# Table of Contents

1. Director’s Letter
2. About GW-CIBER
4. Fostering Research
6. Building a Community of Scholars
8. Teaching International Business
12. Promoting Experiential Learning
16. Advancing Education in Business Languages
18. Engaging the Business and Policy Communities
20. Nurturing Global Careers
22. GW-CIBER Administration & Advisors

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It gives me great pleasure to write this letter in my new role as Director of GW-CIBER. I came on board in January 2017 succeeding Professor Reid Click who has done a tremendous job in building the Center's capabilities and programming. He was most generous in his support during the directorship transition, and I wish him great success in his new endeavors.

As reported in the following pages, GW-CIBER has completed another eventful year filled with activities that help students, faculty, and business professionals advance their global knowledge and cross-cultural skills. Below are some of the highlights of the 2016-2017 grant year:

• A request-for-proposals competition which selected nine innovative research projects by faculty and PhD students for funding awards in support of the Center's theme of Institutions, Policy, and Development in International Business. GW School of Business alumna Robin Liebowitz (BBA '85, MBA '87) continued her support for the competition.
• Hosting our Summer Doctoral Institute for five outstanding non-GW doctoral students selected from a national competition who spent two months conducting research and attending seminars on campus under GW faculty's mentorship.
• Organizing study abroad programs to Rwanda and Egypt for students, faculty, and business professionals to learn about Africa's economic environments and business practices.
• Providing professional training for business language teachers in the Mid-Atlantic region as part of their preparation for leading short-term study abroad programs.
• Offering international career development workshops and executives networking events for GW undergraduate and graduate students to explore job opportunities.
• Funding awards for eight GW students – three undergraduate and five graduate – to undertake international business and development internships. The program was supported by a generous donation from GW alumnus Mr. Michael Quinn (BA’84).
• Partnering with other organizations such as the Association of Women in International Trade and VA/DC Export Council on outreach events devoted to current topics including trade and jobs, economic development, and diaspora entrepreneurship, among others.

Looking forward, our main task for the coming months will be to complete our re-application for a new CIBER grant for the 2018-2022 funding cycle. We are hopeful that Congress will soon pass the FY 2018 Omnibus Appropriations Bill which is required for the Department of Education to authorize the 2018 CIBER grant competition. During this past year, my colleagues and I at GW-CIBER have been working hard on developing a new CIBER theme and activity agenda for the competition. We welcome any input or suggestions that you may wish to share with us.

In closing, I am excited about GW-CIBER's future and look forward to working with our stakeholders to further advance the Center's mission. Our main goal is to be a vocal advocate for international understanding, to prepare future global leaders, and to expand the body of knowledge of international business. This is a most worthwhile effort and we thank you for being a part of it!

Sincerely,

Joe Cheng
Director, GW-CIBER
Research Professor of International Business

About GW-CIBER’s Director

Joe Cheng (Ph.D., University of Michigan) is a Research Professor of International Business at the GW School of Business. Previously, he was Professor of Management and Director of the Australian Innovation and Competitiveness Initiative at the University of New South Wales, Sydney, Australia. From 1996 to 2013, Joe was Professor of International Business at the University of Illinois at Urbana-Champaign, where he also served as Director of the UI CIBER from 1999 to 2006. During 2012, he was a Visiting Professor at Stanford University’s Shorenstein Asia-Pacific Research Center.

Joe’s research centers on three main areas: (1) innovation, R&D productivity, and international competitiveness; (2) globalization and multinational management; and (3) organizational learning, adaptation, and change. Joe has published seven edited books and many refereed articles in leading academic journals. He currently serves or has served on the editorial boards of twelve academic journals, including appointments as a consulting editor, reviewer, and special issue editor.
About GW-CIBER

The George Washington University Center for International Business Education and Research (GW-CIBER) promotes the nation’s capacity for international understanding and economic competitiveness related to the overarching theme of Institutions, Policies, and Development in International Business.

Seventeen U.S. universities are recipients of the CIBER funding for the 2014-2018 grant cycle. The competitive CIBER grant is administered through the U.S. Department of Education, and established under the 1988 Omnibus Trade and Competitiveness Act. It is part of the Title VI programs for international and foreign language education. The main objective of all CIBERs is to assist students, faculty, business professionals, and policy-makers in enhancing their global skills and succeeding in the global marketplace. GW-CIBER is pursuing this objective by leveraging GW’s faculty expertise, the University’s location in the heart of the nation’s capital, our proximity to numerous multilateral, government and non-government institutions, and GW’s dedication to cross-disciplinary collaboration, innovation, and global citizenship.

GW-CIBER’s theme, mentioned above, emphasizes the role of institutions (the rules and norms that govern the interactions between individuals) in facilitating international trade and economic development. It also seeks to answer the question of how policies (the principles that guide decisions while keeping consistent with institutional norms) shape the course of action that individuals undertake in order to achieve desired societal and economic goals.

GW-CIBER’s programs also touch on issues related to developing and emerging countries and their implications for U.S. Competitiveness. The success of U.S. firms in the global marketplace depends to a great extent on the presence of thriving and politically-stable trading partners. The institutional context in developing and emerging countries is quite different – local institutions are often nonexistent, informal, in transition or weakly structured. This creates particular challenges - corruption, political risk, regulatory obstacles, social divisions, and civil strife – which firms and managers have to overcome. International institutions, NGOs, social entrepreneurs, and diaspora communities all play important roles in strengthening institutions in these markets and creating a more favorable business environment.

All of the above topics are incorporated in GW-CIBER’s initiatives, which are guided by the Center’s theme and five sub-themes, or focal areas (listed here). These focal areas are championed by a group of selected faculty coordinators from various GW departments, and are enhanced by innovative research, teaching, and outreach activities led by numerous other faculty members across the university.

