The Inaugural Class of Fast Track MIB Program Is Set to Launch January 2013

The new specialized masters in international business provides in-depth exposure.

The MIB is a year-long cohort program. Students proceed as a group through a sequenced curriculum of module beginning each January. Classes meet at Georgia State University’s Buckhead Center on Monday and Wednesday evenings from 5:30 - 9:45 p.m. The rigorous 10-course curriculum provides graduates with in-depth knowledge of international business practice. These courses include: International Business Environment, Legal Aspects of International Business, International Entrepreneurship, Commercial Diplomacy, International Business Negotiation, Policy & Strategy in the International Marketplace, Doing Business in Emerging Markets, Doing Business in World Regions, Special Topics in International Business, and International Business Field Study. Students also benefit from extensive contact with corporate executives, guest speakers, and professional and social events. Applicants to Robinson’s Fast-Track MIB must submit a complete application packet by September 15. Students accepted with non-business undergraduate degrees are required to take online preparatory classes. The inaugural cohort represents some 20 well qualified candidates, GSU-CIBER is pleased to be able to lead the development of this new degree program.

GSU-CIBER Continues to Offer & Participate in Faculty Development Workshops


GSU-CIBER is a key player in the offering of a series of professional development workshops annually. Hosted by the University of Memphis CIBER, the Globalization Seminars, are designed to help business faculty bring international context into the classroom and to expand teaching and research skills. Each globalization seminar is built around a comprehensive course pack to support and demonstrate the globalization of business. These course materials are available to seminar participants: course outlines, case studies, PowerPoint slides, reference materials, and experimental exercises. Dr. Cavusgil is one of the leaders of the International Marketing seminar during this event.

Teaching Workshop

This interactive session scheduled on February 23, 2013 will focus on: (a) "what" - content; (b) "how" - pedagogy; and (c) "resources" - for teaching international business. Professor S. Tamer Cavusgil and Professor Jacobus Boers will share their experience and teaching tools that have been especially developed for IB educators. Also covered will be an overview of online resources for teaching. A compendium of teaching resources will be made available to participants. The intent will be also to engage participants in an interactive discussion designed to search for excellence in the teaching of international business.
Business Outreach

Conducting Business in the Middle East and North Africa with keynote speaker, Ambassador Patrick Theros

This practical workshop addressed questions about how to develop and maintain fruitful relationships with MENA business partners for those interested in conducting business with this region. A distinguished panel of experts in the field addressed the multiple dimensions of business partnerships, including legal and cultural issues. The conference was held from 8:30 a.m. to 12 p.m. at the Newell Rubbermaid Headquarters.

During this workshop, the presence of a prestigious keynote speaker, Ambassador Patrick Theros, President and Executive Director, US Qatar Business Council talked about “Doing Business with Qatar: The Fastest Growing Economy in the World.” The workshop & Q & A session was followed by an en-

of excellent speakers, and brought to life by a panel relevant presentation was

“The thought-provoking, informative, and highly relevant presentation was brought to life by a panel of excellent speakers, and was followed by an enlightening Q & A session. The well organized conference, hosted in a first-class facility, offered a perfect environment for networking as well. The quality of contacts we made would have taken a tremendous amount of time and effort to cultivate, and provided our satellite office in Doha, Qatar, with several exciting business opportunities in that region. We are so glad we did not miss this conference!”

- Haitham Haddad, PFVS International

GSU Confucius Institute 2012 Cultural Lecture Series

In an effort to expand knowledge of Chinese business and cultural environment, GSU-CIBER partnered with the GSU Confucius Institute for the 2012 Cultural Lecture Series at Troy Moore Library (General Classroom Building Room 939), at 3 p.m. During this event Paul French, chief China markets strategist for Mintel, a specialist in China’s economy and consumer market, and author of many books on China, spoke about “China Through the Eyes of Western Journalists - From the Opium Wars Until Today.” Professor Peng Guo, dean of the College of Chinese Studies at Beijing Language and Culture University, spoke about “Clamor and Reflection: On the ‘Export’ of Chinese Culture.

Strengthening Business Opportunities: Korea and the State of Georgia

In partnership with the Korean-American Business Center, GSU-CIBER presented a distinguished speaker series on Thursday, September 27 from 3 to 6 p.m.

