



# AIB Newsletter

VOL. 6, No. 1

FIRST QUARTER 2000

## 2000 in Phoenix

**Going to Phoenix?  
Get all the  
information and  
registration  
materials in the  
enclosed meeting  
brochure.**

**Look for the most  
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Web site.**

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*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, AIB Administrator, 2404 Maile Way, University of Hawai'i, CBA C-306, Honolulu, Hawai'i 96822 USA • Tel: (808) 956-3665 • Fax: (808) 956-3261 • E-mail: [aib@cba.hawaii.edu](mailto:aib@cba.hawaii.edu) • [www.hawaii.edu/aib/](http://www.hawaii.edu/aib/) • Newsletter Staff: Eric Fong and June Yago • Copyright © 2000 Academy of International Business

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**C**ome experience the Valley of the Sun in dazzling Arizona while attending the 2000 AIB Annual Meeting in Phoenix. Typical Phoenix weather in November brings an average high of 82 degrees (28 degrees celsius) and an average low of 51 degrees (10.5 degrees celsius). Average precipitation is noted to be around 0.66 inches (1.57cm).

The conference site, Tapatio Cliffs Pointe Hilton Resort offers some of the finest panoramic views in the Valley of the Sun from one of its many restaurants, Different Pointe of View. The Cliffs is nestled amid 8,000 acres of desert mountain preserve, with easy access to



*Unique rock formation in Sedona, Arizona*

Scottsdale and downtown Phoenix. Other nearby facilities and points of interest conference participants can enjoy are the Arizona Center, Phoenix Zoo, Desert Botanical Gardens, Heritage Square, Heard Museum, Rawhide, and Phoenix Art Museum.

Program Chair S. Tamer Cavusgil has assembled an interesting array of sessions for the meeting. Highlights of the conference include a doctoral consortium, junior faculty consortium and a gala event put on by our host school, Thunderbird, The

*...continued on page 10*

### 2000 Meeting Dates

The 2000 Annual Meeting of the Academy of International Business will be held in Phoenix, Arizona from November 17-20, 2000, at the Tapatio Cliffs Pointe Hilton Resort.

Thunderbird, The American Graduate School of International Management will be our host school.

Prospective attendees should note that the conference will take place prior to one of America's busiest air travel periods (the weekend before Thanksgiving) and at one of the most popular tourist destinations in the United States. **Reserve your flights ahead of time for your preferred dates of travel.**

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The Anderson School at UCLA

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Seoul National University

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Rajib Sanyal, Chair  
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### -Southeast USA Chapter-

Robert D. Goddard, III, Chair  
Appalachian State University

### -Southwest USA Chapter-

Michael Landeck  
Texas A&M International University

### -Western USA Chapter-

"Ram" Sundaresan Ram, Chair  
Thunderbird

### -Chile Chapter-

Carlos Fuentes, Chair  
Universidad Gabriela Mistral

## JOURNAL OF INTERNATIONAL BUSINESS STUDIES

Thomas L. Brewer, Editor  
Copenhagen Business School

Catherine Langlois, Deputy Editor  
Georgetown University

# DEAR COLLEAGUES

The AIB Executive Board has launched a number of initiatives derived from intensive discussions held at their retreat last November. Coinciding with our Charleston meeting, we invited a cross-section of members from different countries, schools and fields to meet for two days and explore the future role of the Academy and the value it provides its members. As I wrote to you in one of my earlier letters, we felt we were at a crossroads that called for a re-examination of the principles and services that characterize our organization. We need to re-orient our focus and energies in order to enhance the AIB's contributions to our members' professional goals.

The meeting was extremely frank and productive. From the many initiatives proposed emerged a subset that called for immediate attention and effort. I would like to share those ideas with you and invite your input and comments.

First, we felt we needed a new mission statement that focused on what we really value in our organization while providing us with a challenge to excel in our performance. After considerable debate, we emerged with the following statement that requires thought and consideration by all of us:

*The Academy of International Business is the leading community of scholars for the creation and dissemination of knowledge about international business and policy issues, which transcend the boundaries of single academic disciplines and managerial functions to enhance business education and practice.*

Second, we are particularly concerned about our lack of diversity. In spite of being a global organization, over 62% of our members work and live in North America. Our organization is severely underrepresented in important areas of the world. For example, the whole of Asia accounts for only 12.5% of our membership. And if we exclude the three largest

national groups (Japan, Korea and Hong Kong), the rest of Asia accounts for barely 3.3% of the membership. Worse yet is our situation in other regions: Latin America (1.4%), the Middle East (1.3%) and Africa (0.8%). We believe that such a situation is unsustainable, particularly when we consider that there are vibrant academic communities in many of these countries who have much to contribute to our scholarship.

The AIB has been said to behave like a 1950s-vintage multinational company: over-centralized, ethnocentric and slow to respond to the challenge of globalization. It is difficult for many foreign scholars to participate in our meetings, and the growth and success of independent regional associations are evidence of the growing interest in international business that is not being met by us.

Therefore, the Board has appointed a taskforce to examine ways in which we can revitalize our regional and national chapters, as well as explore possible alliances with other organizations that have similar goals, such as the EIBA, JAIBS, KAIB, and ANZIBA. Under the chairmanship of Dong-Sung Cho, the taskforce includes Carlos Fuentes, Tom Murtha, Stephen Nicholas, Masataka Ota, Lloyd Russow, Danny van den Bulcke, and Udo Zander. Notice the wide global representation. I will join this taskforce as well, and we hope to have some concrete proposals to present to you by our next meeting in Phoenix.

