IN DAYS BEFORE REVOLUTION, NO SIGNS OF UNREST DURING TEMPLE CIBER TRIP TO EGYPT

On a warm, sunny day in early January, Kim Cahill and her team were driving through Egypt, worry-free and eager to arrive at their next destination.

The team traveled in and out of the center of Cairo, touring areas bursting with modern development—such as the Smart Village, Egypt’s Silicon Valley—and luxury mansions in New Cairo reminiscent of Beverly Hills. In others places, crumbling buildings stood adjacent to carefully maintained 1,000-year-old treasures.

“You would be driving around the city, and all of sudden the pyramids would pop up as a backdrop to daily life,” Cahill said. “You never get used to that.”

Cahill, the director of the Fox School’s Institute of Global Management Studies and the Temple Center for International Business Education and Research (CIBER), was part of a faculty/development program in international business with 23 professors from 15 universities. Temple CIBER collaborated with three other CIBER schools: University of Colorado Denver, University of South Carolina and Brigham Young University (BYU). The two-week program, led by Cahill and her CIBER partners, was meant to further internationalize the instructors, who in turn will incorporate the experience into their classrooms and research.

The group spent time in Dubai and Abu Dhabi in the United Arab Emirates and Cairo and Alexandria in Egypt. Cahill and her team were in Cairo just days before the historic uprising of Egypt’s people against their dictatorial leader, President Hosni Mubarak. The 18-day revolt garnered worldwide attention and publicity.

Cahill, however, said she noticed no signs of an uprising during her time in Egypt.

“While we were there, the revolts were in Tunisia, so a lot of people were talking about it, but there were no signs of unrest [in Egypt],” Cahill said. “Even experts on Egypt and the region weren’t able to anticipate this.”

The revolt started in Cairo on Jan. 25, when a small protest in front of the Supreme Court building turned violent. The protestors began to take to the streets, calling for Mubarak to step down.

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Fox School of Business faculty members have actively answered a call for research proposals to enhance Temple’s Center for International Business Education and Research (CIBER) research agenda.

“All of them are well published and respected experts in their fields,” said Kim Cahill, director of Temple CIBER. The proposals accepted by Temple CIBER’s research committee have received funding through a competitive federal grant from the Department of Education. The research projects will further Temple CIBER’s mission of enhancing U.S. competitiveness in the global market.

“As CIBER research director, I was utterly delighted not only at the quality of the research projects well under way, but also at the opportunity for all of us to hear and learn about and share the extensive scope of research that our colleagues have been working on in and outside the Fox School of Business,” said Masaaki “Mike” Kotabe, Washburn Chair Professor of International Business and Marketing. “It was indeed a wonderful experience.”

### 2010–2014 TEMPLE CIBER RESEARCH INITIATIVES

| Neeraj Bhawadaraaj, Associate Professor, Marketing and Supply Chain Management, Mark Lang, PhD candidate, “Improving Marketing Decision Making in MNCs Through Collective Intelligence Tools.” |
| Mercedes Delgado, Assistant Professor, Strategic Management, “Types of Entrepreneurship and the Economic Composition of Regions.” |
| Angelika Dimoka, Assistant Professor, Marketing and Supply Chain Management (STHM), “The Use of Brain Imaging Methods to Understand International Advertising.” |
| Eric Eisenstein, Assistant Professor, Marketing and Supply Chain Management, Dan Li, PhD Candidate, “Product Design Pitfalls in a Multi-National Environment.” |
| Seoki Lee, Assistant Professor, School of Tourism and Hospitality Management, “General Strategic Alliance Literature in the Hospitality Context.” |
| Arun Kumarasway, Assistant Professor, and Arvind Phatak, Laura H. Carnell Professor, Strategic Management, “Introducing a Disruptive Innovation in an Organization: The Case of Tata Nano.” |
| Frederic Murphy, Professor, Marketing and Supply Chain Management, “Energy Security: Ways to Mitigate Disruption Risks and Consequences to the U.S. Economy in Oil and Electricity Markets.” |
| Paul Pavlou, Associate Professor, Management Information Systems, “Exploring the Innovative Use of IT Technologies for Buyer-Seller Communication: Evidence from China.” |
| MB Sarkar, Stauffer Research Fellow and Associate Professor, Strategic Management, “Shifting Centers of Gravity: Multinational Re-Invention through Emerging Market Initiatives.” |