Focal Areas

- Trade, Investment, and Employment Issues
- Leveraging Diaspora Populations
- Energy, Land Management, and Environmental Sustainability
- The Intersection of Business, Government, and Civil Society
- Innovation and Property Rights
Our Objectives

1. Develop global leaders through innovative degrees and other curricular and co-curricular activities that further students’ understanding of international business.

2. Collaborate with businesses/professional associations to create experiential learning and training opportunities for international business students.

3. Develop multi-disciplinary research programs, with an emphasis on interdisciplinary projects, to expand the body of knowledge in international business.

4. Provide professional development opportunities for faculty and doctoral students, especially those from minority-serving institutions and community colleges, with the goal of internationalizing their curricula.

5. Engage the business and policy communities in the Mid-Atlantic region to develop their global business competency through training opportunities and outreach.

6. Promote “business language” education by offering language programs for students and business literacy programs for language instructors in the Mid-Atlantic region.

7. Enhance students’ and professionals’ understanding of the business environment in Sub-Saharan Africa and its relevance for U.S. competitiveness.
GW-CIBER pursues its objective of promoting international business research by supporting scholars – faculty and doctoral students – to engage in innovative research projects. All supported projects are related to the Center’s theme and focal areas, and focus on major current and upcoming business, economic, political, and societal issues facing U.S. firms.

Through GW-CIBER’s annual Request-for-Proposals competition, GW faculty and doctoral students submit proposals for funding which are evaluated by the team of GW-CIBER Faculty Coordinators. The applicants, as well as the Faculty Coordinators, represent various GW departments, which is consistent with the Center’s efforts to advance knowledge across a range of disciplines and encourage cross-disciplinary collaboration.

The RFP-supported projects include academic journal publications, working papers, books, and research seminars, conferences, and workshops. The awarded applicants may receive support for data acquisition, research assistants, fieldwork travel, staff/administrative assistance, and logistical support for academic events.

During the 2016-2017 grant year, projects funded through the RFP competition included: (i) an evaluation of the effects of various implicit trade frictions (e.g. search costs, uncertainties, trade time) and interventions addressing these frictions on export performance and entrepreneurship growth; (ii) an investigation into the extent to which economic factors and host-state institutions predict the formations of bilateral investment treaties; (iii) an examination of government responses to unemployment in natural-resource-dependent countries; (iv) a study of the relationship between investment attractiveness and level of corruption in developing countries; (v) an evaluation of the impact of immigration on knowledge transfer and career outcomes of associate analysts; and (vi) a research on how disclosure regulation affect competitiveness of U.S.-listed extractive-industry firms.

Besides through the RFP funding that GW-CIBER provides, the Center's research activities have been supported for several years by Ms. Robin K. Liebowitz – Founder of rkl3D (a brand innovation, market penetration, and global communications company), GW School of Business alumna, and member of the Advisory Councils of GW-CIBER and the GW School of Business.

Finally, GW-CIBER’s research initiatives are also enhanced by projects pursued by our Faculty Coordinators, the students participating in our annual Summer Doctoral Institute, and through collaboration with other GW entities and external organizations. More information on these initiatives can be found in the other sections of this report.
Trade Frictions and Entrepreneurship Growth: An Online Experiment

Maggie X. Chen, Professor, Economics & International Affairs

Frictions in international trade constitute central challenges to firms’ ability to access the international markets. Some frictions are explicit such as transport costs and tariffs, while others are implicit and intricate such as search costs, uncertainties, and trade time. While transportation technologies and trade negotiations have dismantled most explicit trade barriers, the latter trade frictions largely remain and little is known how these implicit trade costs have inhibited firms’ ability to engage in international trade. In this study, the authors perform a randomized experiment on the leading international trade platform, Alibaba, to evaluate the effects of various implicit trade frictions – including search costs, uncertainties, and trade time – and interventions addressing these frictions on export performance and entrepreneurship growth. Alibaba offers an ideal setting for pursuing randomized experiments in international trade. This project contributes to the fields of international economics and businesses by offering one of the first evidence on how different types of implicit trade frictions and corresponding interventions might differentially influence international trade and entrepreneurial growth.

Captor Capitalism: How Foreign Direct Investment Impacts Crony Capitalism in Developing Countries

Aparna Ravi, Ph.D. Candidate, Political Science

Which countries are better able to attract foreign direct investment (FDI) and why? How do institutional features – specifically, the level of business-government ties – condition countries’ ability to attract FDI? Traditional FDI models highlight that democracies are able to attract more FDI given that they can more credibly signal to investors that they will not expropriate assets. Empirically, however, two things are notable. First, oftentimes level of democracy does not correlate with robust protection of property rights. Second, despite the fact that corruption poses a real risk to investors, domestic firms’ political connections to state actors can confer benefits to foreign investors in terms of obtaining contracts, licenses, and other political favors. The PI thus proposes that models of FDI should extend beyond discussions of country-level institutions and incorporate an analysis of how governance affects investor risk in developing countries. This study employs a mixed-methods approach involving statistical analysis and comparative case studies from India and Brazil to better understand the relationship between investment and corruption in developing countries.
Building a Community of Scholars

GW-CIBER Summer Doctoral Institute

In 2017, we marked the 10th anniversary of the launch of GW-CIBER’s Summer Doctoral Institute (SDI). Each summer since 2008, several doctoral students from some of the country’s top programs come to GW’s campus for two months to engage in research with GW mentors on topics related to GW-CIBER’s theme of Institutions, Policies, and Development in International Business.