The event was held at GSU’s Buckhead Center.

Leadership Transition and Future of China

Speaker: Professor Joseph Fewsmith, Boston University. This event was organized by the Asian Studies Center and co-sponsored by the Department of Political Science, the Institute of International Business, Center for International Business Education and Research (CIBER), the China Research Center, and the GSU Confucius Institute. It was held on October 23, 2012.

China Breakfast Briefing

This event, organized by the Georgia China Alliance, the China Research Center and the J. Mack Robinson College of Business, held on October 26, 2012 at the GSU Executive Center.

Pre-Conference on Emerging Markets

The American Marketing Association (AMA) held the annual Pre-conference on Emerging Markets on August 17 in Chicago. This event was cosponsored by the Sheth Foundation. Dr. Tamer Cavusgil was one of the key speakers.

Dr. Tamer S. Cavusgil, Co-Author, Receives a Prestigious Award From the American Marketing Global Association

The 2002 Journal of Marketing article co-authored by S. Tamer Cavusgil has received the 2012 Excellence in Global Marketing Research Award from the American Marketing Association Global Marketing Special Interest Group. He and co-author Shaoming Zou, now of the University of Missouri, are being honored for “The GMS [Global Marketing Strategy]: A Broad Conceptualization of Global Marketing Strategy and Its Effect on Firm Performance.” According to the Global Marketing Special Interest Group, the award “recognizes the author(s) of an outstanding research article, published within the last 10 years, which has significantly influenced the direction of global marketing and the scholarly research that contributes to understanding this topic.” In presenting this award, the judges stated “their work was noted for its groundbreaking role in developing research streams in global marketing strategy, a very important and popular topic.”
Carolyn Biltoft, Research Associate, Uses CIBER’s Support to Pursue a Research Agenda on the Historical Infrastructures of Globalization

Carolyn Biltoft has used her CIBER support to pursue an interdisciplinary research agenda on the historical infrastructures of globalization, especially with respect to understanding dynamic changes in emerging market economies. To those ends, she will be presenting some of her research among a panel of distinguished scholars at the World Economic History Conference near Cape Town South Africa this July 2013. The panel is entitled VARIETIES OF CAPITALISM: THE STATE AND BUSINESS IN EMERGING MARKETS, 1930s-1980s and the papers will be published soon after the conference. Biltoft’s paper examines the emerging markets phenomenon through the lens of the global tea trade between 1933 and 1980. In particular, it explores the process by which India and Sri Lanka transitioned from submissive colonial markets into actively producing, distributing and marketing their own tea. While the paper formally ends in 1980, it concludes with Tata Global Beverages’ 2001 acquisition of Tetley tea as a glimpse into transitions afoot in the global economy.

Furthermore, Biltoft has also been working on drawing insights from the literature on complexity theory, global competence and international political economy to create a series of working papers on what corporations and institutions need to know to navigate increasingly complex global business environments. She will be completing this research while on fellowship next year at the prestigious Max Planck Institute for the Study of Societies in Colonge, Germany. While at the Max Planck Institute, Biltoft will also be finishing a manuscript and will be involved with a research cluster dedicated to understanding the role of institutions in effective global governance regimes.

The IIB Continues to Grow

The Institute of International Business department would like to welcome the following new faculty...

Cecilia Gu
Dr. Quian (Cecilia) Gu is an assistant professor in the J. Mack Robinson College of Business at Georgia State University. Her research interests lie at the intersection of strategic management and international business. In particular, Dr. Gu is interested in understanding how various institutional contexts can influence firm’s strategic decisions and the consequent performance implication. Her work have been published in the Strategic Management Journal, Journal of International Business and Academy of Management Best Paper Proceedings. Dr. Gu was a recipient of the IACMR Li Ning Dissertation Proposal; Award and China’s National Scholarship for Excellent International Student. She was a runner-up for the AOM Douglas Nigh Award, the AIB Best Doctoral Dissertation Proposal Award, and the IACMR Best Conference Macro Paper Award.

