Navigating global business:
Four Robinson alums show the way
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To the rescue –
Elena Bargo in Haiti
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A WORLDWIDE QUEST FOR TALENT

Dear Alumni and Friends,

In today’s world the exporting of talent has become universal. No longer is the CEO of a company necessarily from the country where that organization is headquartered. Neville Isdell, recently retired chairman and CEO of The Coca-Cola Company, was born in Ireland and started his Coca-Cola career in Zambia. Carlos Ghosn is CEO of Renault of France and Nissan of Japan, but is from Brazil. Robinson alumna Sherry Hwang, president of Pyramid Systems in Virginia, was born in Taiwan. This trend is not confined to the top level. Talented managers throughout an organization find themselves going to wherever a company needs them, be it Singapore or Santiago.

In this issue of State of Business, we examine the worldwide workforce, leading off with a story on Richard Anderson, the CEO of Atlanta-based Delta Air Lines and the architect of the merger with Northwest, which made Delta the world’s largest air carrier. If ever there was an industry that is international in nature, it is the airline business. Richard talks about his worldwide workforce, provides useful advice for doing business internationally, and discusses the most challenging aspects of his job as CEO.

We also learn from a variety of Robinson alums how high-ranking corporate officials navigate the global business landscape and find talent for their worldwide operations.

H. Fenwick Huss
Dean
Marketing Scholar Adds to Worldwide Reputation

V. Kumar (VK), executive director of the Center for Excellence in Brand and Customer Management, has received six awards recognizing his stature as a marketing scholar. They include a first-of-its-kind research grant from Google and global marketing consultancy WPP; best paper awards from the Journal of Marketing, the Journal of Retailing and the Marketing Science Institute, and the Bharat Gaurav and Hind Rattan Awards for excelling in his field and making India proud.

These latest accomplishments follow his record-shattering achievement of 2009 when VK, who holds the Richard and Susan Lenny Distinguished Chair in Risk Management and Insurance, made history by winning a third and fourth Lifetime Achievement Award from the American Marketing Association. No other individual has ever received more than two such awards in the history of the organization.

Said Robinson College Dean H. Fenwick Huss, "VK’s research has made a dramatic difference in the field of marketing and has helped many companies achieve new levels of profitability."
More Rankings Success:

Financial Times, Aspen Institute, U.S. News List Robinson Programs among the Best

The Robinson College continued to excel in the U.S. News & World Report and Financial Times business school rankings. The college also earned a spot on the Aspen Institute’s “Global 100” ranking of the top business schools worldwide for leadership in integrating social, environmental and ethical issues into its MBA programs.

Robinson ranked 85th in its inaugural appearance on the Aspen list. It is the only business school in Georgia to gain the distinction.

The Financial Times (FT) placed Robinson’s Executive MBA (EMBA) program 23rd among U.S.-based programs and 63rd globally. Locally, it is the only EMBA offered by a public university to make the list.

The college also ranks near the top in multiple categories in the 2010 edition of “America’s Best Colleges” (undergraduate ranking).

In a graduate ranking created this year, the college placed 24th of 314 business schools in U.S. News & World Report’s new “America’s Best Graduate Schools” survey of all business schools that offer part-time master’s (MBA, M.S.) programs. The new ranking puts Robinson’s Department of Computer Information Systems 10th in the nation in the information systems specialty programs category. Robinson’s Institute of Health Administration remains ranked 34th in the healthcare management category, which is ranked in alternate years and does not appear in 2011 overall.

Robinson’s Department of Risk Management and Insurance is ranked 6th in the nation. Computer Information Systems is 7th and Real Estate 11th overall. Robinson’s undergraduate program is ranked 32nd among U.S. public universities and 57th overall.

In a graduate ranking created this year, the college placed 24th of 314 business schools in the 2010 edition of “America’s Best Graduate Schools” survey of all business schools that offer part-time master’s (MBA, M.S.) programs. The new ranking puts Robinson’s Department of Computer Information Systems 10th in the nation in the information systems specialty programs category. Robinson’s Institute of Health Administration remains ranked 34th in the healthcare management category, which is ranked in alternate years and does not appear in 2011 overall.

RCB Serves Up C-Store Program

For awhile now convenience stores have tried to be...well...convenient. They’ve brewed coffee, baked donuts and even prepared sandwiches in response to the changing needs of consumers, who are usually in a hurry and want everything NOW.

But converting from a store that sells gas as its staple to one that competes with well-established quick-service restaurants is no mean task.

Enter the new Center for Achieving Foodservice Excellence (NACS CAFE).

Established by the National Association of Convenience Stores (NACS) and the Cecil B. Day School of Hospitality, which is its academic partner, the NACS CAFE will help convenience store owners compete head-on with the fast food industry by providing them with the knowledge and skills required for profitable foodservice operations. Starting this summer, courses will be offered on campus in Atlanta as well as online and will cover menu selection and design, marketing and merchandising food and beverage items, human resources management, financial analysis and strategic planning.

This country has more than 145,000 convenience stores nationwide, 62 percent of which are individually owned and operated. “The emphasis will be on real life applications that are user-friendly and adaptable,” said Hospitality School Director Debra Cannon, who added that approaches to creating and building a quality experience for customers will be integrated throughout the curriculum.

Anheuser-Busch, Coca-Cola, Ecolab, Georgia-Pacific, Kraft Foods and McLane are founding partners of the program.

The Cecil B. Day School of Hospitality is ranked among the top 25 hospitality programs in the nation by the Journal of Hospitality and Tourism Education. It is the largest, oldest and only accredited hospitality program in Georgia.

Robinson Dominant in CIS Research

Six members of the faculty in the Department of Computer Information Systems (CIS) received top recognition in a recent peer report published by the Association for Information Systems. Robinson was the only school with more than one faculty member listed.

According to the study, professors Richard Baskerville, Mark Kel, Arun Rai, Daniel Robey and Detmar Straub, and associate professor Michael Gallivan, all in the CIS department, are among the 30 most prolific researchers in the world in their field.

Robey, the John B. Zellars Professor of Computer Information Systems, also recently received a LEO Award for lifetime exceptional achievement in information systems (see Faces, page 13 in this issue).

According to Robinson Dean H. Fenwick Huss, “This report illustrates the strength and depth of Robinson’s CIS department. It also is a testament to the knowledge and hard work of these six premier scholars.”

CIS department chair and Regents’ Professor Ephraim McLean, also a past LEO Award recipient, said, “There are great achievements. This ranking demonstrates the caliber and extent of scholarly research produced by our faculty.”