Third, it is clear that the Internet era will have a remarkable impact on all organizations, including professional groups such as ours. Our group felt that the time has come for the AIB to examine how we can use this new tool to enhance the services we offer our members. For example, it should be possible to provide electronic access to JIBS articles, working papers from our members, papers presented at regional conferences, dissertation abstracts,

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JOSÉ DE LA TORRE  
AIB PRESIDENT

## **Proposed Mission Statement**

*The Academy of International Business is the leading community of scholars for the creation and dissemination of knowledge about international business and policy issues, which transcend the boundaries of single academic disciplines and managerial functions to enhance business education and practice.*

Please e-mail your comments regarding the above mission statement to aib@cba.hawaii.edu with the subject "mission statement" or fax them to 808-956-3261. The comments will be compiled and presented to the Executive Board at the Spring board meeting this May. Comments received by May 1 will be included.

chapter newsletters, course syllabi, and other material at practically no cost to all who may wish to consult them. In addition, we may wish to organize a job exchange for visitors and or permanent positions, chat rooms structured by special interests, and pedagogical activities involving multiple universities through this medium. The opportunities are nearly limitless, and we must seize the initiative.

In order to help us establish priorities in this area and focus on a few of these initiatives, a second taskforce chaired by Stefanie Lenway was established. It currently includes Tom Brewer, Tamer Cavusgil, Laurel King, Dick Moxon, Yoshihiro Oishi, Lloyd Russow, and Jim Wills.

**Finally**, I have some wonderful news about potential sources of funds to help us implement whatever conclusions emerge from these taskforces. The Fellows of the AIB have agreed to begin a process of fundraising that may translate into significant financial support for things such as travel grants for scholars from under-represented countries and regions to attend our annual meetings. In addition, the Association of CIBERs has agreed in principle to help us fund whatever investments in technology may be required as a result of these initiatives. We are most grateful and optimistic about these developments.

But in order to succeed, we must hear from you. Please let us have your inputs in the form of commentaries on any of these subjects, or you may wish to volunteer to participate in some aspect of the taskforces' debate. We welcome and need your inputs. Please contact Laurel King at the AIB secretariat with any suggestions or ideas.

In the meantime, let me send you our warmest wishes for a wonderful new century, a truly global one in which all of us will benefit from our AIB affiliation.



José de la Torre  
AIB President

## **2000 AWARD NOMINATIONS**

The AIB Fellows request nominations for the 2000 "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, 2000**, to the Chair of the Search Committee at the following address:

*Peter J. Buckley  
Leeds Business School  
University of Leeds  
ESS Building  
Leeds, West Yorks  
LS2 9JT  
UK*

*E-mail: pjb@lubs.leeds.ac.uk*

## **2000 ELECTIONS**

The AIB Executive Board nominations are being compiled, and the ballots will be mailed to all AIB members in the next month. Please be sure to complete your ballot correctly and return it to the AIB Executive Secretariat in time to be counted. Our current executive board, listed at the top left of page two, will be in office through 2000. The new board will be taking over their responsibilities in January 2001.

## **Adopt-a-Library**

We would like to thank those generous members that supported our Adopt-a-Library program when renewing their membership. 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 USA



## Members on the Move

**VICTOR CHILDERS**, of the Kelley School of Business at the Indiana University, was in Vietnam from October 13 to November 8, 1999. He was teaching at the National Economics University in Hanoi.

**ALEX CHRISTOFIDES** is the new Dean of Development and MBA Programs at Intercollege, the largest provider of accredited private tertiary education programs in the Republic of Cyprus. Professor Christofides assumed his new duties on December 1, 1999, following a 9-year period as Russia country manager for an investment banking consortium.

**STEVEN GLOBERMAN** resigned from the Simon Fraser University in July 1999 to accept the position as Director of the Center for International Business at the College of Business and Economics at Western Washington University.

**HARRY G. HARRIS**, Visiting Professor at the University of California, Davis, traveled to Malaysia in October for programs organized by the State Department. He presented a series of speeches and lectures on globalization and change management at business enterprises, government ministries and universities. In November, Harry was also invited by the International Institute for Economic Studies (IIES), Toyota Corporation's global research unit in Tokyo, to participate in a symposium on Japanese strategic business issues for the new millennium.

**NEIL HOOD**, Professor of Business Policy at the University of Strathclyde in Glasgow, UK, was made a Commander of the British Empire for his services to business and economic development. Later this year, Professor Hood CBE will attend a ceremony at Buckingham Palace, to receive his award from the Queen.

**ERNST NEULAND**, immediate past Chairperson of the South Africa Chapter of the AIB, has taken up a position of Professor in International Business in the Department of Business Management at the University of South Africa in Pretoria from the beginning of the year 2000, after several years with the University of Pretoria. Ernst can be contacted at: ewneuland@mweb.co.za.

**KIM SJOSTROM** is arranging an international research meeting: *The 1st World Symposium on Logistics in Forest Sector*; May 15-16 in Helsinki, Finland. For more details about the symposium and the organization behind it, please visit <http://honeybee.helsinki.fi/logistics/> and <http://www.egroups.com/group/logistics-forest/fullinfo.html>.

**HIROSHI TANAKA**, Professor of marketing at the Graduate School of Business Administration, Hosei University in Tokyo, has received a \$270,000 research fund from the Japan ministry of Health and Welfare. The aim is to conduct research for the AIDS campaign for the Japanese Government in 2000. He can be contacted by e-mail at [tanaka\\_hiroshi@hotmail.com](mailto:tanaka_hiroshi@hotmail.com).

