At the Fox School of Business and School of Tourism and Hospitality Management, PhD students work closely with world-renowned faculty to publish in top journals and to learn best practices in the classroom.
In the Fox School of Business’ PhD program, students are encouraged to collaborate across disciplines within, and outside of, the school to learn the theoretical underpinnings of various disciplines so they can begin building their research portfolios. Doctoral candidates obtain knowledge in various areas by talking to professors from other disciplines so as to build their own theories.

Faculty-student collaboration is vital for sharing the totality of domain knowledge and in refining the methodological expertise in analyzing and writing manuscripts. In addition, Fox PhD candidates learn how to position research articles via a strong command of both verbal and written communication.

“You must be able to convey ideas and concepts in conferences and get others to buy in to your ideas,” said Fox School Vice Dean Rajan Chandran. “Knowledge dissemination is as important as knowledge creation, for if you’re not able to disseminate ideas and concepts well, then you have no standing.”

Chandran emphasized that the Fox School seeks to produce students who are not just stellar researchers and presenters but also independent thinkers who have the emotional and social skills to be good citizens in academia.

“That’s the totality of the person we seek, and that’s the person we hope to send out into the academic world,” Chandran said. “For us, the greatest accomplishment is if our students are placed at top-tier aspirant institutions.”

The following pages highlight four examples of successful faculty-student collaboration at the Fox School of Business and the School of Tourism and Hospitality Management.
As biologists continue to piece together the evolution of life, three Temple researchers are crossing academic boundaries to explore a novel concept: applying genetics and evolutionary theory to business management and technological innovation.

Dr. Younjin Yoo, professor of Management Information Systems (MIS) and strategy at the Fox School of Business, partnered with Dr. Rob Kulathinal, assistant professor of biology, and Zhewei Zhang, a Fox PhD student, for this revolutionary research endeavor.

“I had been studying the evolution of technology and began to have this fantasy about using biology and genetics as tools—those inspired methods that have been used by social scientists,” Yoo said.

The researchers are working to map present-day species to characterize “common ancestors.” From such mappings, the researchers hope to determine the origins of particular evolutions of design processes at leading companies such as Intel, Ford and Mortenson Construction. Using a similar method, Zhang is exploring using technological innovation.

“Because these innovation steps take place serially and gradually, like the way our DNA evolves, we asked the question, ‘Is there a way that we could model these organizational activities with a similar limited set of basic, generative elements?’” Kulathinal said.

Using various tools and models from evolutionary genetics, Yoo and Kulathinal have been studying the evolutions of design processes at leading companies such as Intel, Ford and Mortenson Construction. Using a similar method, Zhang is exploring certain websites to determine how technological services are combined. Google Maps, for example, can be utilized by Starbucks’ website to help customers find the nearest coffee house. Zhang tracks these ever-evolving sequences of combination, known as technology “mashups.”

“What used to take decades and centuries to change now are changing so fast,” Yoo said. “So understanding these dynamics of change is really important.”

Yoo, Kulathinal and Zhang’s research has recently received a National Science Foundation (NSF) grant of $215,000 for their continued research for the next three years. This is the second time NSF has funded Yoo’s research on this theme.

The researchers seek to compare similarities, and deviations, in design processes to determine points that lead to success or failure. They are hoping to open up a new interdisciplinary field called organizational genetics—a combination of organization theories and evolutionary genetics.

“A lot of the things we do in organizations, we do in sequences,” Yoo said. “Applying an organizational genetics approach allows us to compare sequences.”

Table 1: Base Elements Example

<table>
<thead>
<tr>
<th>Base Element</th>
<th>Possible Values</th>
<th>Amazon AWS</th>
<th>Twitter</th>
<th>Google Maps</th>
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Using empirical approaches is precisely the same way biologists try to understand the organic world,” Kulathinal said. “But no one has tried to adopt it to this degree using common vocabularies such as genes and protein domains.”

Employing known theories and software programs that evolutionary geneticists use to analyze changes in genetic sequences, the researchers are discovering similarities between patterns of biological and technological evolution.

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In this study, the authors seek to identify patterns of evolutionary change in emerging technologies to predict how the evolution of web services affects innovations that rely on them.