Sixty-seven students have participated in the program so far, forming a community of scholars from various disciplines but sharing a common interest in issues related to the Center’s theme. SDI’s objective is to inspire long-term inquiries into this broad area of research and to equip doctoral students with the tools and knowledge they need in order to incorporate such topics in their studies and the courses they might teach in the future.

The major component of the SDI is the mentoring relationship between the doctoral students and the GW faculty members working with them on the SDI projects. The faculty members commit themselves to being on campus for the two months that the students are here, and to providing regular face-to-face interaction. The objective of this collaboration is to produce a paper suitable for presentation and publishable in a top academic journal. Since the normal paper-writing process spans more than two months, the student-mentor teams are expected to continue working together after the summer, in order to complete their projects.

The collaboration between the students and the GW faculty members is of benefit to both parties – the students have the chance to work one-on-one with faculty experts on co-authored projects, while the faculty mentors have the opportunity to interact with dedicated full-time research partners from any PhD program in the country.

In summer 2017, GW-CIBER hosted five students from various disciplines. Besides working with their faculty mentors, they also attended weekly seminars on Institutions and Development and had access to numerous GW and DC resources.

### SDI 2016 Participants & Mentors

<table>
<thead>
<tr>
<th>Name</th>
<th>Field</th>
<th>University</th>
<th>Mentor(s)</th>
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<tbody>
<tr>
<td>Róisín Donnelly</td>
<td>International Business Strategy</td>
<td>Bentley University</td>
<td>Dr. Heather Berry, International Business</td>
</tr>
<tr>
<td>Elizabeth Napier</td>
<td>Marketing</td>
<td>Georgia State University</td>
<td>Dr. Pradeep Rau, Marketing</td>
</tr>
<tr>
<td>Sujeong Shim</td>
<td>Political Science</td>
<td>University of Wisconsin-Madison</td>
<td>Dr. Stephen Kaplan, Political Science</td>
</tr>
<tr>
<td>Long Tran</td>
<td>Public Administration and Policy</td>
<td>American University</td>
<td>Dr. Jasmine McGinnis, Johnson, Trachtenberg School of Public Policy and Public Administration</td>
</tr>
<tr>
<td>Hao Wang</td>
<td>International Business</td>
<td>Ohio State University</td>
<td>Dr. Robert Weiner, International Business</td>
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</tbody>
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The SDI program helped me grow as a person and an academic greatly over the two months I spent in Washington D.C. My mentor was amazing and still guides me in personal and academic hurdles.

- Elizabeth Napier, SDI 2017 Participant

I had a great opportunity to explore the real politics in DC, access valuable data and receive productive feedback and guidance from outstanding people in and out of GWU.

- Sujeong Shim, SDI 2017 Participant

The Political Economy of IMF Lending: Global Banker or Economic Reformer?

Sujeong Shim & Stephen Kaplan

When and why do lenders of last resort decide to cut their financing? Why did the IMF withdraw funding from Argentina in 2001, but extend new credit to its Brazilian neighbor in 2002? If the IMF’s primary global mission is to ensure stability in the global financial system, why would it at times refuse to extend new funds to crisis countries, and other times re-invest in risky bets?

To help explain this variation in IMF lending, the authors present a new theoretical framework outlining the Fund’s competing mandates as a creditor and a reformer. Notwithstanding its charge to help countries weather balance of payments crises, the IMF is nonetheless a global banker responsible for safeguarding the resources of its majority shareholders, and maintaining the financial soundness of its balance sheet. At the same time, the IMF is also an ardent promoter of economic reform that often attaches such policy conditions as budgetary discipline and structural reforms to its lending agreements. Under what conditions, does the IMF prioritize its role as a global banker versus economic reformer? In this paper, the authors argue theoretically that it reflects the debtors’ prospects for reform and repayment. To test their theoretical priors, the authors conduct a comparative cases study analysis of three IMF debtor countries over time and space: Argentina, Brazil, and Greece. They find that when reform prospects are high in a borrower country, the Fund emphasizes its role as a reformer, taking a harder-line negotiation position by demanding strong conditionality. By contrast, when reform prospects are low, the IMF is more likely to act as a traditional global creditor, attaching fewer policy conditions to its lending. The researchers also find that during periods of financial distress, the IMF is likely to exhibit greater forbearance in countries with high reform prospects. These findings offer important new insights for the study of globalization, the IMF, and the politics of domestic reform.

Multi-Site Designs and Perceptions of Effectiveness: The Case of U.S.-Based International NGOs

Long Tran & Jasmine McGuinnis-Johnson

Despite the essential roles of multi-site nonprofit organizations in delivering services across local or national boundaries, the extant literature is lacking theoretical insights and empirical evidence that help elucidate the influence of their multi-site designs on organizational effectiveness. Relying on a sample of 152 U.S.-based international non-governmental organizations (INGOs), a crucial type of multi-site nonprofit organizations, this study attempts to fill the gap by examining the relationship between INGOs’ multi-site designs and two forms of leader-perceived effectiveness: their own leaders’ perceptions versus peer leaders’ perceptions. My regression models indicate that INGOs with a centralized, unitary design is strongly more likely to have higher effectiveness as perceived by their own leaders but lower effectiveness reputations as perceived by peer leaders. The results are robust to different model specifications. Practical implications and future research directions are also discussed.
The Rwanda Short-Term Study-Abroad (STAP) course was offered in March 2017 and was led by Dr. Reid Click – former GW-CIBER Director and Associate Professor of International Business. The course gave the participating students the opportunity to learn about and experience the business environment of a developing country, to acquire in-depth understanding of its institutional development, and to exchange perspectives with other students.

The program explored the role of institutions in economic development by examining the case of Rwanda, a landlocked country in Sub-Saharan Africa known for its picturesque terrain as the “Land of Thousand Hills”. Approximately the size of Maryland, and with more than 12 million people, Rwanda is the most densely populated country in Africa.