**HANS B. THORELLI**, of Indiana University, had four professional trips to Europe last year. In April, he spent a week in Vienna to jump start his INTOPIA simulation at the Wirtschafts-Universitaet Wien. In June, he participated in the Indiana International Business Forum at St. Gallen and gave a faculty seminar there as in Basel and Zurich. In July, he gave a seminar on INTOPIA at the International Organization Behavior Teaching Conference, at Bocconi University, Milano. In the fall, he gave a one-month course on international business around INTOPIA at the Wirtschafts Hochschule Fuer Unternehmungs fuerung at Koblenz, Germany.

## JUST OFF THE PRESS



**RAJEEV BATRA**, of the Davidson Institute/Business School at the University of Michigan, Ann Arbor, recently edited a book on *Marketing Issues in Transitional Economics* (Kluwer Academic Publishers, ISBN: 0-7923-8498-9). Contributors include Russ Belk, David Tse, Bernd Schmitt, Jan-Benedict E.M. Steenkamp, Rohit Deshpande, John Farley, Yigang Pan, Niraj Dawar, Erich Joachimsthaler, Youjue Yi, Ron Savitt, Patricia Huddleston, Debra Dahab, Lalita Manrai, Louisa Ha, and others. Topics include Consumer Behavior, Market Orientation in Firms, Distribution Challenges, Branding Issues, and Market Entry Issues. Visit the Web site at <http://www.wkap.nl/book.html/0-7923-8498-9> for content and ordering information.

**CHRIS BREWSTER**, of the Cranfield School of Management, United Kingdom, announces *New Challenges for European Human Resource Management* (Also edited by Wolfgang Mayrhofer and Michael Morley; Macmillan Business, ISBN: 0-333-74965-0). This book focuses on new developments through specific themes, providing a truly European approach written by a range of experts drawing on common European survey. To order, please contact Macmillan Business. Tel: +44 (0) 1256-302708, Fax: +44 (0) 1256-330688 or visit the Web site at <http://www.macmillan-press.co.uk>.

**PETER J. BUCKLEY**, of Leeds University, and **PERVEZ N. GHAURI**, of the University of Groningen have edited and announce *The Global Challenge for Multinational Enterprises* (Elsevier Science, ISBN: 0-0804-3584-X). This book examines the relationship between multinational firms and emerging markets, a relationship which has changed profoundly in the period from the 1950s to the late 1990s. For ordering information, please visit the book's homepage directly at <http://www.elsevier.com> or <http://www.elsevier.nl> (European mirror site).

**JERRY HAAR**, of the Dante B. Fascell North-South Center, University of Miami, is the co-editor of a new book entitled *Banking in North America: NAFTA and Beyond*. This book is published as part of Elsevier's series in International Business and Economics. The volume offers a comprehensive analysis of how the growth and expansion of global financial services have produced significant changes in the banking sector in North-America and worldwide and examines how they will continue to do so in the new millennium. To order, contact Elsevier Science at 888-437-4636, Fax: 212-633-3680, or e-mail: [usinfo@elsevier.com](mailto:usinfo@elsevier.com).

**NEIL HOOD** and **STEPHEN YOUNG**, Professors at the University of Strathclyde, Glasgow, UK, have edited a book entitled *The Globalization of Multinational Enterprise Activity and Economic Development* (Macmillan Press Ltd., UK. ISBN: 0-333-748816 and St. Martin's Press Inc., USA. ISBN: 0-312-22537-7). This book analyzes the ways in which the globalization of business and the growth of the multinational enterprise impact upon economic development and examines policy responses and initiatives at local, national and global levels. Presented by a range of distinguished international business scholars from a variety of disciplines, fresh perspectives are applied to corporate matters, to country issues and to policy perspectives.

**JOHAN HOUGH** and **ERNST W. NEULAND**, both Professors of International Business at the University of South Africa, have published a new book, *Global Business: Environments and Strategies. Managing for Global Competitive Advantage* (Cape Town: Oxford University Press Southern Africa (OUPSA), 2000). This basic undergraduate and introductory graduate level text has a distinct southern Africa flavor and includes examples and a number of cases related to southern Africa in general and South Africa in particular and is the very first of its kind to be written by South African authors. The book is scheduled to appear in mid-February 2000, and can be ordered from the publishers at Int'l Fax: +27-21-595-4431.

**ASEEM PRAKASH**, The George Washington University, announces his co-edited volume, *Globalization and Governance* (Routledge, ISBN: 0-415-21604-4). This is the first of three volumes co-edited by him (and Jeffrey A. Hart)

on this subject. This book examines the implications of globalization in terms of three questions. First, what is meant by governance in the study of international political economy? Second, how will the processes of globalization impact on governance? Third, what kinds of policy innovations at national level may be required to deal with the challenges of globalization? To order, call 1-800-634-7064, fax 1-800-248-4724.

**CAMILLE P. SCHUSTER**, of Xavier University in Ohio and **PHIL HARRIS** of the Manchester Metropolitan University, United Kingdom, have edited *Newer Insights into Marketing - Cross-Cultural and Cross-National Perspectives* (Haworth Press ISBN: 0-7890-0752-5). Through this book, marketers, market researchers and international business people will discover methods and strategies that take cultural identity into consideration when marketing products internationally. To order, please call the Haworth Press at 1-800-429-6784. For orders outside the USA and Canada, call 607-722-5857 or e-mail: [getinfo@haworthpressinc.com](mailto:getinfo@haworthpressinc.com)

**HANS B. THORELLI**, of Indiana University, announces the release of a Spanish version of the International Operations Simulation (INTOPIA) game. This includes a *Guia del Ejecutivo*, published by MARCOMBO in Barcelona, 08007 Spain at S.A. at Gran Via De Les Corts Catalanes, 594. Fax: +34933189339, Tel: +34933180079. The *Guia* is also available by e-mailing [thorelli@indiana.edu](mailto:thorelli@indiana.edu).