CIS department faculty expertise includes health informatics, security, data mining and supply chain management among its specialties. The faculty has been recognized as first in the world for research productivity, with articles published in leading journals.
The Society of Actuaries created the recognition to produce and support research that will expand actuarial knowledge and strengthen the profession. The five-year award confers not only prestige but also opportunity. As one of 12 schools in the United States and Canada to receive the designation, Robinson is now eligible for substantial, multiyear research and education grants. Professor Shaun D. Wang is director of the college's Actuarial Sciences Program.

The selection follows a rigorous application and review process. Evaluation criteria included degree programs, curriculum, graduate count/quality, faculty composition, connection to industry and research/ scholarship.

“Achievement of accreditation is formal recognition that for over 50 years we have been committed to producing leaders for the actuarial profession and producing research that enhances our ability to measure and manage risk,” said RMI chair Richard D. Phillips. “There is tremendous opportunity for actuaries to significantly impact the quality of life for many people. We are excited about the future and look forward to continuing our strong relationship with the actuarial profession.”

Chamber Touts Robinson's Global Impact

The Robinson College was recognized as a finalist in the 2010 Global Impact Awards competition sponsored by the Metro Atlanta Chamber of Commerce.

The college was one of only three finalists in the category of Global Partners - Organization. Robinson was the only area school recognized by the Chamber.

The award commendation specifically recognized Robinson for its Global Partners MBA program (now entering its fifth year), its 30 international partnerships, its study abroad programs, and for launching USLAT, an initiative to help both U.S. companies interested in entering Latin America and Latin American companies interested in entering the U.S. market.

In presenting the finalists, Joan Thomas, founder of South Force Communications and mistress of ceremonies for the event, said, “In 2009, under the leadership of Dean H. Fenwick Huss, the college took its international activities to a new level, emphasizing more than ever the education of global business leaders.”

RCYBL Debuts: Wise Decision Fosters New Alumni Group

Andy Wise, MBA 2006 and second vice president, wealth management for Morgan Stanley Smith Barney LLC, wants to marshal Robinson’s young graduates and create the most high-powered networking group in the University System of Georgia.

He’s doing so by building a new, invitation-only organization known as Robinson Council of Young Business Leaders (RCYBL) with the mission, said Wise, “to strengthen ties between the Atlanta business community and Robinson alumni and to serve as advocates of Georgia State University.”

While Robinson’s nearly 70,000 alumni worldwide have always been a force, Wise and the RCYBL board of directors hope to entice alums from the ages of 23 to 45 to become very active, very early to help each other and the community.

Wise is looking for a very dedicated group of Robinson College alumni. All members of RCYBL must first be members of the Georgia State Alumni Association and must be nominated for membership.

RCYBL’s inaugural event was hosted by CNN, with a presentation by daytime anchor Kyra Phillips, followed by a behind the scenes tour of the CNN facilities by CFO Brad Ferrer. During the 2009 football season, GSU Coach Bill Curry gave an inspiring presentation on the topic of leadership. John Brock, chairman and CEO of Coca-Cola Enterprises, spoke on corporate sustainability in February 2010.

For Robinson College alumni with interest in RCYBL, the group is hosting a happy hour on June 10. The next class of alumni leaders will be initiated in July 2010. Wise encourages any GSU Alumni Association members interested in joining the Robinson Council of Young Business Leaders to visit gsu.edu/alumni or call 404-413-2190 for more information.
China Would Feast on U.S. Big Bank Breakup

“Through [Robinson’s] Executive Doctorate program I am obtaining the tools and discipline to conduct research…that will guide marketing decisions.”

MAUREEN SCHUMACHER, EXECUTIVE DOCTORATE STUDENT, IN THE ATLANTA JOURNAL-CONSTITUTION

DHAWAN: CARE MUST BE TAKEN IN DETERMINING FED RATE HIKE

Economic Forecasting Center Director Rajeev Dhawan, quoted in the American Banker, said that the Fed will have to be very careful in determining what interest rate they pay. “If they put the rate below market rates, why would banks leave their money there? They have to be aggressive in raising the rates if the economy recovers fast.”

Know Thyself

Laura Morgan Roberts, visiting assistant professor in the Department of Managerial Sciences, appeared on Canadian Television (CTV) to talk about her central area of research, “positive identity in the workplace.” During the interview Roberts noted that among several ways in which individuals can view themselves positively “is by really defining and understanding the character strengths that are unique and central to their self, and then acting in accordance with those character strengths and virtues.”

Returns Reap Bottom Line Benefits

Many marketing managers are not fond of product returns. But, think again, says V. Kumar, executive director of the Center for Excellence in Brand and Customer Management. In a bylined piece for the Wall Street Journal [by Kumar and J. Andrew Petersen of the University of North Carolina, the co-authors wrote that “discouraging returns with policies like strict limits or only partial refunds…is a mistake.” The reason: “customers who know they can return anything they can buy for a full refund…are more likely to buy than shoppers who are afraid they might get stuck with something they don’t want or lose money on the return.”

Subprime Lessons Learned

Professor Shaun Wang covered lessons learned from the subprime mortgage crisis in an article he penned for the Economists Intelligent Unit. Executive Briefing, Wang, who is director of the college’s actuarial sciences program, posits that “risk management is not a luxury but a necessity.” His list of nine ways in which financial firms and insurers should approach risk management to avoid future financial calamities is not a luxury but a necessity.” The assistant professor of legal studies and author of “Unlocking Your Rubber Room: 44 Off-the-Wall Lessons to Lighten and Transform Everyday Life,” wrote that “humor in the classroom mixes audience participation and storytelling about the quirky world around us.” He then lists several “rules of engagement” to make humor happen, such as “exaggerate to illustrate,” and “expect the unexpected.”

The New Reality

“We must help students learn how to operate in this new reality, where connecting business to the community is more important than it has ever been.”

H. FENWICK HISS, DEAN IN AACSB’S MAGAZINE BUZZ FEATURE ON CONNECTED CAPITALISM

It’s Never Too Late

Steve Olson, director of the Center for Ethics and Corporate Responsibility, said that it’s never too late to learn the meaning and importance of ethical conduct and that business schools have a big responsibility to teach ethics in the classroom. Interviewed by Georgs Trend, Olson said, “We have to overcome a lot of stereotypes. The biggest one is, if you didn’t learn right from wrong as a kid, it’s too late to learn it when you’re in business school. The evidence is absolutely to the counter.”

