



CENTER FOR INTERNATIONAL BUSINESS EDUCATION AND RESEARCH (CIBER)



The Bund in Shanghai. Photo by Alan Schoepp

UW-Madison CIBER Awarded Major New Grant

Welcome to the first issue of a semi-annual newsletter from the UW-Madison Center for International Business Education and Research (CIBER). We hope you find it of interest and we welcome your input and feedback.

In April, the U.S. Department of Education announced that it will provide approximately \$1.4 million to fund the center from 2006-2010. The funding was provided in response to a major grant proposal that outlined the center's past accomplishments and future plans. This support will allow the UW-Madison CIBER, which was created in 1998, to continue the many international programs that benefit students and faculty at UW-Madison and throughout the UW System, at technical and community colleges from across the upper Midwest, and the Wisconsin business community.

"In today's global business environment, it is critical that graduates be prepared to work in an international setting," said Mike Knetter, dean of the UW-Madison School of Business. "CIBER helps ensure our students gain valuable international experience and understanding."

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FALL 2006

Upcoming CIBER-Related Events

For information about upcoming events, please visit the CIBER Web site: www.bus.wisc.edu/ciber. To receive notice of events via email, please send a request for "CIBER Events Updates" to: uwmadisonciber@bus.wisc.edu.

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New Grant

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With the four-year funding, the UW-Madison CIBER will continue its support of activities such as faculty research and curriculum development, undergraduate and graduate study abroad experiences, the MBA International Case Competition and business outreach programs.

Some new initiatives will include:

- support for a new Arabic residential learning community
- development of a technical Chinese program
- risk assessment seminars for businesses
- further globalization of the undergraduate and MBA curricula

Congress created the CIBER program in the late 1980s to help strengthen the competitiveness of U.S. business globally and to enhance international business-related teaching and research. Each of the 31 CIBER institutions nationwide is known for the strength of its international programs.



BIO 2006: Wisconsin Biotech Start-ups Seek to Expand

The UW-Madison CIBER helped three Wisconsin start-up biotechnology firms attend BIO 2006, the annual international convention of the Biotechnology Industry Organization. Representatives of Milwaukee-area Neurognostics, Inc.; PhysioGenix, Inc.; and PointOne Systems were recipients of CIBER trade show travel grants. A record 19,479 participants from 62 countries attended the conference, held in Chicago in April. They were able to meet and network with potential partners and other participants from science, health, politics and business.

The travel grant program is designed to encourage Wisconsin companies to seek out new international markets.

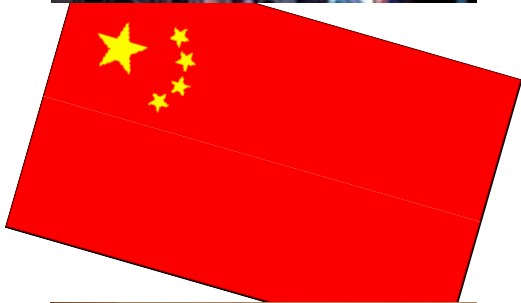
Neurognostics develops clinical applications for functional MR Imaging. PhysioGenix facilitates drug development by producing physiological and genomic models of human disease for pharmaceutical companies. PointOne Systems helps doctors integrate discoveries in molecular medicine and new treatments into their best practices.

Developed in conjunction with the Wisconsin Department of Commerce-International Division, the travel grant program is designed to encourage Wisconsin companies to seek out new international markets. The experience allowed each of the companies to make new contacts. "At this stage in our development, much of our success comes from hard work and networking," said Doug Tucker, chief executive officer of Neurognostics. "Exposure like this leads to additional networking opportunities, and that is positive for the company."