By deconstructing each technology into constituent generative elements, equivalent to genes and translated proteins in biology, the authors will test how digital artifacts, in their very nature, may be generative, highly evolving and consistent with evolutionary principles. The authors believe that the unique characteristics of digital technology allow for more digital entrepreneurs to alter and invent new mashups through constant recombinations of digital components.

Drawing on evolutionary theory, they hypothesize that limited sets of base elements will ultimately produce a finite variety of higher-level digital innovations.

The study classifies five base elements of web-APIs (application programming interface): the owner of the API, which can be an individual or a firm; the openness of an API, which shows if the source code is open or not; the licensing, which indicates if it needs to be paid for use; the service contract, which represents what the API is designed for; and the software function, which represents the software function that the API provides.

Using a sample set of the top 100 most popular mashups and web-APIs, the authors give each API a code based on its unique combination of base elements. By applying genetics tools to encode and analyze each web-API, the authors aim to study the variation of web services, how they evolve, at which time points they change and, finally, to generate predictive models on how they may evolve in the future.

“EVOLUTION OF WEB SERVICES: AN ORGANIZATIONAL GENETIC APPROACH”

Paper Presentation

May 2011

Zhewei Zhang, Younjin Yoo, Rob Kulathinal

Temple University

Evolution is no longer a topic found solely in science textbooks. Authors Zhang, Yoo and Kulathinal have designed a revolutionary study that utilizes principles of biological evolution to understand the evolution of web services and digital mashups. These web services,—including Twitter, eBay and Google Maps—combine data and applications from more than one source to create new online and mobile tools.

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Decoding consumer decision-making through MRIs

For Fox School PhD student Sargent Shriver, coming to Temple hinged on one key feature: Dr. Angelika Dimoka.

"I came to Temple because Angelika is here," Shriver said. She's incredible.” Dimoka, an assistant professor of marketing and management information systems, is Shriver’s faculty adviser and the director of the Fox School’s Center for Neural Decision Making. The kind of practical, applied analysis of consumer decision making that takes place at Dimoka’s center was what originally drew Shriver—who previously worked as a research assistant in a neuroimaging lab at Harvard University and neuroscience lab at MIT—to the realm of marketing research.

But as Shriver sought a place to earn his PhD, Fox proved to be the only business school with the infrastructure and support in place to do neuromarketing research independently, and what matters most to Shriver is conducting research. While most first-year PhD students are still finding their focus, Shriver knew what he wanted to do before he joined the program.

"In every way, being here enables me to do the highest quality work," said Shriver, President of the Doctoral Student Association.

Already the first author of a research article scheduled to appear in the American Journal of Neuroradiology, Shriver is collecting data for a study that he expects to submit for publication before the end of the academic year. The project combines behavioral and fMRI methods to investigate the relationship between product information and purchase decisions, and may have implications for brand management and advertising.

Additionally, this spring Shriver was selected to participate in a National Institutes of Health-funded summer course on advanced neuroimaging methods at the Martinos Center, a Harvard and MIT institution. Considering his first-year status and marketing focus, Shriver deemed his acceptance to the prestigious summer program one of his greatest achievements.

"Sarge knows how to get things done,” Dimoka said. “He has very high goals and very high expectations, but I see him achieving them because I see how hard he works. “He picked us,” she added, “and we’re really, really happy that he came here.”

– Chelsea Calhoun

“PNEUMATICALLY DRIVEN FINGER MOVEMENT: A NOVEL PASSIVE FUNCTIONAL MR IMAGING TECHNIQUE FOR PRESURGICAL MOTOR AND SENSORY MAPPING”

American Journal of Neuroradiology

Electronic publication July 21, 2011
Print publication February 2013

Sargent Shriver1,2, Kyle E. Knierim1,3, James P. O’Shea1, Gary H. Glover3, Alexandra J. Golby1

Shriver et al demonstrate that external, passive movement of the hand produces the same functional magnetic resonance imaging (fMRI) brain activations as self-generated active hand movement. This is an important contribution to cognitive neuroscience, and highlights the versatility of fMRI for real-world applications like presurgical mapping. As a PhD student in the Fox School’s marketing department, Shriver is conducting fMRI research with Assistant Professor Angelika Dimoka that has applications for brand management and advertising.