## *In Sympathy*

We express our condolences on the passing of the following AIB members. We extend our sympathies to their loved ones. They will be greatly missed by their colleagues in the AIB.

**LYLE JACOBSEN**

December 1999

Professor

**YUI KIMURA**

August 1999

Professor, Tsukuba University

**JOHN D. NICKS, JR.**

February 1999

Professor, Pepperdine University

**YASUICHIRO OHYAMA**

August 1999

Associate Professor, Rishso University

## NEW MEMBERS

*Members Joining from December 7, 1999 to March 7, 2000*

*Alexandre Ardichvili  
Nuray Atsan  
Michael L. Avery  
Clementina Barroso  
Marian A. Campbell  
Tong-Ying Chen  
Steve Clayborn  
Mary Conway Dato-on  
Gerard Danford  
Zoltan Daroczi  
Mark S. Dorfman  
Rian H.J. Drogendijk  
Ronald D. Engeldinger  
Scott R. Gallagher  
Vivek Gupta  
Abdellatif Hegazy  
Anna A. Kaleka  
Shahadat Khan  
Nora Knudsen  
Janalee M. Kosowski  
Olga Krokhina  
Michael Kutschker  
Bruce Henry Lambert  
Lee Wonsick Lee  
Leonardo Liberman Yaconi  
David J. Marzouca  
Floyd M. Mast  
Chris C. Meyer  
Philip D. Mosciski  
Roy C. Nelson  
Joseph Nowakowski  
Waltraut Ritter  
Henry H. Rodkin  
Jeffrey Sanchez-Burks  
Heru Satyanugraha  
Oswald T. Siu  
Sergei V. Skvortsov  
Woei Liang Soh  
Qingjiu Tao  
Sverre Tomassen  
Paivi Tossavainen  
Huime Wang  
Gang Xu*

## AIB-L LISTSERV

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.

### AIB-L QUICK REFERENCE

Send all commands (from an e-mail account that receives AIB-L postings) to [listproc@hawaii.edu](mailto:listproc@hawaii.edu).

#### To subscribe:

SUBSCRIBE AIB-L FIRST LAST

Replace FIRST and LAST with your first and last name. For example:

SUBSCRIBE AIB-L JENNY SHIMIZU

*This will help us find your account if you have any questions or problems.*

#### To unsubscribe:

UNSUBSCRIBE AIB-L

*Note that you do not include your name when issuing this command. You must send the message from the e-mail address that is subscribed to the list.*

#### To postpone:

SET AIB-L MAIL POSTPONE

*This command, which is useful if you are taking a vacation, will temporarily stop AIB-L mailings.*

#### To resume:

SET AIB-L MAIL ACK

*This reactivates your subscription after it's been postponed.*

#### To switch to digest mode:

SET AIB-L MAIL DIGEST

*This sends you weekly compilations of messages sent to AIB-L.*

#### To return to individual distribution:

SET AIB-L MAIL ACK

*This allows you to switch back to receiving postings as individual messages.*

#### For more help:

HELP

#### If it says you're not subscribed:

*If you get an error message (even though you've been receiving mail from AIB-L), chances are your e-mail address has changed or varies for some reason. Send an e-mail message containing the error message and any information about your old e-mail accounts to [ozawa@hawaii.edu](mailto:ozawa@hawaii.edu).*

## AIB NORTHEASTERN USA

### CHAPTER UPDATES

The AIB NE has elected a new chapter chair, Rajib Sanyal, to replace outgoing chair Lloyd Russow. Rajib can be contacted at [RSanyal@tcnj.edu](mailto:RSanyal@tcnj.edu)

The AIB-NE Web page is currently located at:

<http://www.tcnj.edu/~aib-ne/>

Also, the IBIndex of IB articles is now housed at the University of Toledo. With the help of Dr. Andrew Solocha, the interface between the Internet and the database has been upgraded. Visit the new site at:

<http://asolocha.utoledo.edu/aibindex>

## AIB SOUTHEAST ASIA

### CHAPTER CONFERENCE

JULY 23 - 26, 2000

HONG KONG SAR, P.R. CHINA

*Asian Turmoil: Challenges and Opportunities for Local and International Business in the Asia Pacific Region* will be held **July 23 - 26, 2000** in Hong Kong SAR, People's Republic of China. Sponsored by the City University of Hong Kong.