A joint Battelle/BIO report released in conjunction with the conference showed job growth in the state's bioscience industry outpaced the overall U.S. rate in several categories between 2001-2004, including drugs and pharmaceuticals; agricultural feedstock and chemicals; and medical devices and equipment. Wisconsin experienced its largest increase in research, testing and medical laboratories, which saw a 24.5 percent growth in the number of establishments and a 21.6 percent growth in jobs between 2001-2004. This success will be on display at the annual fall conference of the Wisconsin Biotechnology and Medical Device Association, "Biotechnology: The Future is Now." CIBER is a co-sponsor of that event, scheduled for October 12 at the GE Healthcare Institute in Waukesha.

For more information on the trade show travel grant program, please see www.bus.wisc.edu/ciber/business/Biotech_grants.asp.

UW-Madison to Offer First Technical Chinese Program in U.S.



A student practices writing Chinese characters on a tablet PC computer in the Learning Support Services (LSS) Language Learning Lab. Photo by Michael Forster Rothbart/Courtesy of University Communications

China's economy has grown almost 10 percent annually over the past 26 years. This remarkable growth poses new opportunities for U.S. business—specifically in the transportation, energy, biotechnology, advanced electronics and environmental sectors.

As the number of U.S. companies doing business in and with China expands so does the need for technical workers with capability in the Chinese language. UW-Madison is developing a master's and certificate program in technical Chinese to enable engineers, scientists and business professionals with no experience in Chinese to learn the technical language skills, business vocabulary and cultural knowledge necessary for daily conversation and life during intermediate-length assignments of six months to two years in China.

James L. Davis, professor of engineering professional development and creator of the technical Chinese program, hopes to replicate the university's success with technical Japanese, which it has offered for more than 20 years. UW-Madison is one of only two U.S. universities to offer a degree in technical Japanese and its technical Chinese degree program would be the nation's first. Designed for upper-level undergraduate and graduate students on campus and to professionals via distance education technologies, the Chinese program will be a collaborative effort of the College of Engineering and the Center for East Asian Studies and will receive support from CIBER. UW-

Madison has offered basic Chinese for professionals since 2004. Plans are to add second-year courses in fall 2007, a third year in 2008 and the fourth year in 2009.

While the focus of the Technical Japanese Program is on reading and translating technical journals, project specifications and other documents, the proposed Technical Chinese Program will place more emphasis on daily life and business matters, reflecting the needs of U.S. employers. "There is a difference between going to Japan for two weeks for meetings and going to China to set up a plant or make sure a plant operates smoothly," said Davis.

The first year of the planned program will emphasize basic Chinese language skills and cultural knowledge. The second year is designed to focus on business vocabulary and related information, with the third year concentrating on specialized technical language skills. The fourth year, for those working toward the master's degree, would comprise an advanced technical or business project customized to each student's needs and industry.

Professionals in the Japanese program spend on average 15 hours per week on their studies. They receive recordings of classroom instruction via CD or DVD or can download them from the Web. The technical Chinese program is being designed using this same model.

For more information about the Technical Chinese Program or the Technical Japanese Program, contact Jim Davis at jdavis@engr.wisc.edu.

Wisconsin CIBER Hosts International Competition

The UW-Madison CIBER hosted the second CIBER MBA International Business Case Competition April 6-9 at the Fluno Center for Executive Education. MBA student teams from Bocconi University, Italy; Chulalongkorn University, Thailand; Copenhagen Business School; Hong Kong University of Science and Technology; The Ohio State University; University of Connecticut; University of Illinois at Urbana-Champaign; University of Washington and UW-Madison had 24 hours to analyze a case concerning the international business strategy of Lenovo, an international technology company formed as a result of the acquisition by the Lenovo Group of the IBM Personal Computing Division.

Students presented strategic solutions and recommendations to a panel of judges from the business community. The UW-Madison School of Business won first place, Ohio State took second and third place went to Illinois.

Spectrum Brands provided gold-level sponsorship of the event and Harley-Davidson Motor Company and Arrow Financial Services sponsored at the silver level. The CIBERs at the five participating U.S. schools also co-sponsored the competition.



Dean Michael Knetter with first-place UW-Madison team of Eugene Yang, Melissa Wychocki, Oleg Kolosov and Richard Collumb.