A Matter of Time

“It’s only a matter of time before banks will have to get back to lending,” Vikas Agarwal, associate professor of finance, told SmartMoney, which filed a story about President Obama’s proposed legislation to limit the size and risk taking of large financial institutions. Agarwal said that if the proposals have an impact on credit cards, consumers can expect more card offers in the mail since banks will look to boost revenues by penetrating new markets.

MORE PAY, LESS CORRUPTION?

Would paying high-ranking officials disproportionately more than lower ranking ones lessen corruption in India? Ajay Subramanian, Bruce A. Palmer Associate Professor of Risk Management and Insurance, says yes, it would. Forbes India cites a paper by Subramanian and co-author Rajesh Chakravarti of the Indian School of Business in which they name Singapore as a model of the higher pay/less graft scenario. Singapore ranks third as Transparency International’s least corrupt country. India is 84th.

YEEHAW!

In a recent commercial, AirTran Holdings Inc. made fun of competitor Southwest Airlines Co.’s unassigned seats and boarding process. The AirTran ad features a gate agent in a cowboy hat standing in front of an obscured Southwest logo, confused passengers in cow outfits and twangy banjo music in the background. Naveen Donthu, interim chair of the Department of Marketing, told Bloomberg News that “If you use humor in comparative ads such as these it makes it more acceptable. It might not influence consumer behavior but loyalty, per se, but maybe people will think a little differently about the brand, that AirTran is fun.”
Jieying Zheng, Global Partners MBA, 2009

Phoenix rising

A new economy is arising that bears little resemblance to traditional bull and bear capitalism. The Phoenix Economy – introduced by London think tank Voluntas at the World Economic Forum in 2009 – works toward integrating a triple bottom line of economic, social and environmental values.

Jieying Zheng, a graduate of Robinson’s Global Partners MBA program, was so inspired by the concept that she spent her program internship in London with Voluntas founder and “godfather of sustainability” John Elkington.

The new model brings a focus on equity and sustainability to businesses and governments across national boundaries. It encompasses efforts like those of the Singapore Economic Development Board, which is supporting development of the clean-tech industry with estimates that the sector will generate $1.7 trillion in value-added business and create 7,000 jobs by 2015. It also is seen in the United Nations’ call for one-third of the $2.5 trillion planned stimulus packages worldwide to be invested in greening the global economy.

Zheng focused her Phoenix-inspired internship through the lens of microinsurance. “I made use of my background in financial services and skills gained during my Global Partners MBA studies to map out the leading innovators of the microinsurance space globally,” she says.

Prior to attending Georgia State, the mainland China native was the first participant with UK insurer Aviva’s Asia graduate development program in Singapore. In 2008 she began the Global Partners MBA, an intensive, 14-month program that draws on a partnership between the Robinson College, IAE (at the Sorbonne), and COPPEAD of the Federal University of Rio de Janeiro. Students attend classes in Rio, Atlanta and Paris; conduct a business tour of China; and finish their degrees with a four-month international internship.

“Icreasingly, my thoughts have been turning to where the world is heading.” Zheng says, “The Global Partners MBA has helped me clarify how business needs to make a difference in the world. I aspire to apply what I have learned to positively contribute to a new economic paradigm.” – Rhonda Mullen

Learn more about the Global Partners MBA program at robinson.gsu.edu/gpmba.

Top Researcher to Head New Risk Center

Glenn Harrison was named the inaugural director of the new Center for the Economic Analysis of Risk (CEAR). Created by the Robinson College of Business in conjunction with the Andrew Young School of Policy Studies and the Federal Reserve Bank of Atlanta, CEAR is the first research center of its kind with the goal of bringing worldwide economic experts together to find solutions for complex risk issues. Harrison received his undergraduate and graduate degrees in economics from Monash University in Melbourne, Australia, and his Ph.D. in economics from UCLA, where he also received a master’s degree. Harrison has published more than 140 academic papers.

Robey Wins LEO for Lifetime Achievement

Daniel Robey, John B. Zellars Professor of Computer Information Systems, received a LEO Award for Lifetime Exceptional Achievement in Information Systems. The award is presented annually by the Association for Information Systems Council and the International Conference on Information Systems Executive Committee. The LEO recognizes individuals who have made exceptional contributions to research in and/or the practice of information systems.

On the Prowl

Kneeling: Christopher Rodriguez, Maniya Skovardanova; Patrick Boot. Standing: Daxon Winfrey; Allison Jacobs, School of Accountancy; Makson Dongal; Jason Aldrich, Career Management Center; Stephen Gagnier; Ram Bataubramanian; Sohi Kang; John O’Donnell; Kim Ferguson; Emeka Uwosu; Chris Klein; Windmill Akande; Labastide Silufunke Taiwo; Barry Wood, Department of Risk Management and Insurance; Pam Herbst, Career Management Center; Veronica Barak.

Sweet Victory

A team of students representing the college was first runner up at the Americas Regional of the Global Investment Research Challenge on March 18 in New York, besting competitors including MIT and Wharton’s San Francisco EMBA program along the way. Faculty advisor Jonathan Godbey, a clinical assistant professor of finance, and practitioner mentor Stephen F. Davenport, CFA, vice president and head of equity risk management at Wilmington Trust, coached the team through its series of wins. The Global Investment Research Challenge is an initiative of the Chartered Financial Analyst Institute.

Pictured: George Connaughton; Kristizina Katai; Maniya Skovardanova; Chris Klein; Patrick Boot.

S T A T E  O F  B U S I N E S S

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Finding a Calling in Haiti

by Rhonda Mullen

When the January 12 earthquake hit Haiti, all Elena Bargo (BBA-Marketing 2009) felt in the neighboring Dominican Republic where she was on vacation was a slight tremor.

But in Leogane at the epicenter of the quake, a 10-year-old orphan didn’t fare as well. When the child entered a building to save a young friend, she was buried under tons of rubble for three days.

Bargo met the girl when she began volunteering at the Leogane orphanage in the aftermath of the quake. Once the “life of the orphanage,” the child was living in constant pain, feeling traumatized and isolated. But through the attention of Bargo and other volunteers, she began to come back to life.

Soon Bargo and her young friend were doing physical therapy exercises together, laughing, singing, even dancing the tango.

“For the first time,” the child says, “I felt like I was living.”

As State of Business went to press, the Dean’s List student was hoping to secure a position in the next phase of the recovery:

building camps with better facilities and sanitation for the nation’s internally displaced persons. “The process will be rigorous but rewarding,” writes Bargo from Haiti.

Rewarding also describes Bargo’s continued work with the orphans, who she’s dubbed her “rugrats.” Bargo writes, “Every night I have the pleasure of hearing the children all sing joyous songs during their prayers. The sound of their voices asking God to bless their lives is remarkable.”