Penelope Prime
Dr. Prime is professor of international business at the Institute of International Business. J. Mack Robinson College of Business, Georgia State University. Her teaching and research focus on development of emerging markets, with a particular emphasis on China’s economy and business environment. Her most recent books are Global Giant: China Changing the Rules of the Game? (co-edited with Eva Paus and Job Western, Palgrave McMillan, 2009) and Taiwan’s Democracy: Economic and Political Challenges, (Co-edited with Robert Ash and John W. Garver, Routledge, 2011). Dr. Prime’s experience includes directing study abroad programs, taking over 300 students to china; conducting field research in China, Taiwan, and Hong Kong; and traveling across most of China and living in Nanjing and Beijing for extended periods of time.
“Traveling is the key that opens many doors you did not know they even existed.”
- Leah Hendry

Leah Hendry, Abroad in Paris

GSU-CIBER NEWSLETTER

Sushil Nifadkar
Sushil Nifadkar is an assistant professor at the Institute of International Business, J. Mack Robinson College of Business, Georgia State University, where he teaches graduate courses on emerging economies and international entrepreneurship. He completed his Ph.D. in Business Administration from Arizona State University in 2009. His current research focuses on newcomer adjustment and international management issues, especially as they relate to Indian organizations. One of his papers is currently in press at Academy of Management Journal. In addition, he has published a paper on cross-cultural management and a book chapter on a related topic and presented his work at major international conferences. He received Journal of Management’s 2012 Best Paper Award for a paper published in 2007 based on scholarly impact and contribution to literature over five years. Also previous like, Professor Nifadkar was a business executive in India.

Dr. Mourad Dakhli
Dr. Dakhli is an associate professor of International Business and holds a Ph.D. from the Moore School of Business at the University of South Carolina. His research centers on the value-generating processes of human and social capital across different cultural and institutional settings and the implications on learning and innovation. Prior to joining GSU, he served as a faculty member at the American University of Kuwait, and taught at various places including the University of South Carolina, Azerbaijan State Oil Academy (Azerbaijan), the Caucasus School of Business (Republic of Georgia), and others. His prior work experience includes developing and marketing industry training programs, managing capacity development projects at a number of academic institutions, and directing the activities of a bi-national chamber of commerce responsible for the promotion and implementation of a wide array of international trade and investment initiatives.

Case Challenge Competition within the National CIBER Network
The University of Connecticut hosted the annual CIBER Case Challenge this past October. GSU selected undergraduate students for the case challenge where students across the U.S. and other countries competed by analyzing and presenting international business cases on topics addressing multiple geographical regions and functional areas. Selected students from GSU included: Cara Craddock, Tandeka Nomvete, Jacob Barker, and Youssef Zniber. GSU-CIBER is honored to announce that Youssef Zniber took home 3rd place while Jacob Barker placed 4th.

International Internship– Leah Hendry
Leah Hendry, a student of the J. Mack Robinson College of Business and President of AIESEC, has had an unforgettable summer, full of experiences and lessons learned. In search for the perfect study abroad opportunity for her career, she found herself traveling to Tours, France where she studied at the Institute de Touraine. She stayed in Tours for about three weeks and later traveled to Paris for about four days. Following this study abroad program, Leah extended her knowledge by accepting an offer abroad in Sfax, Tunisia. During this internship, Leah worked on a project called “Hug the World,” in which she worked with handicapped children and orphans. Leah also participated in a project with the task of educating the community on smoking, cancer, and the environment. Not restricting herself, Leah took advantage of her stay abroad and traveled to Sousse, Kairouan, Sidi Bou Said, and Bizerte. When asked to describe her experience and how it shaped her plans for the future Leah stated, “I would like to work on the international stage in sustainable development and helping developing countries’ citizens; I am currently looking into the philanthropy divisions of MNCs or NGOs.” Leah enjoys learning new skills and concepts and offers her help in any way possible. Other than enjoying traveling, Leah believes that “traveling is the key that opens many doors you did not know they
International Education Week

GSU-CIBER is proud to present the RCB for the “International Education Week,” which will take place on November 12, 2012 through November 16, 2012, featuring many exciting events and awards. The week will begin with the global village festival, which will be held in cooperation with AIESEC and the MESA, then a Public Lecture will be given by Daniel Bowers, Executive Director of the French American Chamber of Commerce, with the theme “Working with the French: Challenges and opportunities for U.S. based business.”