The country has made a considerable progress since the 1994 genocide, and has managed to restore its previous per-capita GDP by 2005. A country of few natural resources, Rwanda’s economy is dependent on coffee and tea exports, tourism, and foreign aid. Despite still being one of the poorest economies in the world, Rwanda has been ranked as one of the most successful countries among developing economies in the last decade, due to aggressive institutional reforms which have propelled it from 139th in the 2006 World Bank’s Doing Business rankings to number 56 in 2017.

All this makes Rwanda a good opportunity to study the role of institutions in economic development and the relationship between business and government. The STAP course exposed the students to various institutional actors, including local government institutions, local financial institutions and businesses, and entrepreneurs. It also connected the GW students with those from the Bridge2Rwanda Scholars Program – a gap-year program for East African high-school graduates interested in studying in the U.S. or U.K.
The Many ‘Rwandas’ of Rwanda

Participating in the “Institutions and Economic Development: The Case of Rwanda” short-term study abroad was the experience of a lifetime. Throughout all of the site visits, I was able to not only make my own observations about Rwanda’s institutions, but also see them through the eyes of the people I spoke with. Reflecting back on these interactions, I find that I can divide my impression of Rwanda into several different parts: Rwanda as a nation still healing, Rwanda as the muzungu’s idea of Africa, and Rwanda as the future of Africa.

Of all the Rwandas I encountered, one of the most distinct was Rwanda as a nation still healing. This was especially apparent at Rwanda’s Genocide Memorial in Kigali. There are some nations who try to hide their dark history, but Rwanda does a beautiful job of showcasing the nation’s past and encouraging education on the genocide. Rwanda must be united socially in order to ever be successful and create a better future for the next generation.

When I think of stereotypical ‘Africa’, I usually think of small villages with women toting water on their heads and farm animals everywhere. Because I came into the trip with this notion of Rwanda being ‘above’ the rest of Africa, it surprised me how the muzungu idea of ‘Africa’ in Rwanda was thrust upon me. This most notably occurred on the walking tour of Nyamirambo. I came into the trip with this idea that Rwanda was trying to shun its ‘African’ identity in favor of appearing more Western and developed. But this aspect of Rwanda is still very much a part of its identity and this tour helped me realize and appreciate that.

Though Rwanda may still be lumped in with the rest of Africa in that it still has a long way to go before being considered ‘developed,’ I think Rwanda is the future of Africa. Rwanda is working hard to promote its tourism industry, which could be a major source of income for the country. Its strict anti-corruption laws are the biggest thing that separates Rwanda from the rest of Africa. If Rwanda is successful a few years down the line, more countries could adopt its strict anti-corruption policy as a tool for development. Rwanda is also a leader in gender equality. I was amazed to learn that Rwanda’s parliament is more than 50% women and I loved the programs the government has implemented to support causes such as maternal mortality reduction and education.

In order to become a regional leader, Rwanda must develop its own strong leaders, and the Bridge2Rwanda program seems to be doing an excellent job of that. I was so impressed with the B2R scholars. Seeing Rwanda through their eyes, as a country with so much potential, is one of the reasons why I am optimistic about Rwanda’s future.

Though Rwanda has many identities, I hope the country does not lose its ethos on its journey towards development. It is a balancing act to simultaneously develop and retain one’s culture, and I am intrigued to follow Rwanda’s progress for years to come.

- Elizabeth Power, Rwanda STAP 2017 Participant
This annual faculty development in international business (FDIB) program is an overseas study tour sponsored and managed by the CIBERs of the University of South Carolina, Brigham Young University, and The George Washington University. The program offers the participants the opportunity to experience first-hand the unique business challenges of the Middle East & North Africa (MENA) region, as well as areas in East Africa.

The ultimate objective of the program is to raise faculty awareness of the economic, political and cultural environments that exist in the Middle East and Africa today, and, ultimately, to leverage that first-hand awareness into competence and expertise in classrooms and on research campuses throughout the United States.

In January 2017, the program included travel to Egypt (Cairo & Giza), and Rwanda (Kigali & Lake Kivu). The FDIB group took part in numerous business and academic site visits, culture tours, and academic and professional seminars. Some of the scheduled business and academic visits included Orascom (telecom and construction), Smart Village, Desert Reclamation Project, the Suez Canal Authority, the American University in Cairo, Bralirwa (bottling company), MTN (data and mobile network provider), a tea plantation, coffee washing station and roasting company, the Bridge2Rwanda scholars program for East African high-school graduates, U.S. Embassies in Cairo and Kigali, and others. Cultural/nature sites included Akagera National Park and Lake Kivu in Rwanda, as well as the Great Pyramids of Giza and the Cairo Museum in Egypt.

For the past few years, GW-CIBER has been leading student groups to Rwanda – as part of the Consulting Abroad Projects (CAPs) program for MBA students and through a short-term study-abroad course for undergraduate (and some non-MBA graduate) students. This has helped GW-CIBER establish connections with Rwanda’s institutions and firms, as well as accumulate expertise on the country’s development, policies, and institutional framework. Leveraging this knowledge, GW-CIBER became a valuable partner for the MENA & East Africa FDIB, now offering faculty members and professionals the opportunity to get acquainted with these regions.

As part of GW-CIBER’s efforts to assist Minority Serving Institutions and community colleges in internationalizing their curricula, we funded one faculty member from Howard University and one from Coppin State University to participate in the 2017 FDIB to Egypt & Rwanda.