Functional MRI is used to map functional cortex around tumors for neurosurgical planning. Patients with lesions in or around the sensorimotor strip often have pre-existing weaknesses or difficulty during standard functional MR imaging tests such as finger tapping and hand clenching. These weaknesses increase head motion, which makes it difficult to acquire accurate fMRI data. Using a custom-built manipulandum, the authors elicited the same fMRI brain activations as active hand movement, including contralateral activation in primary motor and primary sensory cortex in all 10 healthy volunteers and six patients. The reproducibility, absence of effort-related asymmetries of activation, and absence of task-correlated motion make this technique appealing for clinical application in patients with hemiparesis or poor overall task compliance.

– Julie Achilles

1 Department of Neurosurgery, Brigham and Women’s Hospital, Harvard Medical School
2 Department of Marketing, Fox School of Business, Temple University
3 Department of Radiology, Stanford University School of Medicine
Analyzing alternative energy in emerging markets

Dr. Ram Mudambi, Fox professor of Strategic Management and Perelman Senior Research Fellow, is collaborating with second-year PhD student Snehal Awate on a research project involving low-risk, highly sustainable wind turbine energy in emerging markets.

“As we’ve seen recently in Japan, the risks associated with nuclear power are great,” Mudambi said. “These risks are significantly minimized with wind power.”

Early in her studies, Awate noted an interest in emerging markets such as China and her home country of India.

After Awate took a theory course on strategic management with Mudambi, the two paired up in summer 2010 and began their research collaboration on an Indian wind turbine company, Suzlon. The focus involves a joint study of the technological and economic impacts of wind turbine power.

“Emerging markets present new challenges,” Awate said. “Existing theories must be modified so they can be applicable to other markets and industries.”

So far, Mudambi and Awate have completed one case study and have sent a paper to an academic journal for review. They are currently working on two more papers and using Fox’s resources to their benefit.

One such resource is Marcus Moller Larsen, a visiting scholar from the Copenhagen Business School in Denmark. Larsen and his PhD supervisor, Professor Torben Pedersen, are focusing their research on the Danish firm Vestas, the global leader in wind power.

Mudambi and Awate also visited the grid controller that supplies energy for the entire eastern seaboard of the U.S. The trip was made in conjunction with Fox Marketing and Supply Chain Management Professor Fred Murphy, who previously worked for the U.S. Department of Energy.

Awate said she enjoys the structured process of working with a mentor on deadline. “Many people aren’t certain about what to focus on for their dissertations, but I have a clear direction,” she said.

After graduation, she plans on returning to India to implement her knowledge and bring sustainable change. The partnership also benefits Mudambi, who has enjoyed mentoring half a dozen PhD students at Fox.

“Each research project is a labor of love, and the newest is always most exciting because you’re discovering the newest things,” Mudambi said.

“The biggest challenge now is to fully integrate wind power into the grid.”

– Julie Achilles
Exploring financial and strategic management in hospitality

When Yoon Koh, a PhD student at the School of Tourism and Hospitality Management (STHM), was looking to pursue her doctorate, she wasn’t sure where to go until she met Seoki Lee, an assistant professor at STHM.

“I met Dr. Lee at conferences in our field before coming here,” Koh said. “I had a lot of questions of whether I would pursue my PhD and, if so, in what area. He was the one who consulted with me, and I decided to pursue my studies focusing on hospitality.”

Lee said he realized the collaborative potential with Koh upon first meeting her.

“She initiated the whole process, and I was actually looking to see how she responded to my questions because I’m always looking for research students,” Lee said. “We started communicating more and more, and this was when she was a masters student, so that was collaboration even before she arrived at Temple.”

Lee and Koh have been collaborating ever since. In addition to nine refereed conference proceedings, Koh has had eight peer-reviewed journal articles accepted and published. She has co-authored many of them with Lee.

Koh’s research, which focuses on financial and strategic management issues in the hospitality industry, has appeared in the International Journal of Hospitality Management, Tourism Economics, Journal of Hospitality and Tourism Research and the Journal of Hospitality and Tourism Education.