### 2009–2010 CIBER RESEARCH AWARDS/INITIATIVES

| Jay Choi, Laura H. Carnell Professor of Finance and IB, “International Acquisitions and Competitiveness of U.S. Firms.” |
| Protiti Dasitidar, Assistant Professor, Strategic Management, “Dealing with Information Asymmetry in Cross-Border Acquisitions: Distance Matters.” |
| Richard Deeg, Professor, Political Science, SASE Conference sponsorship, “Governance Across Borders: Coordination, Regulation, and Contestation in the Global Economy.” |
| Alistar Howard, Assistant Professor, Political Science, “Marco Polo Collaborative: International Teaching Resource/Website.” |
| Priya Joshi, Associate Professor, English, conference support, “New India Forum.” |
| Seoki Lee, Assistant Professor, STHM, “Cross-Listing Effect of Hospitality and Tourism Companies: Risk-Adjusted Performances.” |
| Seoki Lee, Assistant Professor, STHM, “Financial Distress for U.S. Lodging Industry: Effects of Leverage, Capital Intensity and Internationalization.” |
| Priscilla Murphy, Professor, School of Communications and Theater, “The Reputation of U.S. Business Abroad as Reflected in Foreign News Coverage, 1998–2008: A Pilot Study Using Text Mining and Semantic Network Analysis.” |
| Amandeep Sandhu, Assistant Professor, Sociology, “Beyond Corporate Social Responsibility: Bottom of the Pyramid and TNCs.” |

**FOX IB PROGRAM AGAIN RANKS IN TOP 10**

**U.S. News & World Report** has once again ranked the Fox School’s undergraduate International Business program in the Top 10 in the nation.

Year after year, the International Business program at Fox ranks among the best in the country in the U.S. News ranking, which measures AACSB-accredited business programs with a peer assessment survey of deans and senior faculty. The Fox School’s International Business program is ranked No. 9 in the country.

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**GLOBAL PERSPECTIVES**  Center for International Business Education and Research (CIBER) & Institute of Global Management Studies (IGMS)
TEMPLE CIBER GRANT TO HELP LOCAL BUSINESSES GO GLOBAL

Temple’s Center for International Business Education and Research (CIBER) recently gave a $5,000 grant to the Mid-Atlantic District Export Council (DEC) to help the region’s small- and medium-sized businesses enter new markets overseas, create export-related jobs and work toward President Barack Obama’s goal of doubling U.S. exports by 2015.

“The DEC will be able to better identify the services that most small businesses in the region need,” said Kim Cahill, director of Temple CIBER and a member of the Mid-Atlantic DEC. As a liaison between the two organizations, Cahill said she appreciates how the missions of the partnership align.

The DEC will also be taking advantage of the U.S. Commercial Service’s Gold Key Matching Service (GKS) to support small- and medium-sized businesses in expanding their sales to overseas markets.

GKS works one-on-one with businesses to find available buyers, partners, agents and distributors abroad, based on a sliding scale of the company’s assets. The service can also provide hard-to-find government contacts, as well as licensing or joint venture partners.

Companies that have already paid for the GKS will be required to submit a letter of interest explaining how the program will help sell goods and expand to other markets.

“This DEC/CIBER collaboration will help to achieve mutual goals of assisting the local business community enter global markets,” said Tony Ceballos, director of the Philadelphia U.S. Export Assistance Center and executive secretary of the DEC. “Additionally, this could serve as one of DEC and CIBER’s programmatic linkages to the president’s initiative to double exports and increase the number of new market entries by existing exporters.”

—Julie Achilles

TEMPLE CIBER DIRECTORS PRESENT AT CONFERENCES THROUGHOUT THE U.S.

In April, the U.S. Department of Commerce hosted its 2011 National District Export Council (DEC) Leadership Forum in Washington, D.C., to promote economic growth through exports. The forum was cosponsored by 33 Centers for International Business Education and Research (CIBER) across the country, including Temple University’s.

Kim Cahill, director of Temple CIBER and a member of the Mid-Atlantic DEC, presented with four colleagues on leveraging university resources and partnerships with university CIBERS.

In addition to the National DEC Conference, Cahill has presented at seven state, national and global conferences throughout the past year, including:

- CIEE Conference, Prioritizing Quality as Study Abroad Evolves, November 2010, Philadelphia. Presenter, “Professional Development as a Tool for Internationalizing the Campus: The International Educators Academy.”
- Fox School’s Center for Innovation in Teaching & Learning, December 9, 2010. Presenter, “Internationalizing Curriculum Across the University.
- BisNet (Business International Studies Network) Annual Conference, The Ohio State University, October 4, 2011. Presenter, “Effective Marketing for Study Abroad.”