Advisory Board Member Profile: Javier Castaneda



The UW-Madison CIBER regularly turns to experienced business professionals for advice on how to make its programs and activities relevant and

valuable to students, faculty and the business community. Many of these professionals serve on the CIBER Advisory Board. In a recent interview, the newest board member, Javier Castaneda of GE Healthcare Bone Mineral Density-Lunar, offered his perspective on how best to prepare for working in a global business environment. A 2004 graduate of the UW-Madison Executive MBA program, Castaneda participated in an EMBA tour of Brazil and Argentina. He is a native of Peru and is fluent in Spanish and Portuguese.

GE Healthcare develops technologies to help healthcare professionals provide patients with earlier diagnoses and treatment. It is the world's leading provider of bone densitometers.

What are your job responsibilities at GE Healthcare BMD-Lunar?

I am the Operations and Market Development Manager for GE Healthcare BMD-Lunar's Certified Pre-Owned business. Currently, I am setting up the strategy for and overseeing execution of the global growth platform strategy and execution for Bone Mineral Density (BMD) Pre-Owned Equipment. I have worked for GE Healthcare for six years and have held my current position for the past two years.

What differences in business or cultural practices do you encounter in the course of your job?

When doing business around the globe, it's very important that you closely understand your customer's needs as well as the local laws and regulations. At GE Healthcare, we have country managers in key countries around the world that help us understand how to do business in a particular country or region.

Did your employer provide any relevant training to help you deal with these issues?

Markets are tough to predict but finding the right "metrics" to monitor gives an edge to your business over the competition. Our company provides employees with a variety of management training courses at the GE Healthcare Institute located in Waukesha.

What international experiences and/or skills are important for students to gain before seeking a job?

We truly live in a global environment and it is important that we develop our future global leaders as early as possible. An exchange student program overseas is a great way to get started with the international experience. I strongly recommend learning at least two more languages besides your own. It can open up opportunities that you will not have otherwise ever imagined. Language skills, international exchange programs, cooperatives with a global corporation, and lessons learned from traveling overseas will give a competitive edge to students.

International Internship Takes Student to Germany

Looking to augment her business classes with work experience and to gain an advantage in finding a job in international business, UW-Madison senior Brittany Guynn not only studied abroad during her junior year, but recently completed an international internship as well. Guynn spent the summer in Bielefeld, Germany, where she worked as an intern at Sparkasse Bank.

In 2004 Guynn studied French and business at ESCP-EAP in Paris—an exchange arranged through the School of Business International Programs office. After researching several UW study abroad programs, she decided that International Programs offered the best option. “I would be able to earn credits for both language and also my business courses,” she said. Once she cleared hurdles regarding her class schedule and insurance issues, Guynn enjoyed the opportunity to improve her French and to become more familiar with the French culture.

“My interview was conducted in both French and German, and the languages were constantly switching, I think to see how capable I was with them.”

To supplement her semester in Paris, Guynn also decided to seek out work experience. “To me, it makes sense that as someone who is truly interested in international business, I would have worked abroad or with an international company,” she said. Last year Guynn applied to a private program, International Cooperative Education (ICE), and secured her internship in Germany. Guynn met with ICE director Günter Seefeldt during his annual visit to UW-Madison to interview students interested in working abroad. “My interview was conducted in both French and German, and the languages were

constantly switching, I think to see how capable I was with them,” said Guynn.

Guynn became familiar with the German banking system through the Sparkasse internship, which she hopes will help her find a post-graduation position in Germany. Guynn was able to gain experience working in different parts of the bank due to the rotational nature of her internship—a type of position she recommends other students request when possible. She also advises students to require a written description of their internship position, compensation and housing arrangements.



Brittany Guynn in the Altstadt (old city) part of Bielefeld, Germany. Photo courtesy of Brittany Guynn



Study Abroad Options Expand

In an effort to increase the number of UW-Madison business students with international experience, the International Programs office of the School of Business recently opened new exchange partnerships and contracted with the Council on International Educational Exchange (CIEE) to provide access to more study abroad sites around the world.

