99@umist.ac.uk).

## AMERICAN SOCIETY FOR COMPETITIVENESS

C A L L F O R P A P E R S

1999 ANNUAL CONFERENCE ON  
COMPETITIVENESS IN THE 21st CENTURY  
Atlanta, Georgia ● October 1999

The Tenth Annual Conference on Competitiveness in the 21st Century will be held in Atlanta, Georgia on **October 21-23, 1999**. The conference will bring together leaders from business, government, and academia to share and discuss ideas, reflect on experiences and approaches, and strengthen the spirit of cooperation and collaboration for improved competitiveness. The conference will concentrate on the elements of success in the global economy. Papers dealing with national, regional, and global strategies related to the themes suggested below are welcome. Panels and symposia that highlight emerging theories, cutting-edge research or best corporate practices are also sought. Special consideration will be given to papers, abstracts, and symposia proposals that facilitate exchange between scholars and practitioners. In addition, proposals for panels will be considered. Papers related, *but not limited*, to the following topics are sought:

- Global Competition
- Business Regulation
- Maneuvering for Competitive Advantage
- Competing in Dynamic Global Industries
- Workforce Issues in a Global Context
- Public Affairs and Corporate Communications

Selected papers will be published in the annual research journal, *Global Competitiveness*. Highly competitive papers may be invited for publication in one of the journals of the Society, *Advances in Competitiveness Research* and *Competitiveness Review*. The deadline for the receipt of submitted papers is **June 25, 1999**. To facilitate the blind peer review process, the first page should include: Title of paper, authors' name(s), institutional affiliation(s), and phone and fax number(s). The second page should repeat the paper title but contain no information which would identify author or institution. Publication style guidelines of the American Psychological Association should be used. Please send four copies of the paper, abstract or symposium proposal to:

Aleta Best, Academic Program Chair  
Department of Management  
University of Massachusetts Dartmouth  
285 Old Westport Road  
North Dartmouth, Massachusetts 02747

Tel: 508-999-8409  
Fax: 508-999-8776  
E-mail: [abest@umassd.edu](mailto:abest@umassd.edu)

# ASSOCIATION FOR GLOBAL BUSINESS

The 1999 Annual Conference of the Association for Global Business will be held in Las Vegas, Nevada, on **November 18-22, 1999**. We invite all academicians, business professionals, and others with an interest in global business enterprises to attend. Papers describing results of recent research are solicited for presentation at the meeting. All topics in business disciplines (accounting, finance, International Business, management, and marketing), economics, management information systems and computer science, political science, and global strategies are appropriate. We also need session chairpersons and we encourage you to convene panel discussions. Submit four (4) copies of your complete paper or a four (4) page abstract, along with your e-mail address to expedite the acknowledgment and acceptance process. Selected papers that are presented will be published in the ***Current Research in Global Business***. Preference for publication will be given to complete papers. The deadline for submission of papers or proposals is **May 15, 1999**. Send all correspondence to:

*Professor Tansu Barker  
AGB VP and Program Director  
Brock University, Faculty of Business  
St. Catharines, Ontario, Canada L2S 3A1*

Tel: (905) 688-5550 Ext. 3440  
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## JOURNAL OF GLOBAL BUSINESS

The journal invites authors from the business, government, and academic communities to contribute articles on domestic or International Business topics for possible publication in upcoming issues. *JGB* accepts manuscripts from a wide variety of disciplines employing may different styles of writing. Articles from all major disciplines of business and global strategies are appropriate. Related political science topics are welcome. Submit four (4) copies of the original paper, the submission fee (AGB members US\$20, nonmembers US\$40) and a self-addressed, stamped postcard to acknowledge the receipt of the manuscript. Address all manuscripts and editorial correspondence to:

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## 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 section. Send your professional accomplishments, book publications, promotions, and honors received, to:

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GLOBALIZATION, ECONOMIC REFORMS, AND DEVELOPMENT IN THE

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An international meeting on the above subject will be held at Sydney, Australia on **July 5-7, 1999**. It is sponsored by the State University of New York at Binghamton and University of Western Sydney, Macarthur. Topics related to the Asian Crisis, Shift in Global Manufacturing, Investment and Trade, Ethics, Governance and Accountability, International Trade Reform, Labor Market Reforms, Strategies for Growth, Environmental Repercussions, Role of Financial and Development Institutions, Regional Impacts, Conflicts and Arms Spending, etc. will be covered. Persons interested in participating must send (1) complete address, (2) one-page abstract of the paper, (3) US\$100 registration fee payable to University of Western Sydney - Macarthur.

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School of Management, Binghamton University  
PO Box 6015  
Binghamton, NY 13902-6015*

Tel: (607) 777-2475  
Fax: (607) 777-4422  
E-mail: [mchatter@binghamton.edu](mailto:mchatter@binghamton.edu)

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Tel: 0246 203403  
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E-mail: [P.Gangopadhyay@uws.edu.au](mailto:P.Gangopadhyay@uws.edu.au)

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THE THIRTEENTH ANNUAL

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**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. Additionally, a Ph.D. candidate may be nominated to receive membership and registration at the meeting provided he or she commits to attend the Doctoral Consortium. Each participating institution will be recognized once a year in both the *AIB Newsletter* and the Annual Meeting program.

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*Our institution nominates the following two individuals to attend the AIB's Annual Meeting in Charleston, South Carolina, on November 20-23, 1999.*

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