The Academy of International Business Southeast Asia Region (AIBSEAR) invites your participation and contribution to its 2000 Annual Conference. The AIBSEAR conference of this year focuses on *Asian Turmoil: Challenges and Opportunities for Local and International Business in the Asia Pacific Region*. The full call for papers is available online at:

<http://www.hawaii.edu/aib/resource>

Conference Registration fee is US\$300 for AIB members and US\$368 for non-AIB members. For further information, inquiries and submission guidelines, please contact:

*Conference Secretary:*

*Miss Annie J. Zhang*

*Chinese Management Research Centre*

*Faculty of Business*

*City University of Hong Kong*

*Tat Chee Avenue, Kowloon, Hong Kong*

*Tel: (852) 2784-4713 Fax: (852) 2784-4271*

*E-mail: mkzjing@cityu.edu.hk*

*Conference Chairman:*

*Professor Oliver H.M. Yau*

*Associate Dean - Faculty of Business*

*City University of Hong Kong*

*Tat Chee Avenue, Kowloon, Hong Kong*

*Tel: (852) 2788-7888 Fax: (852) 2788-7182*

*E-mail: mkyau@cityu.edu.hk*

## AIB WESTERN USA

### CHAPTER CONFERENCE

SEPTEMBER 14-16, 2000

SAN DIEGO, CALIFORNIA

The annual meeting of the AIB Western Region will be held on the campus of Point Loma Nazarene University in San Diego, California, **September 14, 15 and 16**. Meeting on the bluffs overlooking the Pacific towards Asia and south to Mexico and Latin America, participants and papers will focus on the role of International Business in a globally-integrated world.

For registration information, please contact:

*Anthony J. Avalone*

*Professor of Business*

*Dept. of Accountancy, Business, and Economics*

*Point Loma Nazarene University*

*San Diego, CA 92106*

*Tel: (619) 849-2622 Fax: (619) 849-2691*

*E-mail: anthonyavallone@ptloma.edu*



Some of the participants in the 1999 AIB-Western Chapter Conference hosted by the Eberhardt School of Business, University of Pacific. The conference was held **September 17-18, 1999**. (From left to right:) **Anthony J. Avalone, Jr.** - Point Loma Nazarene University, **Herb Johnson** - Nova Southeastern University, **David M. Hunt** - University of Southern Mississippi, **Paul L. Frantz** - California State University, Long Beach, **Niels G. Noorderhaven** - Tilburg University, **Shekhar Misra** - California State University, Chico, **David Blenkhorn** - Wilfrid Laurier University, **Steven McGuire** - University of London, **Jason X. Duan** - Midwestern State University, **Sung-Jin Hong** - Korea University, **Georgine M. Kryda** - University of the Pacific, Conference Chair.

# Excerpts from Ray Vernon's Thoughts in *JIBS*

compiled by Jean Boddewyn

**E**ach one of the four *JIBS* issues in 1994 included an article-length set of personal reflections by early leaders of our field regarding their teaching and research. Besides John Fayerweather, Richard D. Robinson and Michael Brooke, there was Raymond Vernon's account of his contribution to developing an IB curriculum at the Harvard Business School after 1959:

"It did not take me long to realize that there were at least three distinctive areas that fell loosely under the rubric of international business, each responsive to a different set of business needs and each drawing on a different set of concepts. One such area consisted of the relatively familiar problems that national enterprises faced in the conduct of their trade with foreign countries. Another was made up of the problems that managers in the headquarters of multinational enterprises faced in their efforts to preside over an international network. And a third area consisted of comparative business practices in foreign countries, to respond to the needs of students who planned to spend their business lives in Argentina or Nigeria or India or Japan . . .

My efforts to contribute to the field of international business, when seen in retrospect, seem to have reflected an intuitive appreciation of where my comparative advantage lay. Recall the three areas in which I had chosen to classify the international business domain: international trade and payments, the multinational enterprise, and comparative national business systems. I knew something about the first; I could not fail to take note of the second; and I was in no position to say very much about the third. The optimal response was obvious: teach the first, research the second, and rely on others to pursue the third. That relative emphasis pretty well describes the way in which I distributed my research time at HBS over two decades . . .

Most of my colleagues, according to my interpretation, were sufficiently taken with the power of their respective specialties to believe that its principles were valid throughout the business universe, irrespective of the di-

verse conditions offered around the globe. Indeed, as one or two expressed it, only those concepts that had certifiable validity under all conditions, such as the concepts of substitution elasticity, a linear program, or a prisoner's dilemma, represented a legitimate part of their curriculum. If the concepts they were teaching needed a little supplementing in order to be applied to the circumstances of Japan or China, that activity could be left largely to sociologists or to instructors in international business. Presiding over the international area, therefore, my job was simply to place a little gilt on the verdant lilies that already flourished in the business curriculum . . .



The freedom that I had in the early 1960s to shape the content of my international business courses at the Harvard Business School inevitably had a price. Happily, I could teach what I liked; but at the same time I could exert little or no influence over the content of other courses at the School, such as marketing and finance.

In this respect, however, I was in a position not unlike that of the international vice president in many U.S.-based multinational enterprises during that same period. In the decade immediately following World War II, almost without effort or plan, various U.S. manufacturing firms found themselves developing an export market in Europe and Latin America. To deal with this unexpected development, such firms commonly recruited an export manager from outside their ranks, with such atypical arcane knowledge of customs and shipping requirements of foreign countries, and a knowledge of what one can do to convert guilders or krone into real money. The basic function of the export manager at that stage was simply to assist the various product managers by adding marginally to their sales, while the managers continued to rivet their attention on the U.S. market . . . Ultimately, the growing responsibilities of the export manager meant that he (rarely she) could no longer be denied a rank equal to that of the product managers. Like me, the elevated export manager had lots of autonomy; and, like me, he lacked the power to shape the activities of the rest of the enterprise, including its research and development plans, its product designs,

and its logistical networks . . .

Anyone familiar with the teachings of Machiavelli could have predicted the responses of the barons at headquarters to the increased influence of the outsider in their midst. A common response was to establish worldwide product divisions, and in the process to render the international division superfluous; the international vice president was rewarded for his success by being elevated from line to staff, and from there to early retirement.