During this week, awards will be given in the following categories:
- Nick and Anne-Marie Shreiber Essay Competition: Does Globalization Have Anything to Do with Me?
- Michael and Cynthia Shannon Essay Competition: What My Study Abroad Experience Has Taught Me
- Eric and Barbara Joiner Photograph Competition: Annual-CIBER Best Study Abroad Photo

This week will also include The Global Village Festival, held in partnership with AIESEC and other GSU-Student Associations, to allow GSU students to learn about other cultures and acquire some knowledge about different countries.

Visiting Scholars

Dr Kostantinos Bozos is an Assistant Professor of Finance at the Leeds University Business School. Konstantinos received his Ph.D. from the University of Leeds. His dissertation was on the components and determinants of Success in Strategic Investment Decisions. He holds an MBA in financial engineering and worked for 6 years as equities trader and financial analyst, while he has done freelance consultancy in corporate finance. He has been a full-time faculty for the past 3 years, and has taught financial accounting, financial management and Auditing and Assurance. Dr. Bozos is currently leading all Graduate finance programs at the Leeds University Business School.

Vassiliki Bamiatzi is an Assistant professor at Leeds University Business School in International Entrepreneurship. She was at Manchester Business School from 2005 to 2009. She worked for years as a Research Fellow, before moving to Leeds where she led 3 programs-enterprise entrepreneurship, business practice, and management. She majored in Business administration in Athens, worked in industry for 7 years as a Management and Regional Development Consultant, and received an Executive MBA and a Ph.D.. Her research covers small business growth, small business strategies especially in declining industries like market recession and business management/strategies, international entrepreneurship. She is interest in “how small businesses grow and establish in emerging markets.”

CIBER: Your institution, Leeds University Business School, is ranked in the World’s top 100 and is internationally renowned for the quality of its teaching, research, and facilities. Could you tell us more about Leeds?

Konstantinos: Leeds is one of the “Old, red brick universities...Similar to the Ivy League Universities in the US, we have the Russell Group or Red Brick universities in the UK.” Leeds is one of the founding members of the Russell Group and our Vice-Chancellor, Professor Michael Arthur, is the chairman of this group. The business school is 20 years old, started out as School of Business and Economic Studies and has grown to include 6 different divisions, namely Economics, Management, International Business, Accounting and Finance, Marketing, and Work and Employment Relations. LUBS is staffed by 90 members of academic staff, who are top researchers in their respective fields and has over 3,000 students in Undergraduate, Graduate MBA and Research programs. LUBS is accredited by AMBA & EQUIS, while AACSB accreditation is underway...

Vassiliki: Relatively new member of the faculty at Leeds, but already feels a very nice spirit of collaboration and engagement both among the colleagues...” and among teachers and academics. Leeds University Business School currently occupies many relative young professionals who work well together even if they are from different divisions. There is also a nice collaborative spirit among the more experience members of the staff who are always keen to support and consult you. In just two years in LUBS, I have created a team of friends and colleagues that I can easily turn to for advice, ideas and collaboration. Generally, the relationship with colleagues is excellent; we consider each other as “friends” and “have bar-b-ques together” when the weather permits it. It gives us the best experience with the least problems. Red Brick is British for Old School. Leeds is a research oriented university.

“My visit at GSU-CIBER last Spring provided me with a unique academic experience and opportunities as well as wonderful personal memories. For a month I was fortunate to engage with several renowned academics from the International Business field, and work closely with them, benefiting both from their knowledge and their experience in the field. This interaction resulted into new research ideas and projects which we currently actively pursue. I had also the opportunity to attend lectures on several topics of my interest as well as experience lecturing in a top American Institution as the GSU. Yet what I remember most from my visit to GSU-CIBER was the warm and friendly atmosphere of the Centre which made my staying memorable and my conviction of returning even stronger.”

- Vassiliki Bamiatzi, Visiting Scholar
Visiting Scholars cont.

CIBER: One of the main reasons for your visit to Atlanta is to conduct research. Could you tell us about your research project? What is your main focus? What are your goals?