Passing on the Knowledge

Professor Nejla Routsong, a faculty member from Ivy Tech Community College School of Business, who participated in the 2017 FDIB to Egypt & Rwanda, was awarded a grant from Indiana University to develop a 3-credit course in “Sustainable Business and Social Entrepreneurship” for her home institution. The Fall 2018 course will culminate with a 12-day study-abroad experience in Rwanda in December 2018. This is the very first study-abroad course offered at the Ivy Tech Community College, and the faculty member credits her FDIB participation for establishing the educational partnerships and gaining the knowledge that allowed her to undertake this endeavor. GW-CIBER is thrilled that the faculty member has been able to connect with the same organizations that have helped us lead the various programs to Rwanda over the past few years.
Promoting Experiential Learning

Consulting Abroad Projects 2017

Staying true to the motto that “the best way to learn about doing business in foreign countries is to actually do it”, for many years GW-CIBER has been supporting various consulting-abroad student experiences. One such program is the Consulting Abroad Projects (CAPs) which is a required curriculum element for all first-year full-time MBA students at the GW School of Business. The program is a three-course sequence taken during the Spring semester. It provides the students with the opportunity to gain deeper expertise in a select country, industry, and sector, by engaging them in a consulting project for an overseas client.

The first part of this three-course sequence is an International Management course which acquaints students with relevant international business theoretical frameworks and introduces them to the details of their specific CAP projects. The second element of the program is a full-day training workshop, sponsored by GW-CIBER, covering the consulting methodology TEAM FOCUS, taught by the international consulting expert and professor of strategy Dr. Paul Friga. The workshop helps students understand the various steps of the consulting process – from figuring out what problem the client is facing, to gathering and analyzing data, devising a solution, and communicating with team-mates and clients. The final stage of the CAP program consists of a two-week in-country work when students finalize their projects and present their findings to the clients.

See the next page to learn more about the companies, industries, and business problems that were featured in this latest CAP program.
**Argentina:** The Argentina CAP teams worked with three client companies. The first one, an international advisory firm that helps clients advance their business objectives in Latin America, tasked the students to develop a business and strategic plan, with particular emphasis on sales, staffing structure, and process assessment. The second client was a local company devoted to integrating solar energy into daily activities by developing and commercializing products that harvest solar energy. The students worked on developing a strategy that will allow the company to enter the U.S. market, with orientation towards the outdoor entertainment sector. The third client was an Argentine private domestically-owned bank, and the student teams worked on marketing plans and solutions that would support growth.

**Australia:** This CAP program involved four clients. The first one, a foundation focusing on programs and projects that promote good health and nutrition, asked the students to come up with new business models that will help the foundation expand its products and services in a socially responsible manner. The second client, one of the world’s largest accounting entities, asked the students to develop a 3-5 year business plan to transform the organization’s training and development business. The third client, a contemporary uniform brand that caters to hospitality, event, retail and corporate staff, was interested in expanding overseas so the student teams had to come up with potential model scenarios and best strategies for a new market entry. The final client in Australia was the City of Melbourne, and the student team working on this project analyzed current patterns and developed strategies for the City to compete with the attractiveness and growing sophistication of the suburbs.

**China:** Two of the projects on which the China CAP teams worked, were presented by a hotels group which develops and manages more than 40 hotels in more than 20 cities in China. The first project involved business model optimization including the strategic integration of resources to build sustainable assets and markets. The second project challenged the student team to propose a strategy around talent development and retention focusing on career growth pathways and opportunities to develop greater employee loyalty. Another set of two projects was presented by one of China’s real estate developers. The first team worked on devising a strategy that responds to the challenges of the ‘uneven’ organizational structures, intra-organizational governance, standards, and quality assurance across the companies in the 9km2 destination resort. As with the first client, the second team working with the real estate developer also focused on addressing the challenges of talent development and retention.

**South Africa:** The first client for the South Africa CAP teams, was a “Black Economic Empowerment” initiative, whose purpose is to build a sustainable business benefiting its majority of Black shareholders – namely Black farmworkers who have never had the opportunity to have access to the mainstream economy in South Africa. The client presented with three projects: (i) Development of a business plan that will assist the company in its transition to become a fully independent company; (ii) Development of a branding/marketing strategy to increase the company’s exports to the U.S. market; and (iii) Development of a training program for the company’s owners/workers so that they can acquire the necessary skills to run the company independently. The second client, a leading e-commerce business, asked the student team to research how feasible it would be for the company to offer services in addition to merchandise.

**Vietnam:** The CAP program in Vietnam also enjoyed collaboration with two client companies. The first one – the largest engineering company in Europe with branch offices overseas – asked two student teams to: (i) Perform growth analysis of twelve Vietnamese sectors and provide recommendations on market concentrations and CAPEX forecasts; and (ii) Develop and deliver survey questionnaires to gather and analyze information on best practices for install-base of industrial equipment in Vietnam and customer preference for equipment. The second client, Malaysia’s largest financial services group, asked the students to analyze currency risk management and assess currency demand growths and currency hedging products for Vietnamese markets.
Supporting Internships in International Business

Since 2015, GW-CIBER was entrusted with the administration of the Quinn Fellows program which provides funding for unpaid or underpaid internships related to international business and development. The program is funded on a multi-year basis by a donation from GW alumnus Mr. Michael Quinn.

In summer 2017, eight students – three undergraduate and five graduate – from the GW School of Business and the Elliott School of International Affairs were awarded support through the Quinn Fellows fund. The students completed internships in the following organizations: (i) Fundação Getulio Vargas - Curitiba, Brazil (development and management of projects related to MERCOSUL countries); (ii) Advancing International Development Project, Île-à-Vache – Haiti (community support and other non-profit work); (iii) Eurasia Group - Washington, DC (client services and client database management); (iv) U.S. Department of Commerce, International Trade Administration – Washington, DC (smart grid and energy policy research); (v) European Cooperative for Rural Development (EUCORD) – Kigali, Rwanda (Brussels-based NGO; impact assessment of an agricultural development project); (vi) U.S. Trade & Development Agency – Washington, DC (research on market trends, economic, trade, and development policies); (vii) Ashoka (international NGO; gender equality and inclusion project) – Washington, DC; and (viii) Itaú Bank – Sao Paulo, Brazil (assistance with processes and products development related to the bank's sales of credit card readers).