As a professional rescuer, Bargo traveled with 30 volunteers in the days just after the earthquake, including medical professionals and sanitation experts, who provided aid to more than 8,000 people.

Since those first weeks after the quake, Bargo has worked on an emergency evacuation plan through MOSCHTA and MUDHA to move the 80 children of the Leogane orphanage to a safer area.

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I am an only son. On the first day my father looked at me and said, “Let it be understood that life is competition, and that joy is found only in victory.”

The tiny picture is remarkably clear. The young father is on his knees in a bathing suit. His arms are extended, index fingers pointed inward. Suspended from those miniature bars, hanging on for dear life, is a naked six-month-old, Little Bill, me. Having seen it all my life, I had never given it a second thought until my wife, Carolyn, picked it up and said, “Wow! Here’s the story of your life!” And so it was that Little Bill was conditioned early to hang on, never quit, and to win... no matter what.

Major Willie Alexander Curry made every day a competition, every group effort a leadership drill. I chafed, rebelled at times, but mostly loved it, and him. Wherever I have landed, I have found only in victory.

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Major Willie Alexander Curry made every day a competition, every group effort a leadership drill. I chafed, rebelled at times, but mostly loved it, and him. Wherever I have landed, I have usually become the leader, even when I was undeserving. My outcomes have ranged from abject failure to surprising success, and I am just now beginning to understand the factors in the difference.

Two pains. You choose.

While I was often a reluctant leader, I have been forced to understand leadership’s painful lessons. Simply put, I have learned that there are two pains in life, the pain of discipline and the pain of regret. You choose.

Every decision to take the honorable, painful path of discipline creates greater likelihood that you will choose well the next time there is a moment of truth. Choosing to lie, cheat or quit reinforces the path of least resistance, the easy way out.

You literally become that which you have chosen.

We are creatures of free will becoming creatures of habit!

The pain of discipline is merciless but brief, usually a matter of doing without pleasure or pushing past a prior level of endurance. The rewards associated with consistency of discipline are incalculable... a life of integrity, accomplishment and peace of mind.

In business, it is often the difference in prosperity vs. prison. The “quick buck” schemes that destroyed our economy in recent years were usually not the result of sincere errors in judgment.

The pain of regret lasts forever. Guilt, shame and constant distraction plague the habitual coward. Rationalized decisions stack up. Old habits seem like normal behavior and are defended as such. Productivity wanes, and excuses abound. You find yourself wondering what happened and why.

The good news is that it is never too late to begin doing the right thing.

Two pains – you choose.

Bill Curry

A former Super Bowl and All-Pro Lineman in the National Football League, Bill Curry is now the head football coach at Georgia State University and a Distinguished Executive Fellow at the Robinson College. Coach Curry’s column is a regular feature of State of Business.

The Ethics Advocate Award honors an individual who has been an effective agent of change for ethical purposes in a particular field or in the business community at large. Dr. Gayle is the seventh individual to receive the Ethics Advocate Award.

Helene D. Gayle, MD, MPH, president and CEO of CARE USA, received the 2009 Ethics Advocate Award from the Center for Ethics and Corporate Responsibility, a unit of the Robinson College.

The Ethics Advocate Award Winner

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A CONVERSATION WITH RICHARD ANDERSON

Delta’s CEO Discusses Merger, Working Overseas and Being at the Top

by Gary W. McKillips

During Richard Anderson’s first two years as CEO of Delta Air Lines, he was faced with the unenviable task of guiding the airline through a period of high fuel costs followed by a recession, while at the same time executing a highly complex merger that would make Delta the world’s largest air carrier.

Quite a challenge for someone who was born into a working-class family in Galveston, Texas, married his college sweetheart and got into the airline business only as a means of supporting his wife and newborn daughter.

That was 1987. The world was much different then and so was the airline industry. But somewhere early on, Anderson learned that the most important ingredient for success in the airline business — and in any other business for that matter — is people. While that notion may sound cliche, when you hear it from Anderson, you feel he really means what he says.
THE MERGER

So far the results have backed him up. The merger of Delta with Northwest Airlines has been by all standards an unqualified success, and the “new” Delta has moved up to No. 3 on Fortune magazine’s list of the world’s most admired airlines, only decimal points behind Singapore Airlines and Continental Airlines in Fortune’s ranking formula.

“Blending the workforce is an important part of a merger,” said the CEO. “We’ve put a lot of attention on that. We’ve tried to sit down from a policy perspective and pick the best employees from both Delta and Northwest. There are a thousand details you have to go through to create a workforce to support your business strategy. We’ve done a real good job of that, but more still must be done.”

The complicating factor in all of this is that Delta operates around the world. Said Anderson, “We carry 200 million passengers per year. The global nature of our business and our great geographic diversity mean that we have to have the right people in the right places to grow our business.”

GLOBAL AND LOCAL

For Delta that means hiring locally, but it also means preparing people for overseas assignments. “Delta rotates its U.S. employees through a number of assignments, including some limited assignments overseas,” However, said Anderson. “We primarily try to use nationals in the countries where we operate. We are very vertically integrated. We have an operating certificate that covers the entire world. That makes us different, for example, than a fast food company that has individual operating units in various countries and often brings in managers from the U.S. to run their local businesses.”

Whether you’re a manager based in the United States who travels overseas or are stationed in a foreign country, Anderson offers this advice:

- **Learn a foreign language.** We tend to be monolingual in the U.S., much more so than our counterparts around the world.
- **Learn about other cultures and appreciate how they work.** What is their organizing principle? How do they carry out business every day?
- **Be open to a different way of thinking**—don’t make value judgments about what is better in the U.S. and what is not better. It’s about “how do I position myself to fit in and do business in diverse cultures around the world?” You must be open to those cultures.
- **Cultivate relationships locally.** Hiring local talent should be part of your local business practices.

While the human element of a merger is key, another major challenge is technology integration. “We had to make the scheduling, pricing and yield management [the system of categorizing tickets] aspects work,” said Anderson.

**RICHARD ANDERSON — CEO, Delta Air Lines — Age: 55**

**Childhood:** Born in Galveston, Texas. Raised in Galveston, Dallas and Amarillo. Both parents died while Anderson was a teenager, and he raised his two younger sisters.

**Education:** Bachelor’s degree in political science, University of Houston, 1977; law degree, South Texas College of Law, 1982.