Meanwhile, back at the HBS Ranch, these developments were being studied with the greatest interest. When in the late 1960s, therefore, the Dean of the Business School proposed to me the abolition of the international business area, it seemed to me a reasonable and logical step. Thenceforth, according to the proposed plan, the various functional areas would internationalize their respective curricula. And to ensure that the shift occurred, the handful of faculty members associated with the international business area would be distributed strategically among the various functional areas.

With hindsight, it seems evident to me that the shift came too early by a decade or two . . .

The parallel between what was happening in the structures of multinational enterprises and what was developing in the structure of the Harvard Business School continued into the 1970s. Among U.S.-based multinational enterprises, a period of organizational indigestion commonly followed the shift to global product divisions. However successful a product manager may have been in the U.S. market, his or her training in economics or engineering or English in a solid Midwestern university does not help very much in dealing with cruzeiros, import licenses, baksheesh, or revolution; nor could the typical manager be persuaded to devote very much effort to the mastery of these exotic subjects so long as the markets involved were no bigger than that in the state of Arizona . . .

Something like the same problems could be seen in the teaching of international business at Harvard. With hindsight, the hope that the erstwhile faculty members from the liquidated international business area could exert much influence over the curricula of their new colleagues appears to have been grossly inflated; it would take much

time and effort before influences of that sort could have much visible effect. Worse still, the chances were always very low that the functional areas, when filling the occasional vacancies in their ranks, would place much emphasis on candidates with strong international interests. It is an Iron Law of Faculty Recruitment that faculties, when left to themselves, replenish their ranks in their own collective image. So colonizing each of the functional areas with an international body or two promised very meager results in the medium term . . .

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**“For an academic institution, a twenty-year lag between the discovery of new facts and a change in curriculum is not all that bad; the social sciences commonly do less well. So we can count our blessings”**

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Viewing the Business School at Harvard from my distant perch across the river, however, I get a sense that the world is now demanding and getting some of the attention it ought to have gotten twenty years earlier in the business curriculum . . . For an academic institution, a twenty-year lag between the discovery of new facts and a change in curriculum is not all that bad; the social sciences commonly do less well. So we can count our blessings.

Still, I remain cautious about the future of international business, especially that part of the curriculum that deals with comparative national systems. In this area, the problem for the U.S.-based academic is almost

intractable. U.S. history, values and institutions continue inescapably to dominate our thinking and narrow our vision. A few among us can overcome that hurdle by specializing in the culture of a foreign country or two; but usually at such high opportunity costs as to limit our opportunities to study the global business environment. Despite that dilemma, more members of the American elite and more teachers of international business have acquired some passing familiarity with such structures as the chaebol, the keiretsu, and the grupo, have wrestled with the Chinese phenomenon of a socialist state promoting capitalist virtues, and have come to recognize that the world of business offers infinite variety. That is a beginning, but it may not be enough.”

*From: Raymond Vernon, “Contributing to an International Business Curriculum: An Approach From the Flank,” JIBS, 25 (2), 1994, pp. 215-227. This article was the second one in a series of four “Professional Lives in International Business.”*

...continued from page 1

American Graduate School of International Management.

The conference will kick off on Friday, November 17, with the Doctoral and Junior Faculty consortiums held at Thunderbird all day. The exhibits will open in the afternoon, with a Presidential Reception planned for later that evening.

On Saturday, November 18, the placement center, exhibits and concurrent sessions will run all day. The AIB Fellows Plenary will take place in the earlier part of the morning, with a poster session to follow.

Sunday, November 19 will have the placement center, concurrent sessions and exhibits all day. A Members' Meeting in the late afternoon will be followed by the gala event at the Heard Museum hosted by Thunderbird.

The last day of the conference, Monday, November 20, will again have the placement center and concurrent sessions running all day with an awards and recognition banquet starting at noon. The conference will conclude with an evening poster session with wine and cheese.

While at the meeting, other alternative hotel choices include the Hawthorn Suites and Embassy Suites. Both are located within 5 miles of the conference hotel and offer limited shuttle service. Car rental is highly recommended for those not staying at Tapatio Cliffs.

While in Arizona, visit one of the Seven Natural Wonders of the World, the wondrous Grand Canyon, 220 miles (354 kilometers) away from the conference site (about a 4 hour drive). Located entirely in northern Arizona, Grand Canyon National Park stretches for 277 miles (445 kilometers) of the Colorado River and adjacent uplands. Grand Canyon National Park is a World Heritage Site. The Grand Canyon itself ranges in elevation from 2,400 feet to over 7,000 feet above sea level. Witness stunning sunsets, a spectacular display of erosion and mother earth's natural beauty. The Grand Canyon is unmatched in the incomparable vistas it offers to visitors on the rim.

Many attractions and activities are located within the serene canyon. You'll find more to do at the Grand Canyon than just walking along the rim. Some of the activities available are air tours, jeep tours, horseback riding, national park hiking/camping, IMAX theater, canyon star, American dream tours, and a Native American Experience. The breathtaking beauty of the Grand Canyon is enjoyable for all that visit.

A visit to Phoenix offers an unforgettable southwestern experience. Come see for yourself while at the unforgettable 2000 AIB Annual Meeting in November.

## Arizona

The Southwest's wonderful weather and inviting sunshine make Arizona the perfect place to vacation or to live. Winter temperatures in the Phoenix area are mild, with cool mornings warming to pleasant afternoons. Summers are hot and dry. The Sonoran desert is the perfect backdrop for the Phoenix area's championship golf courses and first-class resorts. Northern Arizona's cooler climate, pine forests, ski resorts, and the spectacular Grand Canyon are three to four hours away by car. A half-day drive to the south passes through desert vegetation to the city of Tucson and the Mexican border, gateway to Latin America.