Michael S. Quinn (BA 1984) is a partner with Q Advisors, LLC, an investment banking consulting partnership formed in 2001 and located in Denver, CO. He is an alumnus of the Elliott School of International Affairs and a member of the Boards of Advisors for both the Elliott School and the GW School of Business.

Internship Reflection Essays

Applying Theory to Practice at Eurasia Group

When talking about the intersection of politics and markets, no one does it better than Eurasia Group (EG) - the world’s foremost and largest international political risk consultancy. Founded by Ian Bremmer, the firm focuses on assisting investors and business decision-makers understand the impact of politics on the risks and opportunities in foreign markets. This past summer, I was fortunate to serve as a Corporate Account Management & Business Development Intern within their Washington, DC office.

Due to EG's substantial reputation and market share in this particular field, coupled with a position in their Business Development service line, I was given direct exposure to both potential and current corporate clients. By the end of my internship, I had successfully interacted with officials from nineteen Fortune 100 firms. This exposure not only enhanced my ability to present myself professionally and respectfully in the business world, but also allowed me to network with seasoned international business professionals from various sectors.

Since I served partially in an account management capacity, I had to research news, key competitors, and various sector trends as a means to properly interact with clients on a daily basis. Much of my analysis helped assist with our risk assessments, M&A risk due diligence, and EM strategy. I was able to take my academic lessons taught at GW's International Business Department (foreign exchange markets, cultural differences among international companies, etc.) and apply them directly to client deliverables.

What really made my internship an exceptional experience was the interaction with my fellow co-workers, many of whom were alumni from the World Bank, United Nations, McKinsey, PwC, etc. All of their work and client deliverables were completed with thoughtfulness, attention to detail, and with extreme craftsmanship as it pertains to the impact of political risk. Although I learned from much of the client work, I took away even more important career/life lessons from fellow co-workers. Now, I have a much larger sense of appreciation for the impact our work has on clients and the corporate world as a whole.

-Adam Firestone,
BBA International Business, GWSB
This summer, I worked with the European Cooperative for Rural Development (EUCORD) to complete a mid-term impact evaluation for their project connecting rural Rwandan maize farmers to the local, professional market and improving the general output and quality of their produce. I completed each step of this project, from negotiating the terms of reference and developing the interview process to performing the interviews in the field and processing the data. My work culminated in a report presenting my findings and personal recommendations for the last year of the project to improve the experience for the beneficiaries as well as preserve the sustainability of the impact.

While interviewing farmers and key informants, I saw many of the concepts I learned in the classroom first hand and my preconceived understandings of them were challenged. My internship highlighted the importance of creating shared value and value chain management in international development. The private sector is a key actor in advancing the incomes and standard of living of people in the developing world. The project I evaluated was successful because it functioned as a partnership between the Dutch government, Heineken, and EUCORD. By finding the overlap between the interests of all three sectors (public, private, and non-profit), the project was able to create shared value that benefitted everyone involved. Heineken gained a significant return on their investment as their local Rwandan subsidiary was able to dramatically cut costs by locally sourcing high-quality maize rather than importing. I hope to spend my career in the management and logistics side of international development.

One of my major findings and recommendations in my final report centered on the importance of communication between the NGO and the beneficiaries. Farmers highlighted transportation as a key issue they still face. When I presented this problem to my key informant from the company that purchases the farmer's produce, and asked how the issue might be solved, the response was that they had a fleet of trucks and could just use them to get the produce. This has been a pivotal problem for farmers since before the project, yet it wasn't until I asked both parties about it, that the simple solution was reached.

My work with EUCORD this summer was a major stepping stone in my career. I discovered that my entire process for this internship will almost exactly match my capstone project this year. I already have the skills and experience to make my capstone a success for myself and my team members. I was also able to apply rapid rural appraisal techniques, perform research, and demonstrate my abilities within the field where I will spend my entire career.

– Laura Newman, MA International Development, Elliott School
Advancing Education in Business Languages

A Note from the Business Language Coordinators

GW-CIBER’s 2016-2017 academic year featured a wide variety of activities to support business language teaching. We kicked off the year with our annual professional development seminar, this time with the aim of assisting teachers in developing short-term study abroad programs (STAPs) that combine language learning with a business content focus. Twenty-five teachers from across the region gathered to learn from our experience designing and implementing business language STAPs, and by the end, each participant sketched out their ideal STAP and exchanged ideas for potential future programs.

The GW Professors of Arabic (Mohssen Esseesy) and Russian (Richard Robin) spent the year preparing for their respective STAPs, slated for spring 2018. The Arabic STAP participants will travel to Oman, where they will focus on the following business fields in Muscat, Oman: Family owned business, Islamic banking, Oil and Energy, and Tourism Industry. Prof. Esseesy will connect students to local businesspersons from these sectors at their actual business locations, where students will have the chance to learn directly from them. Visits to major landmarks in Muscat will expose students to the local culture, so that they can interact with it in a meaningful way, through managed discoveries. Prof. Robin will take his students to Russia where they will study the development of the Russian media over the past several decades – under a totalitarian regime, through an emerging democracy, and in an authoritarian state. Prof. Robin will set up Q&A sessions with media experts in St. Petersburg, thereby encouraging students to cross-check their course-gained knowledge with what is happening on the ground in Russia today.