**Career:** District Attorney’s office, Harris County, Texas, 1978–87; chief counsel to Harris County Judges, 1987; began airline career as a lawyer at Continental Airlines, 1987–90; legal and executive positions, including CEO, at Northwest Airlines, 1990–2004; executive positions at UnitedHealth Group, 2004–07; became Delta CEO on September 1, 2007.

**Family:** Wife, Susan; daughter, Katy, college student; son, Rick, college student.

**Hobbies:** Reading, hiking.

**Just finished reading:** “A Moveable Feast” by Ernest Hemingway.

**Words to live by:** Always keep your deals.
BEST AND THE WORST

When asked what he thought are the most rewarding and most difficult parts of his job, the CEO harkened back to “people” as the most positive. The big negative is weather. “It is very difficult running an airline when the weather is bad, when you have snow in Atlanta, or have to cancel flights for two or three days because of a snowstorm in the Northeast.” Both events occurred this past winter.

He added, “We have a great team of some 800 people in our operations center, who handle the situation when bad weather strikes. We have our own meteorologists. Our operations people have been through it all before and are very good at making the right decisions.”

Even with the difficulties that the airlines have encountered in recent years, Anderson encourages those who have the opportunity to consider a career in aviation. “The airline industry is the lubricant of a robust world economy,” he says. “The world is a much smaller place because of the expansion of the aviation industry. It has and always will have an essential role in commerce and connecting economies, cultures and people around the world.”
EXECUTIVES

A GPS FOR

Four Robinson alums share lessons in navigating the global business map.

by Rhonda Mullen

For years a map of global business leadership resembled a one-way street. Key talented executives left the United States to take the helm of foreign-based companies, exporting their business know-how. But recently many global, U.S.-based companies have recruited foreign-born CEOs and executive leaders here – among them Alcoa, Eli Lilly, NCR, The Coca-Cola Company, Goodyear, Kellogg and Philip Morris. These days the map is not only “flat” – as Thomas Friedman argued in his 2005 book on globalization – but also a busy thoroughfare. So if the world is flat, the playing field level, how do up-and-coming CEOs navigate? And how do the leaders already at the top of the global game attract and retain talent? These four graduates of the Robinson College of Business share lessons on finding their way around the top of the business globe.

Ahmet Bozer

Ahmet Bozer, fresh out of school at Middle East Technical University, left his native Ankara, Turkey, at 21 to study at Georgia State’s Robinson College of Business. The move marked a major turning point for Bozer, coming from the closed economy of Turkey – where it was illegal to have even a dollar bill in his pocket – to the free enterprise system of the United States. He has parlayed the management and technical training from Robinson into a 20-year career at The Coca-Cola Company, where he is now president of the Eurasia and Africa group.

Bozer, the 2009 recipient of the Robinson Alumni Global Business Leadership Award, knows from experience that international business students need to keep the global map in sight. “They should be benchmarking their skills to the best in the world, not just those in the country, city or class,” he says. “They need cultural diversity to go seamlessly between cultures.”

To prepare for such a career, Bozer recommends starting in a company’s headquarters, learning the central business, then following that with fieldwork – much as he did. In 1990 he joined Coca-Cola in Atlanta as financial controller and later moved to Turkey as region finance manager. He next became managing director of bottling operations in Turkey before serving as president of the Eurasia Middle East Division and later Eurasia’s group president.

Bozer oversees regions from the Middle East to Russia, from India to South Africa, bringing Muslims, Christians, Buddhists and others under the Coca-Cola umbrella. One of the challenges for the beverage giant in those diverse cultures is to create local “charters.” Coca-Cola has developed a process that addresses that challenge. In each promotion – say for Ramadan, Christmas or Wali – a lead country ensures the cultural requirements of all the participating countries get built into advertising and social marketing efforts.

Bozer’s division now has 12 charters in 90 countries.

“If we want to leverage our global scale, we have to act like a global company,” Bozer says. “We have to think locally wherever we operate, but we have to bring our global scale to bear in a locally relevant way.”

To help leaders and employees think locally on a global scale, Coca-Cola has several programs. The People Development Forums (PDFs) evaluate the data, performance and potential of each member of the management team, predicting the likelihood of future success. The process allows the company to prioritize its internal talent pool, identify people to fill key leadership positions, and pinpoint gaps.

The people who rise to the top have versatility, says Bozer. They can operate well in environments with both high-market and low-market share, in cultural landscapes that offer large and small stores.

Ahmet Bozer, fresh out of school at Middle East Technical University, left his native Ankara, Turkey, at 21 to study at Georgia State’s Robinson College of Business. The move marked a major turning point for Bozer, coming from the closed economy of Turkey – where it was illegal to have even a dollar bill in his pocket – to the free enterprise system of the United States. He has parlayed the management and technical training from Robinson into a 20-year career at The Coca-Cola Company, where he is now president of the Eurasia and Africa group.
executives who have both technical expertise and knowledge of local cultures, languages and customers. Those local managers also come to headquarters in Tampa for training and cross-pollination.

Holcombe hangs back to a history lesson he learned at Georgia State to explain the approach. Wherever the Romans went, whatever territory they conquered, they always left some Roman officials behind, and they brought some locals back to Rome.

With a sold reputation, the NYSE-listed company attracts a steady supply of people who want to work for it. Once the company hires, it lets regional managers do what they know how to do best. “We don’t tell them how to do things,” Holcombe says. “Day in and day out, they manage their customers, and they own the responsibility for revenues from all the customers in that region.”

The trade-off for that authority and freedom is accountability and the bottom line. At Syniverse, customers are the bottom line, says Holcombe.

While he may not micromanage, Holcombe does stay in touch, using the same technology he learned at Georgia State to explain the approach. Monday morning he starts with a group call from his desk in Tampa to each region’s leaders— in Hong Kong (already well into Tuesday), Europe (six hours behind), and Latin America. Tuesdays start early, too, with individual calls to the regional heads.

Every 60 days the executive team meets somewhere in the vast Syniverse enterprise. In person. “Nothing beats face to face,” Holcombe says. “The nonverbal is so important. I can learn so much from having a beer hanging out. It helps us to get to know each other.”

More so than finding skilled managers, Holcombe finds the 24-hour clock a bigger hurdle. “The challenge today is that the world is always on,” he says. “You can always be working. It can wear you out.”

Geography and distance add complications, too—for example, how to get developers in Bangalore simultaneously talking with the sales team in Germany and operations personnel in the States.