The fall 2006 semester marked the beginning of a partnership with Chulalongkorn University Faculty of Commerce and Accountancy in Bangkok, Thailand. International Programs also reopened exchange partnerships with WHU Otto Beisheim School of Management near Koblenz, Germany, and Wirtschaftsuniversität in Vienna, Austria. These two programs offer classes in English.

Business students new to Spanish can now study in Barcelona, Spain, through an agreement with CIEE. International Programs continues to offer a program with a language requirement in Seville, Spain. Opportunities in less-commonly selected study abroad locations are also available through CIEE. A new program in Buenos Aires, Argentina, requires fluency in Spanish, while courses at the prestigious Sophia University in Tokyo, Japan, are offered in English. In response to student demand, MacQuarie University in Sydney, Australia has also been added to the portfolio of study abroad programs.



(Top) Charles Hornig studied in London in Spring 2005. His photo, Cliffs—Ireland, was a winner of the International Programs 2004-2005 Photo Contest.

(Above) Nancy Gibson participated in the Summer 2005 China Study Tour. Her photo, Beijing Hutongs, was a winner of the International Programs 2004-2005 Photo Contest.

Faculty Members Examine Issues in South American Business

Three UW-Madison School of Business faculty toured Brazil, Argentina and Chile in May as part of the CIBER Professional Development in International Business (PDIB) Mercosur program. The program is designed to increase awareness of changing political and economic environments in many South American countries that may require a re-examination of trade policies and practices by the U.S. government and businesses.

David Brown, professor of finance; Don Hausch, professor of operations and information management; and John Eichenseher, professor of accounting and international business, took part in the two-week program hosted by the Florida International University CIBER and co-sponsored by the UW-Madison CIBER.

The Mercosur trade bloc, established in 1991, includes Argentina, Brazil, Paraguay, Uruguay and Venezuela. Associate members include Bolivia, Chile, Colombia, Ecuador and Peru. According to Eichenseher, while Mercosur continues to expand—Venezuela joined in July—emphasis in the region is shifting toward more bi-lateral trade deals, such as the free trade agreement between the United States and Chile.

The UW-Madison group found that while Brazil, Argentina and Chile might share some common geographic and cultural aspects, the business environments of the three countries differ significantly. “Chile has a strong pro-business stance and has achieved considerable economic success,” said Hausch. “The economic challenges facing Argentina and Brazil are quite striking, though.” Brown attributed much of Chile’s

economic success to its willingness to allow foreign investment in the country. “They have built many small businesses around bigger companies in export areas,” he said.

Visits to universities and businesses deepened and personalized the group’s understanding of the political economies of the countries they toured. With regard to the 2001 collapse of the Argentine economy, for example, Brown said, “It raises it to a new level of consciousness when you sit in Buenos Aires and hear first hand about decisions that managers had to make about who to lay off.” MBA students at UW-Madison could benefit from similar interactions, said Hausch, who hopes to further develop relationships with some of the private business schools the group visited. Broader faculty exposure to other countries also is helpful in the

recruitment of more international students.

A highlight of the trip was a visit to Santiago’s Central Bank, where a bank official discussed the import-substitution policy employed by many Latin American countries. Many countries with developing economies often choose to extract natural resources and sell them to other countries that develop them into finished goods. Under the import-substitution policy, these developing countries work to alter this imbalance by strategically selecting finished-products industries to develop domestically. “To have someone familiar with import-substitution policy—who has data at hand and has thought about it from the developing country’s point of view was great,” said Hausch.



View of São Paulo. Photo courtesy of Lloyd Brooks

Exec MBA Students Tour Beijing and Shanghai

Thirty-five Executive MBA students from the UW-Madison School of Business traveled to China in March 2006 to observe firsthand issues associated with conducting business on a global scale. A required part of the second-year Executive MBA curriculum, the tour included visits to a Chinese company and the offices of three Wisconsin-based corporations, as well as meetings with university and government representatives and visits to cultural sites. Designed for experienced managers, the Executive MBA program focuses on core business matters and selected issues of current or potential interest to participants' companies or organizations. The second year of the curriculum incorporates global business issues, capped off with an international study tour.