Presentations by Gloria Angel, Assistant Director, IGMS and Temple CIBER included:


GLOBAL PERSPECTIVES Center for International Business Education and Research (CIBER) & Institute of Global Management Studies (IGMS)
TEMPLE CIBER HOSTS TRADE FINANCE CONFERENCE, CONNECTING SMALL BUSINESSES WITH GLOBAL OPPORTUNITIES

“THE MERCHANT HAS NO COUNTRY.”—THOMAS JEFFERSON

This simple, yet revolutionary idea was a guiding theme of the 2010 Trade Finance Conference, held Dec. 8 at the Fox School’s Alter Hall. The daylong forum focused on funding opportunities for Mid-Atlantic small business exporters, a result of the U.S. Commercial Service and International Trade Administration’s National Export Initiative, which pledges to double U.S. exports by 2015.

The Philadelphia U.S. Export Assistance Center (USEAC) and the World Trade Center of Greater Philadelphia organized the event in partnership with Temple’s Center for International Business Education and Research (CIBER), based at Fox.

The conference was attended by 110 representatives from the local business community. Banks and financial service organizations, along with federal and local agencies, presented trade finance tools and personalized advice on accessing export finance during prearranged meetings with participating companies.

“To help companies expand distribution in uncertain markets overseas, we need to help companies ensure they will get paid and allow small companies to offer terms to international buyers without fear of non-payment,” said Tony Ceballos, director of the Philadelphia USEAC. “That’s why this conference was so important for exporters as well as for companies thinking about exporting.”

Diane Farrell, a member of the board of directors at the Export-Import Bank of the U.S., provided the keynote address on how small businesses can benefit from competing in the global marketplace. She was joined by senior-level officials from the U.S. Commercial Service, the Small Business Administration and the U.S. Department of Agriculture, who offered guidance as to how businesses can enter foreign markets, increase overall export sales, improve cash flow and minimize trade risks through the new National Export Initiative.

“In addition to the successful collaboration with the Commercial Service, this conference demonstrates Temple University’s strong stake in the international development of Philadelphia,” Ceballos said.

“Temple CIBER has been instrumental in helping the Commercial Service to increase awareness of the international business opportunities overseas and increase awareness of the local, state and federal resources available to pursue those export markets.”—Julie Achilles

TRADE WINDS FORUM IN MEXICO PROMOTES BUSINESS OPPORTUNITIES ACROSS AMERICAS

In April 2011, Temple CIBER and the Mid-Atlantic District Export Council (DEC) co-sponsored the U.S. Commercial Service’s Trade Winds Forum in Mexico City. The weeklong forum, which is an official U.S. Department of Commerce multi-sector trade mission, offered a unique opportunity for participants to directly connect with new business opportunities and markets across the Americas—one of the most lucrative regions in the world for U.S. companies.

“Temple CIBER served as an invaluable marketing partner in support of the U.S. Commercial Service’s Trade Wind—Mexico 2011,” said Janice Barlow, senior international trade specialist at the U.S. Commercial Service. “Without partners like Temple CIBER, we would not be able to deliver a high-quality, client-driven program to our Delaware Valley-based exporters.”

• As of June 2010, the countries in North America, Central America and South America bought more than $265 billion worth of U.S. merchandise.
• More than 130 U.S. companies and partners with more than 225 business representatives participated in the Trade Winds Forum.
  ■ 8 from Pennsylvania, 11 from New Jersey and 3 from Delaware
• Carlos Pascual, former U.S. ambassador to Mexico, opened the program and hosted a networking reception for 350 guests, businesses and government officials at his residence.
• More than 650 one-on-one consultations on trade leads and market entry strategies were scheduled among U.S. company representatives and 14 Senior Commercial Officers representing 20 markets throughout the Americas.

• A total of 70 Gold Key Matching Services in Mexico City, Guadalajara, Monterrey and Tijuana were delivered to 52 U.S. companies, with more than 350 business-to-business meetings in all.
• To support recruitment, the Trade Winds team engaged 34 U.S. and Mexican marketing partners to defray overall costs.
  ■ 17 from the Mid-Atlantic region, including the Mid-Atlantic DEC, Fox Rothchild, First Energy, PNC and FedEx

Temple CIBER’s executive director, Dr. Arvind Phatak, added, “Our partnership with the U.S. Commercial Service and the Mid-Atlantic DEC allows us to significantly expand and enhance our business outreach efforts and international trade initiatives.”

GLOBAL PERSPECTIVES  Center for International Business Education and Research (CIBER) & Institute of Global Management Studies (IGMS)
Five Fox School MBA students took on a unique study abroad experience in January by traveling to New Delhi and Mumbai, India, for 11 days to participate in trade negotiations and one-on-one matchmaking meetings between Indian and U.S. businesses. The trip was made possible in large part by significant support from Temple’s Center for International Business Education and Research (CIBER).