Then there are the cultural challenges. Holcombe knows too well what works in one country doesn’t necessarily translate to another. At the end of meetings with his Indian employees, for example, he may get hundreds of questions on any number of topics. But in Hong Kong, where workers see questioning the CEO as a sign of disrespect, “I’m not going to get input from anyone in an open forum,” Holcombe says. “I have to figure out another way.”

To retain talent, Syniverse also has no one size for all. The company tries to support employees in locally appropriate ways. While in Tampa, that means an on-site, free healthcare clinic staffed by a nurse practitioner. In India, where overcrowding makes it time-consuming to get around, the benefit is a concierge service that handles anything from dry cleaning to helping schedule appointments.

FLAME-BROILING AROUND THE GLOBE

In Tromso, Norway, after viewing the northern lights and before departing for expeditions to the North Pole, travelers can have one last taste of Americana before they leave this northern outpost—a flame-broiled Burger King hamburger. “There’s always a Burger King restaurant open somewhere in the world,” says Julio Ramirez, who recently visited both of Tromso’s restaurants.

At the northernmost Burger King restaurant in the world, diners enjoy the same Whopper sandwich that they find in Miami, Sao Paulo or the newest franchise—in Bucharest. Today the burger chain operates more than 12,000 restaurants in all 50 states and 44 countries worldwide, with approximately 10 percent of the restaurants owned by the parent company and 90 percent operated by independent franchisees. Maintaining similarity and consistency throughout the system is both a logistical and cultural challenge. Sometimes it involves getting appropriate equipment to remote locations in Bulgaria; other times it means importing produce to areas that are too cold to grow their own.

“Each country has its own hurdles,” says Ramirez, who received his bachelor’s degree from Robinson, graduating in 1975. He should know. As executive vice president for global operations for Burger King Corp., Ramirez is the point person for operations worldwide. He supports four regional presidents, overseeing R&D, training, food safety, operations audits, suppliers, and purchasing and restaurant technology. It’s a big job, especially since more than 80 percent of the brand’s growth is outside the United States.

A 25-year veteran of the company, Ramirez began his career at Burger King Corp., as a field marketing manager for the Florida region. He next took on field marketing for U.S. franchisees, followed by two stints leading the Burger King business in Latin America intertwined with two years of running U.S. franchise operations.

Paralleling the impact of globalization, the expansion of the chain worldwide has become more integrated. “The Burger King of 15 to 20 years ago was a company that happened to have restaurants in other countries,” Ramirez says. “Now we are part of those countries.”

Company practice is to choose the best talent locally, from management to employees to franchise owners. Burger King franchisees don’t need a map to get around the country. In other words, as Ramirez says, “they have the know-who, and we have the know-what.”

More than half of Burger King Corp.’s senior leadership team comes from outside the United States, with 53 percent of executive management being women and minorities.

That diversity runs throughout all the levels of the company, down to the employee broiling burgers on the front line. For example, at a Burger King restaurant in Germany that Ramirez recently visited, he counted employees from 10 different nationalities.

The company recognizes the value of those entry-level workers, having a history of promoting from within and growing its own, says Ramirez. “We push people down to the lowest levels, where our employees act like managers, our managers act like directors, our directors act like general managers.”

Why? “We’re in the people business,” he explains. “Our brand is in the hands of every member who makes a Whopper.”

For students considering a global business career, Ramirez recommends mastery of a second language as the first prerequisite. “If you speak two languages, you should really learn a third,” he suggests to many young professionals.

Ramirez sees a world wide open with opportunity but also competition. He counsels his own daughters that in the current economy, they may not find the perfect job. “But there is a nobility in doing a job well at any level,” he says. Ramirez himself worked part-time for eight years in the grocery store business, and look where that led.

GLOBAL PIPELINES TO DRUG DISCOVERY

In 1997 when the CEO of Pharmacia and Upjohn started searching for a senior executive team to help turn the company around, he went outside the pharmaceutical industry, not wanting the same old, same old. The person he found to run global compensation and benefits was Ron Cheeley.

A seasoned human resources professional, Cheeley had headed global compensation and for six years at The Coca-Cola Company. He had even worked to reestablish Coca-Cola in India, after the Indian government ended its isolationist practices and allowed multinational companies back in. Prior to Coca-Cola, Cheeley spent 2 years in Human Resources at the Southern Company.

Pilsner purchased Pharmacia in 2003, which sent Cheeley on to his next position as head of HR at Schering Plough (well-known for its allergy drug Claritin). His first task there was recruitment of a new executive management team. Simultaneously Cheeley was developing a core value system of leader behaviors, such as shared accountability, transparency, and a listening/learning environment. On the heels of that program came new compensation strategies linked to performance and a new performance management system.

While at Schering Plough, he also put in place a “people strategy” with input from employees worldwide.

The four pillars of that approach were:\n- Attract, Engage and Reward colleagues worldwide with the objective of creating a high performance organization.
- As part of the rewards component, Schering Plough developed short-term incentive plans and introduced stock options globally. Base pay was geared to local markets, and other rewards were developed based on local practices.

Again, the company prospered, merging with Merck in November 2009.

Now officially retired but with periodic work, Cheeley pinpoints a recent turning point in his career as his assignment with The Coca-Cola Company in India. “It was a real eye-opener to work in the field,” he says. “I learned that often the most important thing to the corporate headquarters can seem insignificant to those in the field.”

For those aspiring to a global career, he says complete an MBA or advanced business degree. He received his master's in insurance from Georgia State in 1961 and a BBA in accounting from the University of Georgia in 1973.

He believes that completing an assignment outside the home country, even short-term, is beneficial. “I still get cards and letters from employees thanking me for sending them abroad, even when they thought they couldn’t go because of an elderly parent at home or having to move children. In every case, the experience gave their career a real boost.”

A final piece of advice, no matter the place in the world: “Work real hard,” Cheeley says. “Don’t be worried about whether you have a corner office, where you sit or what your title is. Just work hard and continue to learn.”
Through a lens, sharply, and face to face

How the Robinson College prepares MBAs for the global workforce
by Jenifer W. Shockley

Tip O'Neill famously said, “All politics is local.” Although the adage once applied to much of business, it does no longer. Large or small, public or private, domestic or multinational, all business is global. Through its curriculum, degree programs and study abroad offerings, the Robinson College is developing the next generation of leaders for the international economy. “Wherever our graduates land a job—whether Georgia USA or the Republic of Georgia—they will be part of the global economy,” says Robinson College Dean H. Fenwick Huss. “They must understand business through a global lens.”

From the first day of class, incoming students in the Robinson College’s Professional and Flexible MBA programs learn to think about business in an international, cross-cultural context. The process begins with Managing in the Global Economy, a mandatory, entry-level course that introduces them to fundamental business concepts, the interdependencies between functions, and how to regard operations from the perspective of a global manager.