The trip started in Beijing, where the group found the sights and sounds particularly memorable, and then moved on to Shanghai. "In Beijing I really felt like I was in a different world," said Sarah Urban, a finance manager at Brady Corporation in Milwaukee. Company visits provided the participants insights into the challenges of operating a business in a rapidly expanding economy, such as hiring and retaining skilled employees, and issues U.S. companies confront when expanding into overseas markets. Promega Corporation of Madison, for example, recently established direct sales operations in China following more than 20 years of experience with joint ventures in the country. "We sell through distributors in China and they currently lack exclusive territories, leading to price competition and poaching," said Angela Ryan, a Promega marketing manager and Executive MBA student. "The lack of clear contracts and the inability to enforce contracts makes establishment of effective distribution networks very challenging." Other stops included Brady Beijing; Baosteel, one of China's largest iron and steel producers; and Kohler Power, a subsidiary of Wisconsin's Kohler Company.

The lack of environmental standards and the extent of intellectual property infringement made particular impressions on many of the participants. Although Ryan expected to encounter air pollution in the countryside, the extent of it surprised her. Yet, Urban noted that many speakers did not shy away from the pollution issue. Intellectual property protection has long been a point of discussion between the U.S. and Chinese governments, but violations continue. "It would have been impossible to imagine the level of copyright infringement, copying and bargaining or selling that goes on without seeing it in person," Urban said. Promega has faced many challenges in this area, Ryan said, requiring the company to carefully manage its manufacturing strategy for China.



(Top) Worker at a state-owned silk factory outside of Shanghai. Photo by Doug Peck

(Above) Second-year EMBA students tour the Baosteel plant near Shanghai. Photo by Sachin Tuli



Matt O'Hern (left) and Paul Michas at the IDEB conference in Storrs, Conn.
Photo courtesy of University of Connecticut CIBER

Doctoral Students Work to Internationalize Research

Two UW-Madison School of Business Ph.D. students participated in the Internationalizing Doctoral Education in Business (IDEB) conference at the University of Connecticut in July. Matt O'Hern, a fourth-year marketing student, and Paul Michas, a second-year accounting student, received support from the UW-Madison CIBER to attend the conference, sponsored annually by several CIBERs nationwide, including the Wisconsin CIBER.

Designed to help Ph.D. students from across the country internationalize their research and teaching, the IDEB conference includes lectures by faculty from CIBER schools experienced at incorporating global content into their teaching and research, and provides networking opportunities through which students receive feedback on dissertations and other research from faculty and fellow students.

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Michas, who is involved in an international data project with Professor Hollis Ashbaugh-Skaife, took the opportunity to discuss future career options with fellow students and enjoyed hearing the perspectives of "committed and accomplished international scholars" on global teaching and research.

O'Hern attended the conference with the goal of adding an international aspect to his research.

He found most valuable a conference session in which the editor of an international journal discussed expectations for quality submissions. O'Hern also noted the extent of international research. "There are many colleagues throughout the U.S. and throughout the world who are pursuing research like this and conferences like IDEB play an important role in fostering contact between researchers and facilitating the exchange of ideas," he said.

UW-Madison Launches International Academic Internship Initiative

In a recent survey by the American Council on Education, over 80 percent of companies reported a need for employees with greater international knowledge. UW-Madison is working to accelerate such internationalization through the newly created International Academic Internship Initiative (IAII). By matching qualified undergraduates with for-credit international internship opportunities, IAII helps students make connections between the classroom and the professional world. A collaboration of the Division of International Studies, the School of Business, the College of Engineering, the Biology Major and the International Institute, the IAII sent its first group of student interns abroad in the summer of 2006.