Along with the sixteen other CIBERs, GW-CIBER is contributing a portion of its Title VI grant funding to support the Business Language Research and Teaching (BLRT) Awards. These awards are given to three language instructors from U.S. colleges/universities to encourage them to add a business-language dimension to their research and teaching. The 2017 recipients were Annalisa Czeczulin from Goucher College ($3000) for her project “Business Russian for Translation”; Ghayda Al-Ali from Georgetown University for developing a Business Arabic Course ($2000); and Raluca Romaniuc from George Mason for her project “Task-based Teaching/Learning in the French for the Professions Classroom” ($2000).

In spring 2017, we teamed up with Georgetown University, the Austrian Department of Education, and the Maryland/DC Metro chapter of the American Association of Teachers of German to put together an exciting two-day German Immersion event. The first of these two “Austria Days” featured a separate workshop for undergraduate students of German language, and focused on cultural references particular to Austrian advertising. The rest of the events immersed the faculty-participants in all things Austrian with a special focus on the country as a business location and as a trading partner with the U.S. Networking highlights included an evening reception at the Embassy of Austria and a closing group dinner at a local Austrian-American restaurant.

The two of us presented our collaborative work in a variety of venues this year, such as at the annual conference of the American Council on the Teaching of Foreign Languages, where we gave a talk on integrating real-life learning opportunities that take place outside the classroom. We produced two new video presentations to provide business language teachers with knowledge in relevant business content and concepts, e.g., International Marketing, which they can then bring into their own courses.

- Dr. Margaret Gonglewski & Dr. Anna Helm
Advancing Education in Business Languages

**Sharing Experience**

**Faculty Development Workshop: Developing Short-Term Study-Abroad Programs Focused on Business Language and Culture**

GW-CIBER Business Language Coordinators Dr. Gonglewski and Dr. Helm held a seminar for faculty for developing short-term study abroad programs (STAPs). The foundation for the seminar was the changing study abroad landscape in which undergraduate students are increasingly engaging in short-term experiences overseas rather than semester-long programs. This shift opens up the opportunity to create new, condensed travel programs that focus on business language and culture. Drs. Gonglewski and Helm presented their innovative STAP in Frankfurt, Germany, focused on the theme of “green” (sustainable) business. The course brought together students from Business German and International Business in a cross-disciplinary team-based context. Students conducted research on different business topics related to sustainability, such as renewable energy, green automotive, and passive house construction. The German language students leveraged their language and cultural competencies and the business students applied their disciplinary expertise.

The seminar featured experts from GWSB’s Global and Experiential Education office, along with faculty and staff with expertise in leading short-term study abroad program. Participants received the course syllabus, in-country schedule, assignment descriptions, etc., and were guided through the important steps of planning and developing all components of such a course, from the academic aspects of designing suitable tasks and assignments, to organizing thought-provoking site visits and supporting logistical arrangements. In addition, student testimonials were shared, and one alumnus of the program joined the seminar to share his experience.

The seminar concluded with an interactive session during which faculty participants leveraged their own target language and culture/s in an effort to brainstorm potential themes and destinations for their own, future short-term study abroad courses. A key element of this exercise was to identify potential contacts that could assist them in implementing different course elements, such as particular site visits overseas, or as was the case with the STAP to Germany, the identification of DC “local” organizations, such as the German Embassy and Representative of German Industry and Trade.
Engaging the Business & Policy Communities

One of GW-CIBER’s objectives is to serve as a bridge between the academic and business communities and to meet the global needs of businesses by helping students evolve into well-prepared future employees who understand the international environment.

By leveraging GW and Washington, DC resources and capacities, we aim to offer a wide range of events addressing current economic and business concepts, phenomena, and players. We strive to present various views and engage all communities - students, faculty, policy makers, and business professionals – in multifaceted and interdisciplinary discussions on major issues critical to U.S. competitiveness. To this end, we organize or co-sponsor workshops, invited speaker lectures, panel discussions, symposia, and conferences on topics of current relevance to policy makers, managers, and scholars. Themes have included trade and investment issues, political risk, emerging markets, global innovation, corruption, diaspora engagement, and many others. One main theme during this grant cycle has been the business environment of Africa and its relevance for U.S. competitiveness.

To ensure program relevance, broaden the potential audience, and stretch federal dollars, we rely on close collaboration with internal and external partners. Internal partners include several GW units such as student organizations, the career centers, the GW Office for Study Abroad, the GWSSB Office for Global and Experimental Education, and other centers such as the Institute for Global and International Studies, Institute for International Economic Policy, Institute for Corporate Responsibility, and the Institute for Middle Eastern Studies, among others. Our external partners are other CIBERs, other universities, businesses, trade associations (such as the Association of Women in International Trade and the VA/DC District Export Council), as well as government, non-government, and multilateral organizations.

Below is a sample of GW-CIBER’s outreach activities offered during the 2016-2017 academic year.

**A Global Trade Agenda for the 45th President**

Held just days before the presidential election, this event represented a discussion on the role of trade in global economic growth and what needs to change in terms of policy and keeping the workforce competitive and flexible. Two panels framed these issues with respect to U.S. trade policy, and offered insights into the kinds of challenges that the new Administration needs to address. The panels included representatives from the private sector, academia, government agencies, and foreign embassies in Washington, DC. The event was organized jointly with the Association of Women in International Trade and the VA/DC District Export Council.