“In this department, we really have a culture that values research,” Koh said. “We have Friday research seminars and invite prominent scholars, so that kind of culture really helps.”

Lee agreed.

“All the students and faculty members at Temple have very close relationships,” he said. “We are almost like family, and when we’re at conferences it really shows. Other programs, students of course know their advisers, but not like Temple.”

Koh, who has several years of professional experience in banking and hospitality, earned her master’s degree in tourism administration from The George Washington University. Her dissertation topic was strategic choice and cross-listing of restaurant companies.

“Dr. Seoki Lee and Yoon Koh
School of Tourism and Hospitality Management

DOES THE MARKET CARE ABOUT RevPAR? A CASE STUDY OF FIVE LARGE U.S. LODGING CHAINS

Journal of Hospitality & Tourism Research
November 2010
Jianan Chen, Yoon Koh, Seoki Lee
School of Tourism and Hospitality Management, Temple University

While there are many indicators that a lodging establishment is lucrative, the tourism and hospitality industry has continually relied on RevPAR, or revenue per available room, as a standard to determine performance.

Literature suggests that RevPAR is the most common financial indicator used by the lodging industry and Wall Street, but authors Chen, Koh and Lee argue that a limited number of sources actually test the validity of RevPAR against other performance measures.

In their report, the authors examine the market performance of Choice, Hilton, Marriott, Red Lion and Starwood during the course of eight years by comparing RevPAR with three traditional financial measures—earnings per share, return on assets and return on equity. The stock performance of the five lodging firms is determined by using total shareholder return.

To be more comprehensive, the study evaluates the three traditional measures by using two earning figures—net income and earnings before interest, taxes, depreciation and amortization—and accounting for three sensitivity analyses—the time lag of quarterly reports, structural changes before and after 9/11, and risk-adjusted return.

The findings indicate that neither RevPAR nor the three traditional financial measures significantly explain variations in total shareholder return. The most noteworthy indicator of a lodging firm’s equity performance is found to be earnings per share estimated by using earnings before interest, taxes, depreciation and amortization.

Chen, Koh and Lee suggest that industry and financial analysts re-evaluate the validity of RevPAR by slowly shifting analytical weight to different indicators.

—Julie Achilles

“IT'S very inspiring.”
Centers of collaboration

Temple’s Fox School of Business and School of Tourism and Hospitality Management (STHM) are home to 16 research institutes that support students, faculty, staff and the community. The Fox and STHM institutes and centers attract high-caliber PhD students who are looking to develop connections within academia and industry, work closely with premier faculty on research projects, and present their findings at conferences or in top journals.

Many of the centers provide space for collaboration and opportunities for interdisciplinary research around a common theme, such as international business, entrepreneurship, design, information systems, tourism and sport, among others.

The prestigious research born within Fox and STHM would not be possible without administrative support from the Cochran Center for Research and Doctoral Programs. The Cochran Center manages doctoral admissions and recruiting, and organizes and maintains grants for all of Fox and STHM’s research projects. In addition to assisting with proposal development, the center publishes Grants Mondays, a weekly listing of research-funding opportunities.

“This center is unique in that it provides strategic development initiatives for the Fox School and STHM, and we aim to lead the shaping of the vision, mission and new directions of the schools,” said Julie Fesenmaier, associate research director of the Cochran Center. “Through our strategic initiatives, we also support important university-wide initiatives, such as sustainability and technology.”

Assistant Professor Florian Zach joined Temple’s School of Tourism as a PhD candidate. After being hired as a full-time faculty member, he assumed the position of assistant director of the National Laboratory for Tourism & eCommerce (NLTeC), a center that provides solutions and market research to industry partners in the field of tourism impacted by technology.

Working closely with NLTeC Director Daniel Fesenmaier, Zach said he was able to balance his academic interests with professional consulting experience as a PhD student. Through labs and centers such as NLTeC, which provide support for travel, Zach said PhD students have opportunities to travel to world-renowned conferences and network with key players in the field. Zach said applied research partnerships in industry also can create valuable learning experiences—and open doors in the future.

“One of the benefits of doing this is that you generate revenue that allows you to hire more students and give back to the community here at Temple University, to the student population,” he said. “And the second thing is it opens our doors for access. Because they know you, they trust you to do studies for your own academic curiosity. When presenting innovative research ideas to our industry partners, I don’t think I’ve ever heard no.”