The interns spent time exploring their host countries, getting to know their colleagues and learning the local culture. "We emphasize a holistic experience," said Loren Kuzuhara, IAII faculty director and senior lecturer in the School of Business. "Students have to be more than smart—they need to be able to adapt to different cultures."

The IAII requests that employers provide students professional-level internships and meaningful experiences, but the positions are flexible in terms of structure, focus and hours. An intern at Toshiba Corporation in Tokyo helped the human resources division develop and host a global management training program, while another intern

worked in Toshiba's procurement division. Four interns at the Central Japan Railway Company in Tokyo worked at local stations and made recommendations about the tourism possibilities of specific stops. In the marketing department of a Promega Corporation branch office in the Netherlands, an intern developed a customer satisfaction survey. Each intern received three academic credits.

Casey Christianson, a UW-Madison junior studying Marketing and Japanese, worked as an intern with Central Japan Railways (CJR). Christianson gained insight into the management style and organizational structure of a high-profile Japanese company, and was pleased to use his Japanese language skills in a work environment. Of his internship, Christianson said, "I have always considered working overseas as a possibility, and this experience only helped to strengthen those feelings."

Kuzuhara expects opportunities in France, India and China to be available next year, and said internships in the United States are welcome if the position deals with global issues. He hopes to broaden the industries and types of organizations represented among employers.

For more information about the IAII, please visit <http://intern.international.wisc.edu/>.



School of Business Sets Goal of International Experience for All Undergraduates

To be on the cutting edge of internationalization, the School of Business is planning to require all undergraduate business majors to complete an international experience. Implementation of the program is contingent upon full funding.

This requirement would help strengthen business students' competence in languages, understanding of other cultures and knowledge of global business issues. Under the plan, students would be able to choose one of three options: an intensive three-week study abroad

learning experience, a semester abroad or an international internship.

The first for-credit undergraduate course offered by the School of Business to incorporate an international study tour is planned for spring 2007. Assistant professor Alex Stajkovic of the Management and Human Resources Department will teach MHR 365, International Study Trip to China.

The first part of the course will address the Chinese culture and econ-

omy, with a particular emphasis on management practices. As part of the course, Stajkovic will lead a 12-day tour of Beijing and Shanghai during the spring recess that will include visits to companies and cultural sites and meetings with business executives in China. The semester will conclude with presentations related to the study tour and global management practices. Stajkovic has taught several graduate-level management courses, including one in the joint Executive MBA program with the Chinese Academy of Sciences in Beijing.

Spotlight on Wisconsin Biotech Company — PointOne Systems

As Wisconsin's biotechnology industry continues to expand, it remains an important focus of the UW-Madison CIBER. To familiarize more Wisconsin biotechnology companies with CIBER activities and to learn about their emerging needs and interests, CIBER sponsored the monthly member breakfast of the Wisconsin Biotechnology and Medical Devices Association in June.

Russ Rymut, manager of clinical development for PointOne Systems of Wauwatosa, was the featured speaker. PointOne provides data and software products to doctors in

private and group practices to help them understand, predict, diagnose and treat diseases based on the health data and family history of individual patients. The company is named for the 0.1 percent variance in the DNA sequence of all human beings. Rymut addressed the barriers that stand between genetic discoveries and their clinical application

According to Rymut, Barriers imposed by the current healthcare structure result in doctors rarely asking the relevant questions needed to determine whether discoveries in molecular medicine or new diagnostic tests are applicable to individual patients: "We're trying to take

discoveries we hear about every day and take them to physicians." Rymut cites the sheer volume of new information for doctors to process as the first barrier. Additional obstacles include the complexity of the data and analysis, a lack of provider training in the proper application of discoveries and the need to integrate new data with existing clinical data and best practices.

The final step is to make the process part of the normal clinic work flow: "PointOne acts as a bridge between genetics and the physician's office and helps integrate and normalize the use of genetic tests."



Photo by Jeff Miller, UW Communications



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