The course was instituted in 2004 after the MBA Steering Committee determined that students were not taking an integrated business course until fairly late in their studies. According to Dean Huss, “Managing in the Global Economy sets the stage for the MBA program by painting the big picture.” Huss adds, “Having a broad-based understanding of how organizations operate internally and interact with customers, government and society on an international scale helps students better understand the specialized courses they take later.”

Chris Lemley, an instructor in the Department of Marketing who was part of the committee that recommended and created Managing in the Global Economy and now serves as course coordinator, characterizes the case- and readings-based syllabus as a mix of the classic and contemporary. He cites two examples.

“We examine creating value by looking at How Hulu [an online video service with U.S. and Beijing offices] has changed the dynamics within an industry.” To illustrate Michael E. Porter’s seminal paper “The Five Competitive Forces That Shape Strategy,” first published in 1979, the class turns to Apple Computer. “We look at how Apple has morphed from its beginnings as almost a hobbyist-type business to how it defines itself today, which is as the world’s largest mobile company.”

Rubbing elbows with MBA classmates from 30-plus countries also helps Robinson students learn to look at business through a global filter. “When a student from the U.S. sits by a student from Brazil, South Africa, Russia, China or elsewhere, it adds to their global perspective,” says Dean Huss. “It’s also why Georgia State has invested in bringing international students to the university.”

“It’s one thing to read and talk about a global case,” Dean Huss notes. “But it’s much more valuable for students to have the experience of interacting with businesspeople who run companies outside the United States. That’s why we encourage students in our Flexible and Professional MBA programs to participate in an optional study abroad program.”

Marta Szabo White, a clinical associate professor of managerial sciences, concurs. “Most study abroad participants have not worked outside North America,” says White. “Interviewing managers in other countries and seeing firsthand the economic, political, legal, social and cultural factors that influence business in a region adds a significant and eye-opening dimension to the classroom experience.”

Robinson College study abroad programs span a variety of disciplines, regions and economies. This year’s slate includes programs in Western Europe, former Soviet countries, the Middle East, Asia and Latin America examining functional practices, specific business sectors and interactions with governing bodies. (See “Where They Go.”)

An international residency is built into the college’s Executive MBA program for mid-career professionals. Destinations vary by year and, explains EMBA program director Laura Crawley, are very much a sign of the times. “Japan was a top choice during the country’s economic boom in the 1980s, as was Hong Kong in the years before, during and after its handover to the Chinese. In recent years, it’s been China.”

When the current EMBA cohort departed for its international residency in late April, its destinations were China and Thailand. By the time they were on the ground in Shanghai, civil unrest in the Buddhist nation had escalated to the point that the latter part of the itinerary had become untenable. Business visits in Bangkok were canceled, replaced with meetings and tours in Beijing.

“Although sudden and unfortunate, the change in plans opened up some great opportunities,” notes Crawley. On a philosophical note, she adds that “constantly changing realities, new openings and the need for grace under pressure—that’s a day in the life of today’s global executive.”

Imagine receiving briefings from UPS executives in Washington, Brussels and Beijing about how the supply chain giant adjusts its business model by country, economic region and form of government. Interacting with corporate and government leaders is one of several experiential components of Robinson’s Global Partners MBA program.

The 14-month, four-continent program includes modules in Atlanta, Paris and Rio de Janeiro. During that time, members of the cohort’s study at the Robinson College, IAE-Sorbonne and COPPEA/Ad-Federal University of Rio de Janeiro; conduct a business tour of China; and undertake a four-month international internship in locations ranging from Ecuador to Ethiopia to London in business, nonprofit and government settings.

“There’s no way you can be in a business setting for as long as you are in this program and not be impacted by the business environment,” says Karen Loch, a professor of international business and Global Partners MBA director.

“We designed the program to challenge and expand students’ cultural sensitivities,” says Karen Loch, a professor of international business and Global Partners MBA director. “By the conclusion of the program, they understand commercial diplomacy and sustainable leadership and are equipped with the skills and knowledge to navigate the intricacies of the global marketplace.”

What starts in a classroom in Atlanta leads to never-ending possibilities. With Robinson’s multifaceted, real-world approach to global education, the college has set a new standard for preparing the next generation of global business leaders.

WHERE THEY GO

2010 study abroad programs for Flexible MBA and PMBA students

| Accounting and Managerial Practices in the Mediterranean | Greece, Turkey |
| Cross-cultural Managerial and Accounting Issues in Transitional Economies | China |
| European Hospitality Experience | France, Germany, Italy, Switzerland |
| Financial and Managerial Issues in the EU | France, Belgium |
| Global Financial Services and Outsourcing | United Arab Emirates, India |
| Management in Different World Regions | Argentina, Brazil |
| Management in Transitional Economies | Czech Republic, Hungary |
| Strategic Management of Small to Medium Size Firms in the EU | Italy |

Above: Chris Lemley teaching Managing in the Global Economy, a mandatory course for incoming students in the college’s part-time MBA program. Right: During a 2009 study abroad trip to South Latin America examining functional practices, governance bodies. (See “Where They Go.”)
New Strategy Makes Region Player in U.S., Worldwide

For years, says David Bruce, professor of international business at the Robinson College, Latin Americans sought to be different from their neighbors to the north. They were proud of their customs and cultures and resented the fact that so many in the United States the Frito Bandido and the “big sombrero” represented everyone from Tijuana to Tierra del Fuego.

“Today, Latin Americans are playing a different card,” said Bruce. “Instead of saying, ‘we are different than you,’ they are looking at things in the broader perspective and saying that being ‘just like you’ is not so bad after all.”

While no less proud of their individuality, they now realize that being viewed as having a similar Western European heritage as the United States, helps this group of 20 nations compete against the likes of China, India and Russia with their much different history and culture.

USLAT

Robinson’s new U.S.-Latin American Trade program (USLAT), launched in 2008, is helping Latin American firms in a variety of sectors (food and beverage, healthcare, IT, etc.) come to market in the United States, and American companies to open markets in Latin America. “What these firms are selling,” said Bruce, “is not only their products, but the advantages of doing business with companies nearby rather than those in the Far East or even Europe.” They stress a much shorter commute and a much easier learning curve. Bruce notes that English is the language of business in Latin America and Spanish and Portuguese, the two languages primarily spoken by the general populace, do not have as many variations as Chinese, for example. All this makes for an ease of doing business between countries and for the easier exchange of talent.