One of the magical sights of Sedona, Arizona

The Phoenix metropolitan area is the 7th largest city in America, attracting major corporations such as Motorola, Allied Signal, Honeywell, and the Dial Corporation. Arizona is also the home to professional hockey, football, basketball, and baseball teams. As you would expect from a city of this size, it is culturally rich, offering venues for operas, plays, symphonies, concerts, and numerous art galleries and museums. Arizona's diversity makes it a popular choice for business and pleasure alike.



## CALL FOR PAPERS

### • IMM NEW DELHI'S 28TH WORLD MARKETING CONGRESS

The Institute of Marketing & Management, New Delhi, will host their 28th World Marketing Congress on "Marketing Cooperation with South & East African Countries", **January 4-7, 2001** at Le Meridien Hotel, New Delhi. IMM (South Africa) is the Partner Institute for the Congress and the Congress has been endorsed by the Ministry of External Affairs, Government of India. Submission of papers that address the Congress theme are welcome. Please direct further inquiries to:

Professor Jagjit Singh, Ph.D.  
Executive President & Congress Convenor  
Institute of Marketing & Management  
Marketing Tower  
B-11, Qutab Institutional Area  
New Delhi, 110 016, INDIA  
Tel: 00-91-11-6524765 & 68; 6529712  
& 13; 4699224-5; 4697295; & 4690864  
Fax: 00-91-11-4692874, 6923768  
E-mail: immnd@nda.vsnl.net.in  
Web site: www.immindia.com  
Congress Web site:  
www.marketingcongress.com

### • ELECTRONIC COMMERCE AND GLOBAL BUSINESS CONFERENCE: BUILDING ELECTRONIC BRIDGES ACROSS NATIONS

**MAY 17-19 2000 SANTA CRUZ, CALIFORNIA**

A business-academic conference examining the impact of the internet and electronic commerce on the management of global businesses, sponsored jointly by the CIBERS at UCLA and the University of Washington, and Andersen Consulting. Papers and discussion of topics including strategy, marketing, organizational processes, supply chain

## CALL FOR PAPERS

management, country competitiveness and international regulation. The conference will be organized around six major themes: Regulating Global E-commerce, New E-Commerce Enterprises, The Internet and Organizational Processes in Multinational Corporations, Information and the Global Value Chain, Country/Regional Competitiveness in the Internet World, and Reaching Global Markets and Consumers.

For more information and/or registration form, please visit the conference web site at:

<http://www.globalecomm.org>.

## OTHER

### • MIT UNDERGRADUATE RESEARCH JOURNAL (MURJ)

The Massachusetts Institute of Technology (MIT) will be initiating a new journal of undergraduate research this year. The *MIT Undergraduate Research Journal (MURJ)* will be an entirely student-led non-profit publication circulating to over 15,000 professors and students at the Institute. Advertisements in MURJ will be viewed by a large group of technically-oriented individuals and proceeds will go directly to publication costs. For more information, please visit <http://web.mit.edu/murj/www/advertising.html>.

### • HOW IS FDI MEASURED?

(From: *The Exporter*, August 1999).

A new report by the OECD (<http://www.oecd.org>) and the International Monetary Fund (<http://www.imf.org>) - The Report on the Survey of Implementation of Methodological Standards discusses the methodology of the statistical measurement of FDI based on a survey of data collection methods and methodological standards for

## OTHER

96 countries. This is the first survey carried out since international standards of FDI data collection were agreed by these two organizations. Besides providing comprehensive information on FDI definition, data sources, collection and dissemination methods and methodological practices for FDI statistics, the report also focuses on major weaknesses in national FDI compilation systems. The full text of the report can be found at <http://www.oecd.org/daf/cmif/fdi/method.htm> (Acrobat Reader required).

### • EXPERIENCING ASIAN BUSINESS AND CULTURE IN HONG KONG/CHINA, THAILAND & SINGAPORE

Earn Three Credits and Meet International Business Leaders Face-to-Face in this condensed summer course. Credit may be earned at the graduate or undergraduate level. There are no prerequisites for this course. The course and 17-day tour will be led by Dr. David Ralston, Price Chair in International Business, University of Oklahoma, with the assistance of Dr. Robert Terpstra, University of Macau. The study-tour will begin in Hong Kong, Guangzhou and Shanghai China. It will move to Bangkok, Thailand and conclude in Singapore. The group will leave on May 26 and return June 11. The cost of the tour is \$2885, not including course registration. Completed applications should be submitted by **April 10, 2000**. For more information, please contact:

Dr. David A. Ralston  
University of Oklahoma, Tulsa  
700 N. Greenwood Avenue  
Tulsa, OK 74106  
Tel: 918-594-8226  
E-mail: dralston@ou.edu

*Please Note: miscellaneous position announcements are now posted exclusively on our Web site, at <http://www.hawaii.edu/aib>*

# The Third Facing East/Facing West Conference:

A Multidisciplinary Conference on North America's Relations with Asian/Pacific Countries

June 2-3, 2000

Kalamazoo, Michigan

## The Conference

This conference will provide a forum to discuss business, social, legal, economic, and political issues concerning North America's relations with Asian/Pacific countries. It is multidisciplinary and multicultural in nature. The conference is co-sponsored by Western Michigan University and the U.S. Department of Education.