In the Fox School, the Temple Center for International Business Education and Research (CIBER), which provides support for PhD students to present their research at international conferences and participate in faculty development programming, when a faculty member receives a research grant from CIBER, he or she will often use it to fund a PhD student to assist in the research project. The students are able to work directly with faculty in reviewing journals or co-authoring articles. For example, Masaaki “Mike” Kotabe, Washburn professor of international business and marketing, collaborates with PhD students in his seminar class as ad hoc reviewers for the Journal of International Management, which he edits. Students learn first-hand how to critique and improve articles by observing the reviews of senior faculty.

“When he delegates the job of reviewing articles for the journal to PhD students, they are learning from the master of how to research, how to publish. That’s a big advantage for students,” said Arvind V. Phatak, who is retiring as Temple CIBER’s executive director. “It’s a very competitive job market, and unless you have publications, you can’t get good jobs. So it’s very valuable to have someone like Kotabe on the faculty.”

First-year PhD student Zhewei Zhang found a supportive network at Fox’s Center for Design—Innovation, directed by Youngjin Yoo, professor of management information systems and strategy. Zhang partnered with Yoo to turn abstract ideas about digital products into a tangible research study on why some revolutionary web services—such as Google Maps—succeed and other similar models do not.

Through connections at Fox and Temple, Zhang joined the Young Scholars Forum, which connects PhD students from North America and Europe.

“There are many distinguished professors that are helpful in collaborating—most right at our school,” he said.

Julie Achilles
For this edition of On the Verge, Pavlou discussed the strategy. He joined the Fox school in 2008.

Research on electronic commerce and digital business from the University of Southern California, focuses his initiatives and their relationships with faculty.

Extending the information asymmetry literature from seller to product, the authors first theorize the nature and dimensions of product uncertainty. Second, they propose that product uncertainty is distinct from, yet shaped by, seller uncertainty. Third, they speculate that product uncertainty negatively affects price premiums in online markets beyond seller uncertainty. Fourth, they describe how information signals—online product descriptions and third-party product assurances—reduce product uncertainty. Validated by a dataset of secondary transaction data from used cars on eBay Motors matched with primary data from 337 buyers who bid on the used cars, the results of the study distinguish between product and seller uncertainty, show product uncertainty's stronger effect (contrasted with seller uncertainty) on price premiums, and identify the most influential information signals that reduce product uncertainty. Within the authors' findings, implications for product uncertainty's emerging role in online markets are also discussed.
T.L. Hill has been with the Fox School for nearly a decade-and-a-half, since he was hired as a management consultant for the Temple Small Business Development Center in 1997. Today, he is an associate professor of strategic management and the managing director of Fox’s renowned Enterprise Management Consulting Practice (EMCP), a required capstone consulting experience for MBA students.

And when it comes to the Fox PhD program’s emphasis on student-professor collaboration, Hill’s experience is a prime example of the rich advantages that interdisciplinary research partnerships can provide. Hill’s PhD research is not just a product of his hard work and self-described curious nature. His mentors — professor of strategic management Ram Mudambi, professor of finance Jonathan Scott and assistant professor of strategic management Arun Kumaraswamy — played a fundamental role in the completion of Hill’s dissertation, “Longing to Belong: Identity and Organization Theory.”

The paper is defined by three parts: The first illustrates the thrust of Hill’s dissertation. The two have been working together since Fall 2008. When it came to describing Hill as a PhD student, Scott called his achievements “incredible” in light of Hill’s numerous EMC responsibilities.

“T.L. has an uncanny ability to pull together theory from diverse disciplines like sociology, economics and management and weave them together to form a seamless tapestry that advances our understanding of human behavior at the most basic level,” said Mudambi, also a Perelman Senior Research Fellow.

“His level of understanding often outpaces the more mundane boundaries of research disciplines.”

Hill has 12 research ideas lined up, including two for which Scott, Mudambi, Ferman or Horvat are possible collaborators. First on his list, though, is a paper that would apply theories about understanding education to strike a balance between goal and structure in schools. Hill said the research stems from concepts about education developed by William Ouchi, the noted business professor of political science Barbara Ferman, professor of strategic communication Priscilla Murphy and associate professor of urban education Erin Horvat, among others interactions in the evolution of clusters.