**Superpower: Three Choices for America’s Role in the World**

Credited with bringing the craft of political risk to financial markets, and dubbed a “rising guru” by The Economist, Dr. Ian Bremmer from Eurasia Group discussed international developments and current events. Topics ranged from rising populism and nationalism, global terrorism, and the role of the US in the world. The event, organized by Delta Phi Epsilon: the Professional Foreign Service Fraternity at GW and supported by GW-CIBER, was attended by over 280 people in person, but it was also live-streamed. Currently, the video has more than 14,700 views.
East Asia’s Role in the New Global Economy

This seminar featured a presentation by Dr. Henry Yeung, Provost's Chair and Professor of Economic Geography, Director of the JY Pillay Comparative Asia Research Centre, and Co-Director of the Global Networks Centre, National University of Singapore. Leveraging his recent book published by Cornell University Press, “Strategic Coupling: East Asian Industrial Transformation in the New Global Economy”, Professor Yeung examined economic development and state-firm relations in East Asia, focusing on the region's emerging role in the new global economy. Drawing from his empirical research on South Korea, Taiwan, and Singapore, he emphasized that global production network dynamics and firm-specific initiatives are critical to the successful industrial transformation of these East Asian economies in the contemporary era. Professor Yeung's work offers a new perspective on state-firm relations in the changing context of global economic governance in East Asia.

African Ambassadors Trade Capacity Training Program

Offered in collaboration with Temple University CIBER and the U.S. Department of Commerce, this training program for African Ambassadors to the U.S. included discussions on topics such as trade capacity building in Africa, beyond AGOA, U.S. Investment in Africa, leveraging diaspora populations, and other. The purpose of the program was to help the ambassadors understand the importance of fostering an attractive business environment in their home countries for U.S. investment, and to offer them possible steps to achieve it. It also aimed to create linkages between the ambassadors and relevant U.S. companies interested in operating in their markets.

Diasporas in Development Conference

This one-day forum provided an opportunity for development-focused diaspora practitioners to explore and share best practices in economic development, strategic partnerships, and entrepreneurship. Thought leaders and colleagues in the public, private, and non-profit sectors came together to support and empower diaspora populations in their countries of residence and origin. Topics included: the development impact of diasporas, networks and mentorship, partnerships, diaspora engagement and job creation, diaspora entrepreneurship, and building entrepreneurial ecosystems. GW-CIBER Faculty Coordinator, Dr. Liesl Riddle, moderated a panel on diaspora entrepreneurship.

G2@GW Conference

This annual Conference on China's economic development and U.S.-China economic relations was organized by the GW Institute for International Economic Policy (housed at the Elliott School of International Affairs) and co-sponsored by GW-CIBER. The conference included topics such as: the future of trade integration in the Asia Pacific; the internet in China's economy; trade, migration, and wage premium in China; and policy analysis of China's macro-economy and urban growth.
Women & Global Careers Roundtable

GW-CIBER continued its partnership with the GW Women’s MBA Association (a student-led organization) and the international careers expert Ms. Stacie Berdan to offer the “Women and Global Careers Roundtable” event in February 2017. The event featured eleven women executives from a multitude of industries and roles and with successful international careers.

Our Global Executives

Crystal Ashby
Ethics and Compliance Executive

Heather Ficarra
President & CEO, Promontory Risk Review, LLC.

Lucy King
VP - Data Services, Appriss

Robyn Kravit
CEO & Co-founder, Tethys Research

Sophie Paris
Dean of Curriculum, Miss Porter’s School

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Global Business Director, DuPont

Judy Rising Reinke
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Violeta Rosales
International Relations Professional

Akiko Tanaka
President & CEO, Canon

Kate Triggs
Managing Director, Burson-Marsteller

Maria Villaquiran
Senior Consultant, EY

The objective of the event was to provide students with the opportunity to discuss, in an intimate setting, questions about industry, positions, and tips on how women can excel in their chosen fields in the global arena. Canon cosponsored the roundtable and provided complimentary professional headshots for all event participants.
Global Career Workshops

Although an international job search is not completely unlike a domestic one, pursuing a global career presents its unique opportunities and challenges. In an effort to fulfill our mandate of promoting global careers, GW-CIBER teamed up with the F. David Fowler Career Center at the GW School of Business to offer two workshops for students who are interested in pursuing job opportunities related to international business and in learning how they can be better prepared for this process.

The workshops were led by the international careers expert and award-winning author, Ms. Stacie Berdan, who has worked in more than 50 countries and continues to counsel companies on global issues. Since students in different stages of their education have different preparedness for and understanding of the international market, one of the workshops was targeted at senior undergraduate students and the other focused on graduate students, many of whom already have some work experience.

Creating a Winning Global Job Search Toolkit: International Career Workshop for Undergraduate Students

This highly-interactive two-hour session provided students with the opportunity to learn and practice how to define their international career goals and identify high-growth markets and industries; showcase their overseas experiences to potential employers; and package their international skills in order to apply them to the current global business trends.

International Business Bootcamp: Going Global for Graduate Students

The objective of this global career prep was to help students understand how to determine what it means to work internationally; devise a strategy and navigate the steps to launching an international career; brand themselves in resumes, cover letters, and social media; and acquire and leverage cross-cultural and international skills and experiences such as traveling, volunteering, living, and studying abroad, learning foreign languages, and completing globally-oriented coursework.

Executives in Residence

The Executives-in-Residence (EIR) Program is designed to allow students one-on-one access to industry leaders who can speak to various topics of interest within their chosen function. Executives take 25-minute appointments with students. The EIR is not meant to be a job interview, but rather a chance for students to meet with senior level professionals employed in the students’ fields of interest and learn about the industry, roles, experiences, and competencies needed to compete for positions. The program is offered through the F. David Fowler Career Center, and supported by GW-CIBER. In February 2017, several of the women executives who participated in the “Women and Global Careers Roundtable” event, also participated in the EIR, by meeting with two students each.
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