## Call for Papers and Panel Proposals

The program committee welcomes proposals for papers, panel discussions or workshops on the following topics:

- Trade and Investment Issues
- Regional Integration Issues
- Asian Studies
- Business/Economic Issues
- Political Issues/Legal Issues
- Multicultural Issues
- Accounting/Finance Issues
- Transportation and Logistics Issues
- Labor/Health/Welfare Issues
- Marketing Issues
- Immigration/Emigration Issues
- Country-specific Issues

Each contributor must submit two typed, double-spaced copies of the paper, panel discussion or workshop proposal as soon as possible. Abstracts of papers presented will be published.

Selected papers may be considered for publication in the *Journal of Asia-Pacific Business*.

Please forward papers or proposals to:

**Professor Zahir Quraeshi or  
Professor Roger Tang**

Facing East/Facing West Conference  
Haworth College of Business  
Western Michigan University  
Kalamazoo, MI 49008  
FAX: (616) 387-5710  
Telephone: (616) 387-6093  
(616) 387-5247

E-mail:  
ZAHIR.QURAESHI@WMICH.EDU or  
ROGER.TANG@WMICH.EDU

[www.hcob.wmich.edu/conf/eastwestcall.html](http://www.hcob.wmich.edu/conf/eastwestcall.html)

## CALL FOR PAPERS

**8TH ANNUAL CONFERENCE ON MARKETING  
STRATEGIES FOR CENTRAL & EASTERN EUROPE  
VIENNA, AUSTRIA  
DECEMBER 13-15, 2000**

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. For further information please contact:

Univ. Prof. Dr. Reinger Springer  
Wirtschaftsuniversitat, Vienna, Austria  
Phone: 431-313364371  
FAX: 431-31336751  
Email: Reiner.Springer@wu-wien.ac.at

Dr. Petr Chadraba  
DePaul University, Kellstadt Center  
Chicago, Illinois U.S.A.  
Phone: 312.362.6889  
FAX: 312.362.5647  
Email: pchadrab@wppost.depaul.edu

**AMERICAN SOCIETY FOR COMPETITIVENESS (ASC)  
CALL FOR PAPERS  
2000 ANNUAL CONFERENCE ON  
GLOBALIZATION & THE CHANGING NATURE OF COMPETITION  
OCTOBER 5-7, 2000 ATLANTA, GEORGIA**

The eleventh Annual Conference on Globalization & The Changing Nature of Competition will be held in Atlanta, Georgia during **October 5-7, 2000**. The conference will bring together leaders from business, government, and academia to share and discuss ideas, to reflect on experiences and approaches, and to 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.

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

Accepted papers will be published in the annual research volume - Journal of Global Competitiveness. Highly competitive papers may be invited for publication in one of the journals of the Society -- *Advances in Competitiveness Research* or *Competitiveness Review*. The deadline for the receipt of submitted papers is **May 31, 2000**. To facilitate 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 should contain no information that 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:

*Prasath B. Nagendra  
Academic Program Chair  
Department of Management  
Eberly College of Business  
Indiana University of Pennsylvania (IUP)  
304-A ECB, 664 Pratt Drive  
Indiana, PA 15705  
E-mail: [nagendra@grove.iup.edu](mailto:nagendra@grove.iup.edu)  
Phone: 724-357-4880 Fax: 724-357-5743*



*Expect the extraordinary!*

**SUNY BROCKPORT**

The Department of Business Administration and Economics at SUNY Brockport is recruiting for a tenure track faculty position in International Business for fall 2000. A business-related Ph.D or ABD (in-hand by Fall 2000) with a major, focus of study, and/or substantial professional experiences strongly related to international business is required. Appointment will be at the Assistant Professor level and teaching responsibilities will include international business courses and other business topics consistent with academic preparation and professional experience.

Additional qualifications include: demonstrated student focus and effectiveness teaching college-level business courses, scholarly potential demonstrated by publications or high-quality work in progress and research plan, ability to teach in a multi-cultural environment and qualified to teach graduate-level courses, team oriented demeanor, strong work ethic and commitment to continuous improvement.

Faculty enjoy competitive pay and benefits, a collegial work environment, modern facilities, and a safe community with excellent schools. The College is located in a large and dynamic business community with an abundance of cultural and recreational attractions. Salary is competitive and is based on qualifications. For more information, visit our website

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Please send application including cover letter (addressing all qualifications listed above), vita, teaching evaluations, graduate transcripts, and 3 references to:

Mr. Richard D. Meade  
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**T TEMPLE UNIVERSITY**

Temple University, The Fox School of Business and Management, is seeking candidates for a full-time, tenure-track **Assistant** or **Associate Professor** of International Business/Strategy, starting in the Fall 2000. The Fox School has a major thrust in building a strong international business research and education program.

For more information, please contact:

**Professor Masaaki "Mike" Kotabe**

*Chair - Recruiting Committee*

*Temple University*

*The Fox School of Business and  
Management*

*The Institute of Global Management Studies*

*349 Speakman Hall (006-00)*

*Philadelphia, PA 19422, USA*

*Ph. 215-204-7704*

*Fax. 215-204-8029*

*E-mail. [mkotabe@sbm.temple.edu](mailto:mkotabe@sbm.temple.edu)*

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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:

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**Laurel King, AIB Administrator**

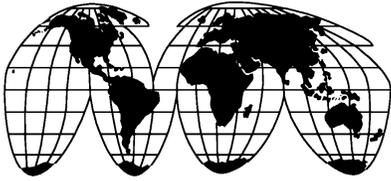
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- Quarter 3: *August 1*
- Quarter 4: *November 1*

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