Vassiliki: I have known professor Cavusgil for many years and have worked with him on different projects. My main focus is on small business growth and business development especially in declining environments, thus our past projects have focused on these aspects. In addition to this project, we had the chance during the visit to Atlanta to work closely with Professor Cavusgil and other colleagues on some similar projects, which, however, are still in a very preliminary stage of development where we are attempting to “crystallize” the ideas. “We also met so many people….so our goals have been met…not only to make new projects…but to create a network of good friends and colleagues all around the world.”

Konstantinos: Since I come from a different discipline, with the key theme of my research being strategic decisions, my aim is to bring a different angle to the above research projects. My research interests lie in the intersection of strategy and finance and more specifically on how businesses make investment and financing decisions. My work on this field has been published in peer reviewed journals and my aim from the collaboration with CIBER is to expand the above research themes to the international domain, i.e how do strategic decisions differ among countries. My visit to GSU was also motivated by the high quality research within GSU-CIBER and the ability to access research resources and network with colleagues from GSU.

CIBER: You mentioned International Entrepreneurship as your current research project, What are the key objectives of this project and what are the main questions you are trying to answer in your work?

Konstantinos: One of the key objectives of the project is to identify entrepreneurship in Emerging markets and more specifically what stimulates entrepreneurship. Then we will perform a thorough comparison of the findings with the Western world. Effectively the project aims to identify best practices of entrepreneurial activity in emerging markets. This way it will inform UK and US business practitioners on how to successfully partner with businesses in Emerging Markets and help build capacity and skills for new entrepreneurs.

Vassiliki: When Professor Cavusgil visited LUBS last year, we decided to start a large scale, long-term project on Entrepreneurship In Emerging Markets. Our focus is placed specifically on five Brazil, Turkey, India, China and South Africa. This project currently involves 11 colleagues from the four divisions in LUBS – Management, International Business, Marketing and Finance, and many more colleagues from the States and the investigated Emerging Markets. It focuses on understanding of Entrepreneurial Activity (EA) in a multi-country setting and its impact on sustainable firm growth. Effectively, the project aspires to reveal unique features of entrepreneurship by examining the drivers, processes and consequences of EA in five emerging countries. Yet, since entrepreneurship is a complex activity that cannot be explained by one theory or by focusing on one level of analysis, the project will investigate EA in a multidisciplinary setting that is why so many different scholars have been on board.

Main questions to be addressed through the project are:
What are the key drivers, processes and consequences of entrepreneurial activity in EMs?
What are the common and divergent findings across emerging and developed countries?
How do business relationships with advanced economy partners in the UK and the US play a role in EM enterprise success?
To what extent does emancipation (breaking out of dire economic circumstances) play a role in motivating EM entrepreneurs?

CIBER: Everybody talks about the Greek Economic Crisis these days. And I recently read in the Financial Times that as a result of the Greek crisis, “economic growth across much of the Eurozone is still a worry”. How is Greece dealing with its 5th year of recession?

Konstantinos: the key source of the recession in Greece is the proportionally high public debt; The Greek government, after years of ignoring its existence is today being forced (by its lenders) to take radical actions to control it. However, during such a recession, where the economy has been drained from cash, the imposed austerity measures, including public and private sector job cuts, salary and pension cuts and additional tax burdens, are seen as very harsh. Hence, people are suffering because they simply cannot adapt to their new net income levels overnight...

Vassiliki: upon entering EU, Greece was the highest saving country; people saved for worse days in the future; those savings are depleted; With the inclusion in the Eurozone, money became easy to borrow.
Visiting Scholars cont.

From an investment point of view, the low rates provided at the time, gave the sense that it was more worthwhile to spend money borrowed rather than save it for later. Hence Greeks bought the money offered at low rates, and used it to improve their daily lives, depleting at the same time on their life savings; this resulted in a huge increase of imported goods with most of the consumer goods brought from other European countries members. It is not surprising that when Greece started facing money problems, German exports dropped by 13%.

At the moment, the crisis has turned the economy around. Greeks are facing serious problems nowadays since they cannot keep up the lifestyle they have been used to during the last decades. Furthermore, many jobs have been lost and since from the 11 million people residing in Greece, more than half (5-6 million) live in Athens, this means that most of the jobs have been lost in the country’s capital, which makes life in the city even more difficult.