As part of the Export for Scholars Program, a partnership between the World Trade Center of Greater Philadelphia (WTCGP) and Temple CIBER, the graduate students acted as consultants faced with the real-world business, cultural and political challenges that exist in international markets.

“We are proud of our partnership with the World Trade Center of Greater Philadelphia,” said Dr. Arvind V. Phatak, executive director of Temple CIBER. “The Export for Scholars Program provides our MBA students the opportunity to work as consultants with companies in the Philadelphia area, and to experience how international business processes and negotiations are actually transacted with a potential partner in India. Most importantly, our students learn by “being there” how cultural, economic and political factors play a crucial role in how business is conducted in a host country.”

“Our MBA students served as international consultants, conducting foreign market-entry research for local small- and medium-sized enterprises participating on the India Trade Mission. The experience provided immeasurable benefits for both groups,” said Kim Cahill, director of Temple CIBER. “This initiative assists Temple CIBER’s mandate to enhance the global competence of our students as well as increase U.S. competitiveness in the global marketplace.”

Two months before arriving in India, students paired with WTCGP clients and accompanied trade specialists on company visits to understand their clients’ products or services as well as the objectives for participating in the trade mission.

Although students conducted market research relevant to industry demands within the country before traveling to India, the real lessons were picked up along the way.

“Some of my best learning occurred during the cab rides between business meetings, when I got to hear an American business owner discuss his impressions of potential partners and opportunities,” said MBA student Andrew Martel, who worked with Ultraflex Systems, Inc.

The successful trade mission opened the doors to collaboration with a leading Indian physician to study the use of Ultraflex technology on children with cerebral palsy. The company plans to return to India to solidify business relationships.

“This was my sixth visit to India, and it was probably my favorite and most memorable one,” said MBA student Prashant Kher. “I have been to India numerous times before to see family and tour, but I have never seen the business side of India, so this was an eye-opening experience to me as well.”

MBA student Thomas Allen, who worked with Mike Peasley of Senior Living International, was surprised at cultural differences that would not necessarily present a problem in the U.S. For example, Indian seniors were hesitant to live in close proximity with seniors of different religious faiths or even different dietary requirements.

“The mission to India provided a great opportunity for Senior Living International

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For a 17-year-old, assuming the role of financial representative to one of the world’s top 20 global economies is not exactly routine. But at the recent World Affairs Council (WAC) of Philadelphia’s G20 Summit simulation, sponsored by Temple’s Center for International Business Education and Research (CIBER), 230 high school students had the opportunity to do just that.

The event, which welcomed students from 25 regional public, private, charter and parochial schools, took place March 10 in Alter Hall. Representing one of the 19 nations within the G20—which also includes the European Union—students simulated the dynamics of an international economic partnership charged with securing global financial stability and sustained and equitable growth.

The ultimate goal of the G20 Summit simulation was a written statement that the students debated and negotiated throughout the day. With a few hours and many compromises, the delegates agreed upon the document with particular attention to three main issues: continued economic recovery, energy and climate stability.

Devon said the exercise aims to promote students’ awareness of global issues, encourage creative problem-solving and build oral and written advocacy skills.

“All [three objectives] directly relate to the skills and sensibilities we believe our young people need today to become competent and thoughtful global citizens,” she said.

From a student’s perspective, the summit offered a better understanding of “significant or ‘hot’ international issues,” said EU delegation leader David Kolanky, a junior at the Jack M. Barrack Hebrew Academy in Bryn Mawr, Pa.

Katie Garris, a junior at J.R. Masterman High School, said nothing from the G20 Summit simulation was more valuable than the confidence she gained from playing a leadership role.

“I can lead a discussion and comfortably compromise with other students,” Garris said.

For Alexis Waché, a junior at Hatboro-Horsham High School, the position he earned within the French delegation was closest to his heart. A dual citizen, Waché said he learned a lot about relations among the 20 greatest players in international business.

“In the age of a global economy,” he said, “it helps to know who’s calling the shots.”

—Chelsea Calhoun

Students learned that the G20 economies represent 85 percent of global gross national product, 80 percent of world trade and two-thirds of the world population.
AT D.C. WORKSHOP, TEMPLE PHDS DISCUSS DEVELOPING MARKETS

Three PhD students from Temple University joined students and professors from around the U.S. and the world for an international business (IB) faculty development workshop at The George Washington University (GW) in June 2011. The four-day program was co-sponsored by the Centers for International Business Education and Research (CIBER) at GW, Temple, the University of Maryland and the University of North Carolina Chapel Hill.

This year, the bi-annual workshop was led by Liesl Riddle, associate professor of IB and International Affairs and associate dean of MBA programs at GW. Riddle is also co-chair of Temple’s IB Research Forum in October.