T.L. Hill PhD Student Profile

Gaining the rich rewards of interdisciplinary collaboration

The relationships Hill has built with professors in and outside the business school represent more than just stepping stones to his doctorate. Hill said the collaboration is all about gaining intellectual peers and having fun working with one another — something Hill says he’ll continue.

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Far from Silicon Valley: How emerging economies are re-shaping our understanding of global entrepreneurship

Entrepreneurship is a process that relies on and contributes to disequilibrium. While much research on entrepreneurship itself, authors Hill and Mudambi propose that the study of entrepreneurship in emerging markets suggests a new emphasis on the larger processes that facilitate, hinder and shape entrepreneurship in particular contexts. Whether studying spillovers, catch up or brokering, it is important to focus on process.

In this paper, the authors describe three distinct but interrelated processes — spillover and catch up, brokering, and bottom up — that link globalization to entrepreneurship in emerging economies. The authors then outline an ambitious research agenda concerning entrepreneurship in emerging economies. The authors then outline an ambitious research agenda concerning entrepreneurship in emerging economies. The authors then outline an ambitious research agenda concerning entrepreneurship in emerging economies.

T.L. Hill and Ram Mudambi
Fox School of Business, Temple University

September 2010

Citing contemporary research on labor flows, and the networks and norms that structure them, the paper emphasizes the varying roles influential individuals play at varying times and the notion that cluster boundaries might be as much social as geographical. The authors propose that such a focus on people and social structure suggests the usefulness of paying attention to the role of networks, associations and government interventions in the evolution of clusters.
Pui-Yu Chen, PhD Program Coordinator for Management Information Systems
Dr. Chen is an Associate Professor of MIS and an Associate Editor of Information Systems Research, a premier journal in the discipline.

J. Choy, PhD Program Coordinator for International Business
Dr. Choy, Laura H. Cornelius Professor of Finance and International Business, has received the Musser Award for Excellence in Leadership and Distinguished Faculty Alumni Research Fellowship.

J. David Cummins, PhD Program Coordinator for Risk Management and Insurance
Dr. Cummins, Joseph E. Boettner Professor of Risk Management, Insurance and Financial Institutions, is a Fox School Doctoral Policy Committee Member.

Anthony Di Benedetto, PhD Program Coordinator for Marketing and Supply Chain Management
Dr. Anthony Di Benedetto is Professor of Marketing and Supply Chain Management, and Senior Washburn Research Fellow. He is Editor of the Journal of Product Innovation Management.

Daniel Funk, PhD Program Coordinator for Tourism/Sport
Dr. Funk is a Professor and Washburn Senior Research Fellow at the School of Tourism and Hospitality Management, where he serves as Director of Research and PhD Programs.

Jagan Krishnan, PhD Program Coordinator for Accounting
Dr. Krishnan, Professor of Accounting and Merves Senior Research Fellow, is a Department of Accounting Executive Committee Member.

Arun Kumaraswamy, PhD Program Coordinator for Strategic Management
Dr. Kumaraswamy, Assistant Professor in Strategic Management, serves on the Editorial Board of the Journal of International Management.

Connie Mao, PhD Program Coordinator for Finance
Dr. Mao, Associate Professor of Finance, is a Boettner Research Fellow and member of Temple University's Graduate Board Committee.

Jagbir Singh, PhD Program Coordinator for Statistics
Dr. Singh, Professor of Statistics, is a Fellow of the American Statistical Association and member of the International Statistical Institute.

PHD STUDENT RESEARCH

SUMMARY 2011
• 24 journal articles
• Five publications in conference proceedings
• Two presentations at national conferences

JOURNAL ARTICLES
22. Wang, D., Park, S., & Feinerman, D.R. (Jan 6-8, 2011). The role of mobile applications in Addressing tourists’ information needs. 16th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Houston, TX.


CONFERENCES PROCEEDINGS
6. Hong Kong, China: The Hong Kong Polytechnic University.

NATIONAL PRESENTATIONS