Mexican companies are selling Italian pizza in Kansas City. Gerdau Ameristeel, a Brazilian steel company, has purchased several mills throughout the eastern United States including in Georgia. Cemex, headquartered in Mexico, operates throughout the world and is the largest supplier of cement and ready-mix concrete in the United States According to Business/New Americas, Peruvian cement companies are prepared to invest $1.2 billion in the United States by 2016.

Also prospering is Petrobras, a big oil producer and refiner that, although government owned, operates throughout the world and is the largest supplier of cement and ready-mix concrete in the United States. According to Business/New Americas, Peruvian cement companies are prepared to invest $1.2 billion in the United States by 2016.

While no less proud of their individuality, they now realize that being viewed as having a similar Western European heritage as the United States, helps this group of 20 nations compete against the likes of China, India and Russia with their much different history and culture.

Big Business

Salomao Farias, director of the MBA program at the Federal University of Pernambuco located in the northeast region of Brazil, and a visitor to Robinson earlier this year, points out that Brazil also has one of the world’s largest aircraft manufacturers in Embraer, which produces midrange commercial planes and private jets. He also notes that Latin American executives are making a major impact. Carlos Goshn, a Brazilian native, is the head of both Nissan of Japan and Renault of France. Brazilian native Elke Batista, the eighth-richest man in the world according to Fortune magazine, has energy holdings in Brazil, Chile and Russia.

Atlanta-based Coca-Cola says Latin America is one of its hottest regions. First quarter 2010 results show revenues up 15 percent and operating income up 33 percent for the region.

According to Pedro Carrillo, also with the Institute of International Business and along with Bruce a driving force behind USLAT, “Students are amazed at what they see when we take them on study abroad trips to Latin America. They have no idea, for example, that Sao Paulo, the business center of Brazil, has a population of 11 million, three million more than New York City.” Carrillo also says that students are impressed by what they see and hear as they visit companies in Brazil and Argentina.

World Cup and Olympics

Two major events sure to have an effect on the economy and enhance the worldwide prestige of Latin America are soccer’s 2014 World Cup and the 2016 Olympics – both to be held in Rio de Janeiro. According to Carrillo, “Unlike Atlanta, which had never experienced anything like the 1996 Olympics, Rio is familiar with a large influx of tourists and knows how to manage crowds like they do every year at Carnival. They will do well, and the ripple effect will help all of Latin America.”

Farias, the Pernambuco professor, cautions that all is not roses in Latin America. He says there are still problems with traffic, crime and corruption. The latter two are largely, he adds, “a product of poor income distribution, which has led to poverty in certain countries.” He also notes that there is political instability in countries such as Venezuela.

But the overall picture is good. Good enough that many Latin American countries have done well even during the past year’s economic downturn. In the process the region has become not just a destination, but an initiator of capital and investment in the United States and worldwide.
Globalisation of markets and competition has transformed the way we do business in a remarkable way over the past three decades. Yet another facet of globalization has been the formation of a global market pool for talent. When multinational enterprises recruit talent, they no longer need to confine their search to a domestic market. Indeed, these companies are sourcing talent everywhere, wherever it is available.

The practice of recruiting human resources from a global talent pool actually represents yet another phase of offshoring. As you will recall, manufacturing jobs have been relocated to low labor cost countries since the 1970s. Beginning with the early 1990s, IT applications began their migration to India.

A New Phase
Over the past decade, we have witnessed yet another phase. Today offshoring is not just about moving highly qualified, transactional work such as credit card processing, claims administration and call center functions. It is about sourcing talent everywhere. And the talent that is sourced is not only procurement, HR, legal services or engineering services, but also white-collar employees for high-skilled, high-paying jobs.

This boom is borne out by a recent survey (Duke/Booz Allen Offshoring Research Network Survey), which suggests that advanced economies such as the United States no longer have a lock on high-skilled, high-paying jobs. High-end work such as chip design, financial and legal research, clinical trials management, and book editing is now being performed overseas.

20% Overall drop in tech spending since 2007
small business start-ups are major casualties of this tech debt. Consumer reluctance to spend and unpopular initiatives out of Congress are among the factors causing businesses to back away from plans to invest and expand. In the early 2000s approximately 50,000 people annually moved to Georgia from neighboring states. This reinforced the economy by creating a multiplier effect that led to the establishment of new businesses, services and buildings to support this growing population base. Now the situation has reversed.

Georgia and Atlanta: Banking Woes Impede Job Recovery
Marked by significant job losses, a double-digit drop in tax collections over the last 12 months and an upward trend in foreclosures, Georgia’s economy continues to struggle. A lack of the effective demand signal is a major stumbling block to recovery.

Notwithstanding the administration’s mandate to lend more, banks simply lack the collective ability to do so because of toxic debt on their balance sheets. I feel that this country will not go the way of Japan, which experienced 10 years of zero growth.

Unlike the United States, Japan did not have foreign investors buying its toxic debt, resulting in “zombie” banks that were unable to support the corporate sector’s investment plans. The faster we clean up these bad banks, the faster we can get back on track with respect to growth. However, this will still be a long process.

The latest GDP report provides a glimmer of hope, with tech spending increasing by a strong 13.3 percent in the fourth quarter of 2009 compared to the previous quarter’s increase of 1.5 percent. But the hole is a lot deeper if you look at it in historical context. Tech investment levels have dropped more than 20 percent since their peak in late 2007.

The global talent market also means that companies often have to compete for such talent. For highly skilled individuals in science and engineering, this trend provides opportunities to search for best positions around the globe.

The last word offshoring of talent
The global mobility of white-collar employees is evident in the ranks of many multinational companies such as Coca-Cola. These companies benefit by tapping top talent from wherever it is available. Often the corporate office draws from the subsidiaries and vice versa.

Global Market
While recruiting talent on a global scale is not without its challenges, many multinationals are getting better at recognizing and exploiting this opportunity. Many maintain databases of their global talent pool accessible through company intranets. The global talent market also means that companies often have to compete for such talent. For highly skilled individuals in science and engineering, this trend provides opportunities to search for best positions around the globe.

This newest facet of globalization simply implies global access to intellectual capital. Those with critical skills can now join the global talent pool. It also implies that the graduates of Georgia State University who equip themselves with proper skills, knowledge and a cosmopolitan view can expect to find employment opportunities far from Atlanta, Georgia.

Welcome to the new realities of global business.
World-Class. Worldwide.

Which program is right for you?
• Professional MBA
• Flexible MBA
• Executive MBA
• Global Partners MBA
• Executive Doctorate in Business

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