The program presented 28 participants with the tools to research, teach and build curriculum about the institutional challenges in emerging markets, including corruption, political risk, regulatory obstacles, social divisions and civil strife.

“The overarching theme of developing markets allows us to leverage our location [in Washington D.C.],” said Alexis Gaul, administrative director of GW CIBER.

Interactive speakers from a variety of research institutions, government agencies and corporations provided attendees with a mix of academic and practical outlooks.

“I learned new perspectives about emerging markets and institutions that I will use in my research,” said Fox IB PhD student Omer Genc. “There were some sessions that helped me in terms of practical issues,” he added, referencing a site visit to the International Monetary Fund and presentation by the World Bank on the business index system of ranking international economies.

Karen Xie, a first-year doctoral student at Temple’s School of Tourism and Hospitality Management, said the conference allowed her to grow as a researcher and creator of knowledge.

“As a hospitality scholar, partnership with an IB community exposed me to new literature, and this interdisciplinary work contributed to my understanding of institutions and development,” Xie said.

For Angela Zenteno-Hidalgo, a Fox PhD student in human resource management and an assistant professor at the University of Concepcion in Chile, the experience was more personal.

“I was able to get a better sense of the view of academia in the developed markets I come from,” she said.

Aside from professional development, participants also had a chance to explore the capital city, visiting the monuments and tasting different cuisines.

“I could see a cohesion among the group and relationships that lasted beyond the workshop,” Gaul said.—Julie Achilles

Exporting Scholars Importing Experience

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to be matched with potential partners in India and begin productive conversations regarding the mutual benefit of working together to provide high-quality housing, care and services for seniors in India,” Peasley said.

In addition to lessons in business, the students were awakened to how Indian society operates on a daily basis.

“We hear all the time that the U.S. is a cultural melting pot, but my experience tells me that India as well is a country of human diversity,” Martel said. “There are so many languages spoken and religious traditions followed, that in some ways it is unreal that they all exist in such proximity to each other and with relative harmony.”

Art Hochner, associate professor in Fox’s Department of Human Resource Management, was selected and funded by Temple CIBER to oversee the academic components of the program and to accompany the students to India.

“The mission was a very valuable experience for the students and the businesses,” he said, adding that he will bring examples from U.S.-Indian negotiations into his classroom.

“The WTCGP and the in-country partners did a fantastic job of arranging everything.”

With the continued success of Export for Scholars, WTCGP and Temple CIBER are considering Brazil, Singapore and Vietnam as possible locations for future programs.

—Julie Achilles
Fox School students took home the first-place prize, two individual awards and one honorable mention at the seventh annual CIBER Case Challenge in Columbus.

Hosted by The Ohio State University’s Center for International Business Education and Research (CIBER), the competition brings together 15 teams from the U.S., Europe and Asia to analyze and present an international business case to judges. Each team consists of four members who are split up and placed with students from other schools for the competition. Courtney Miller, Mohamed Ali Niang, Aniruddha Shyamasundar and Tereze Sinno made up the team from Temple’s CIBER, based at the Fox School.

Niang was a member of this year’s first-place team, Catalyst Solutions. Individually, Niang and Sinno both earned best question-and-answer awards in the preliminary round, while Niang also took the final round honorable mention award.

Niang said the case told the story of a company that, after several failed attempts to bring water filtration systems to developing countries, decided to focus on providing irrigation to the U.S. market. The teams’ challenge: to decide whether this was a wise, profitable move.

But with 23 hours to prepare and only 20 minutes to present in each round, their task was not easy—not to mention that the students must collaborate with peers they have known only a day-and-a-half.

The night before Niang presented with his team—which also included Georgia State University’s Olufunke Taiwo, Ohio State’s Kai Song and the University of Maryland’s Jennifer He—he only got three hours of sleep, from 3 a.m. to 6 a.m.

Morale and energy were low. But after the team’s first round, things started to improve.

“We went from thinking, ‘I don’t want to get out of bed because we’re going to lose,’ to ‘Maybe we’re going to win,’” Niang said. His team recommended the hypothetical company continue its overseas efforts to allow for a profitable, sustainable business that “could save thousands,” he said.

“If you can’t succeed abroad, how are you going to succeed here [(in the U.S.)] with so much competition?” he added. “We’re not just talking about business. We’re talking about how to do well by doing good.”

The competition is not so much a business experience, but a “life experience,” Niang said. Assistant Professor of Strategic Management Arun Kumaraswamy, the Temple team coach, tried to convey that message during the seven weeks of practices leading to the competition.

“One main priority for me was to get them to remember the theories that they were taught—they are important—but, at the same time, make allowances for the uncertainty and incompleteness inherent in real-life situations,” Kumaraswamy said.