In Athens, there are many people who are struggling to survive. It is interesting to note that Greeks devote a lot of time to education since for us, educating your children means everything. This means that most of the people who have lost their jobs are actually high degree holders. Those that were able to leave the country and find a better job elsewhere, they have already done so, but still it is not an easy solution or a way out for many Greeks who love the country and do not want to migrate.

The only stable element remains the strong family bond. Families are very closely linked in Greece and hence people that are struggling can always turn to parents or relative to support them for the short term. This bond enables security and stability, but can only last for a short period. Nowadays with pensions being cut in many cases even in half, it will be even more difficult for the parents to support the older members of their family who have lost their jobs etc.

CIBER: There has already been a 22 percent cut in minimum wage and 11 reductions in pensions. The EU agreed on a new loan program for Greece but it requires another 325 million Euros in additional cuts. How is this affecting the lives of people in Greece? Are the Greeks satisfied? Are they expecting more from the EU?

Konstantinos: the new loan agreement is mostly affecting the people with jobs in the private and public sectors, pensioners and generally everyday people; this is due to the inefficiency of the country to generate sufficient income, through the collection of taxes, the utilization of public sector investments, and the management of the State’s property and the country’s natural resources. The alternatives for Greece to reduce its fiscal deficits and reduce its public debt are to either increase the State’s income or reduce the cost of running the country (or a combination). To this end, with the new loan agreement the Greek Government has committed to do both, but each of the above, especially the second, presents huge challenges. Is this going to work?

I don’t think so; right now further austerity will simply manage to shrink the economy even more and reduce the State’s income. I believe the Greek economy would have better chances of recovery with a simple plan to boost the economic activity via new investment initiatives, and measures against corruption, reduced bureaucracy and accountability on the public sector.

Vassiliki: The new cuts will make things even worse for the people residing in Greece and specifically in the city of Athens. People have already lost big chunks of their money and it will be difficult to support their livelihood if more money is lost. Especially pensioners who have no other income apart from their pensions, will struggle to survive. At the moment, Greeks realize that and are very disappointed by the EU and the outcome of the crisis. The crisis has affected all countries not only Greece, but Greece seems to be on the spotlight because it serves a good example for the rest of the country-members. I am personally disappointed because the EU should have devoted more time to help countries like Greece and Spain to improve their internal monitoring processes and develop appropriate legal and social mechanisms in the past so as to avoid crisis of this short.

Instead, the big players like Germany enjoying the abundance of resources stemming from these smaller countries (e.g. saving and imports) did nothing to control the money borrowed by them and behaved as if they did not care for the outcome. Yet, now that there is a global crisis affecting the survival of the entire Eurozone and specifically the smaller countries, they do not accept responsibility but blame for everything the Greeks.

I am not saying that Greeks are not to blame at all. Of course we are to blame since we took the easy way out by focusing on a better life in the short-term, whilst depleting our resources and savings which could accommodate rainier days. We are to blame for being opportunistic and narrow minded. We are to blame for abandoning our core competencies as a nation (e.g. agriculture and industries related to it, shipping, tourism etc.). We should have known better than that. Yet, we have gone through much; we are a free democratic nation for only the last 35 years and hence our international experience has not been great. I reckon we had to learn the hard way how to deal with globalization and partnerships.

Dr. Bozos and Dr. Bamiatzi, CIBER would like to thank you so much for your time. We hope you will enjoy the rest of your stay in the US.
GSU-CIBER strives to address the 21st century needs for U.S. global business competence through a transformation of business school curriculum, assisting business faculty and practitioners to acquire global competence, enhancing student opportunities for study and work abroad, and carrying out research to enhance U.S. business competitiveness in the global marketplace.

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“International business has never been more interesting! Whether it is the evolution of emerging markets into sophisticated, mature economies, the rise of middle class households in these markets, globalization of indigenous brands, the new entrepreneurial class, growing role of government... these are all issues our faculty are addressing. GSU-CIBER is a catalyst to research, teaching, pedagogy development, and business outreach. We continue to pursue a profile agenda, serving our stakeholders on and off campus. This newsletter brings you just a sample of the activities ongoing at GSU-CIBER!”

-S. Tamer Cavusgil, Executive Director
GSU-CIBER