Kumaraswamy has coached the teams for the last three years. Both first-place teams at the last two competitions included one student from Fox.

“He’s the common denominator,” Temple CIBER Director Kim Cahill said of the

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FOX DEEPENS CONNECTION WITH GHANA AT 2ND IB CERTIFICATE PROGRAM

For the second year in a row, the Fox School welcomed Executive MBA students and professionals from the University of Ghana’s Business School for an International Business (IB) Certificate Program.

Organized through Fox’s Institute of Global Management Studies (IGMS) and Temple Center for International Business Education and Research (CIBER), the IB Certificate Program took place Feb. 8 and 9. The program included collaboration with Temple’s Small Business Development Center (SBDC) and academic lectures by professors from Fox and Temple’s School of Tourism and Hospitality Management, as well as presentations by representatives of the University of Pennsylvania, PECO Energy, the City of Philadelphia and the U.S.-Kenya Chamber of Commerce.

After a welcome and introduction by Temple CIBER Executive Director and IB Professor Dr. Arvind V. Phatak, Day 1 began with a presentation on Understanding Cultural Differences by Anastasia Shown, the assistant director of Penn’s African Studies Center, and Busola Awoniyi, a senior analyst for Energy Acquisition at PECO.

The lecture was followed by Temple SBDC Senior International Specialist Holly Meng’s talk on Doing Business in the U.S. Stanley L. Straughter, chairman of the Philadelphia Mayor’s Commission on African and Caribbean Immigrant Affairs, rounded out the morning with his presentation on U.S./Ghana Trade Relations.

On Day 2, Christine Martey-Ocholo, the president and co-founder of the U.S.-Kenya Chamber of Commerce, presented on How to Secure and Structure Foreign Direct Investment. Martey-Ocholo also serves on Temple CIBER’s Advisory Board.

Throughout the two-day span, academic lectures were provided on the following topics: Strategies for Emerging Market Companies Competing in the Global Marketplace, Phatak; Marketing Tourism, Dr. Dan Fesenmaier, professor of tourism and hospitality management; Global Financial Crisis, Dr. Bruce Rader, assistant professor of finance; International Joint Ventures: Strategic Motives, Concerns and Negotiations, Dr. Roger Kashlak, professor of IB and management; and The Challenges of Globalization, Dr. Stanley Ridgley, assistant professor of IB and strategic management.

The program was originally initiated through Paul Asabere, a native of Ghana and a Fox finance professor.—Chelsea Calhoun

More than 80 Executive MBA students from the University of Ghana Business School participated in the second annual IB Certificate program.
To further increase their competitiveness in a global economy, four Fox School graduate students recently embarked on the ultimate immersion experience: the Global Business Project (GBP).

Co-founded in 2008 by Temple’s Center for International Business Education and Research (CIBER), the GBP is designed to provide students from 14 participating CIBER schools with the opportunity to increase their ability to conduct business in non-English speaking countries. Students are divided into consulting teams and assigned to foreign companies for which they devise potential business plans and foreign market-entry strategies.

Temple CIBER plays a vital role as country leader for the GBP’s Japan projects, assigning a Japanese language mentor—recent Temple PhD graduate Yuhei Inoue—selecting students, securing consulting projects, appointing faculty advisers and coordinating with Kwansei Gakuin University partners and client companies in Japan.

This year, four Fox students participated in the highly competitive, nationwide program. First-year MBA Gaurav Mandore, second-year MBA Thomas Allen, first-year MS Anthony Pizzo and Part-time MBA Sandra Strauss competed against students from such universities as Columbia, Duke and George Washington for their positions in the program.

“This project will and should give me an opportunity to apply maximum knowledge I have gained and skills I have developed at Temple in the live situations in the global context,” Mandore said after the program’s kick-off weekend, held in March 2010 in Washington, D.C.

The GBP added two more countries to the program’s destinations this year, sending participants to Vietnam and Thailand in addition to Brazil, China and Japan. The four-member teams in the GBP must be collectively competent in the dominant language of the assigned target country, and at least one member must be fluent, as the final presentation before the client companies is delivered in the critical language of the country.

In addition to language competence, the teams develop the skills and overcome the challenges associated with virtual teaming as they develop a consulting plan for their assigned company abroad. After the kick-off weekend in D.C., where the students, faculty advisers, language mentors and client companies meet to finalize the scope of the project, the student teams work virtually for two months before traveling to the target country for two weeks in May to present their final business plans to their clients in Mandarin, Japanese, Thai, Portuguese or Vietnamese. A final written project was due at the end of June.

“Taking on these complex business issues is challenging enough, and on top of that we are working in virtual teams that span languages, cultures and time zones,” Strauss said. “Participating in programs like GBP and gaining this type of valuable experience is the reason you pursue an MBA.”—Meg Hughes

GLOBAL PERSPECTIVES  Center for International Business Education and Research (CIBER) & Institute of Global Management Studies (IGMS)
Q: Was this your first time in Italy?

I visited Rome before with my mom during the summer of my sophomore year of high school. I just remembered a couple of things here and there because we really saw way too much in that short two weeks.

Q: To what do you credit your GPA achievement while you were away? Did you adjust your study habits in Rome?

I did a home-stay. So all my friends were in the dorms or apartments, and they would constantly go out with each other, but I spent a lot of time in my apartment, speaking with my home-stay mother, you know, just little bits. I didn’t have TV, I didn’t have Internet in my apartment at my home-stay, so the majority of my time I was at home, I was either reading or studying. It got me into this mindset where I—I don’t want to say I was so bored that I did my work—but all the normal stuff that can distract me when I’m at home, I couldn’t do. So I kind of became this anti-procrastinator guy.

Q: Were you able to travel outside of Rome during your semester there?

I went to Florence. I went to a couple small towns in Italy, a lot of towns in this region—it’s called Umbria. And it’s right to the north of Lazio, which is the region Rome is in. Outside of Italy, I went to London, I went to Lyon in France. I traveled all up and down Tunisia, I spent a week in Tunisia. (Pauses) Where else did I go?

Oh, and I went to Brussels on a class trip. We saw a lot of European Union stuff, and NATO.

Q: What kind of lasting impact has the study-abroad experience made on your life?

While I was there, I ended up losing 40 pounds. It was a combination of walking everywhere because I didn’t have a car, and the food they had there was a lot better than here. A lot smaller portions, a lot more vegetables, a lot healthier. So I’ve taken that and put that into my life today.

I’m trying a lot of different things—not just foods, but just a lot of experiences. I’m more open-minded.

Q: Where do you see yourself heading after you graduate next year?

I would love to be some kind of economic analyst for either a macro-economy or just for certain businesses. But, whatever I do, I want to make sure that it’s international-related. The United States is a really cool place, but I think it’s more interesting dealing between borders and trying to make different cultures mesh with each other.

—Chelsea Calhoun
TEMPLE CIBER EGYPT TRIP
continued from page 1

Mubarak, a billionaire who ruled the impoverished country for 30 years, had assured Egyptians of more freedoms and a true democracy—promises that never happened. By Jan. 29, tens of thousands of Egyptian protesters occupied Tahrir Square in the historic movement against their leader.

As tension rose, Cairo became a battleground on the brink of disaster. As the revolt grew stronger, an increasing amount of pressure was placed on Mubarak, and on Feb. 18, he finally stepped down. But his resignation didn’t automatically provide stability and prosperity.

“A lot of people are concerned about the Muslim Brotherhood coming into power,” Cahill said.

Since 2005, the members of the Muslim Brotherhood—a powerful social, political and religious group who claims the Quran as their constitution—have become a significant movement in Egypt. It’s possible that a member of the group will ultimately become a leader of the country, but the Muslim Brotherhood recently denied that notion.

“I was hoping to see some type of grassroots leadership emerge from the revolution, but I don’t really see that happening,” Cahill said. “So I’m not sure what’s next.”

Egypt currently remains in a military state without an individual party or person to rule the country. It is expected that there will eventually be an election to designate a new leader.

In addition to the political unrest, the country is facing a potential financial crisis, as the revolution will almost certainly have an impact on the country’s tourism.

“Tourism is really, really important to their economy,” Cahill said. “And the reality is there’s still rampant unemployment, rising food prices and a dictator who was in power for 30 years who was out of touch with the people.”

Regardless of the uncertainty surrounding Egypt’s future, Cahill said there have been no plans to cancel upcoming visits to the country.

“BYU CIBER is still planning on taking graduate students to Cairo in April,” Cahill said. “While we haven’t decided if we are going back to Egypt next January for our MENA [Middle East and North Africa] faculty-development program, at this point we won’t base any decisions on what’s going on today.” —Matt Finn
12TH INTERNATIONAL BUSINESS RESEARCH FORUM ATTRACTS SCHOLARS FROM FIVE COUNTRIES

International business scholars from Austin to Bangalore will gather at the Fox School’s Alter Hall on Oct. 15, 2011, to discuss the role Diaspora communities play in the global economy.

The event, titled “Diaspora Investment & Entrepreneurship: The role of people, their movements, and capital in the international economy,” is Temple’s 12th annual International Business Research Forum.

Each year, the forum keeps pace with the newest challenges facing the world market and is co-hosted by Temple’s Center for International Business Education and Research (CIBER), the Institute of Global Management Studies (IGMS) and the Fox School of Business. George Washington University CIBER served as a co-sponsor for this year’s program.

“We have fairly good economics-based understanding of how firms make foreign direct investment decisions and where such investment is made. However, we also have to remind ourselves of the fact that people make investment decisions across national boundaries,” said Masaaki “Mike” Kotabe, Washburn Chair Professor of international business and marketing, and editor of the Journal of International Management. “The focus of our forum this year is about people – they are related ethnically as well as culturally in determining foreign direct investment flows.”

“Even in an era of globalization, our research forum makes it amply clear how important and strong ethnic ties still are,” Kotabe added. “Sociology of foreign direct investment is equally important, that is. We are excited about developing a special issue for the Journal of International Management. It will be a dynamic issue.”

This year’s forum will feature scholars from 15 business schools in five countries. In addition to Kotabe, forum co-chairs include Florian Täube of Germany’s EBS University, Liesl Riddle of George Washington University and Petra Sonderegger of the Indian Institute of Management. Fox School Strategic Management Chair Arvind Parhe will also participate in forum discussions.

Kotabe will chair the forum’s first panel, which will review current challenges facing Diaspora-community researchers.

Academics are expected to share findings in 10 research presentations, including “Doing Business in the Homeland: Diaspora-Owned Firms and the Value of Social Networks” and “Asian Diasporas and the Facilitation of Counterfeit Smuggling in Mexico.”

The keynote address, “Leveraging Diaspora Investments and Entrepreneurship for Development,” will be delivered by Romi Bhatia, senior advisor, Diaspora and Remittances, for the U.S. Agency for International Development (USAID).

Temple’s forum offers an opportunity for these researchers to publish findings in a special issue of the Journal of International Management, managed by IGMS and Temple CIBER.—Carl O’Donnell
GLOBAL PERSPECTIVES  Center for International Business Education and Research (CIBER) & Institute of Global Management Studies (IGMS)

ABOUT IGMS AND TEMPLE CIBER

INSTITUTE OF GLOBAL MANAGEMENT STUDIES
—fostering innovation and developing alliances to advance international business research, education and outreach.

The Institute of Global Management Studies is an interdisciplinary initiative that supports the business, professional, governmental and academic communities in the Greater Philadelphia region and throughout the world by:

• Helping businesses and organizations find practical solutions to business problems.
• Supporting, producing and publishing quality research of value to regional and international businesses.
• Promoting degree and non-degree programs in international business.
• Infusing Temple University faculty development and educational programs with an international perspective so that our business graduates are fully prepared to operate in an increasingly global marketplace.

TEMPLE CIBER
—Increasing U.S. global competitiveness through education, outreach and research.

Temple CIBER is dedicated to furthering academic and business success by:

• Supporting international business development in the region through partnerships with government and non-government organizations.
• Incorporating international business curricula into the Fox School’s global business programs.
• Providing overseas educational experiences and foreign language and culture study for students.
• Developing collaborative programs within Temple and across other regional academic institutions, organizations and businesses.
• Expanding the depth and reach of the Fox School’s international business programs and research.
• Organizing and hosting conferences, seminars and workshops on global business and economic issues.

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GLOBAL TEMPLE CONFERENCE SET FOR NOV. 16

The sixth annual Global Temple Conference, titled “Internationalization in Difficult Times,” will be held Nov. 16, 2011, in the Howard Gittis Student Center.

The free, day-long conference, supported by Temple CIBER, is open to all members of the university community. Student, staff and faculty research will be featured.

Conference organizers have been seeking submissions to "expand education and study abroad opportunities, and to aid in preparing students to gain better competencies in the global economic and cultural environment.”

CIBER CASE CHALLENGE

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students’ back-to-back successes under Kumaraswamy’s leadership. “Temple CIBER is very grateful for his voluntary leadership of this important initiative.”

Kumaraswamy, however, declined to take credit for these successes.

“This is like basketball. The coach can draw the plays and motivate from the sidelines. But, in the end, it’s the players who improvise and perform during game-time to get the win,” he said. “So, the students deserve much of the credit for their performance.”

—Chelsea Calhoun

GLOBAL PERSPECTIVES  Center for International Business Education and Research (CIBER) & Institute of Global Management Studies (IGMS)
Temple University's Fox School of Business is the largest, most comprehensive business school in the Greater Philadelphia region, and among the largest in the world, with nearly 6,500 students, 170 full-time faculty members and more than 59,000 alumni.

The Fox School of Business is accredited by AACSB International (The Association to Advance Collegiate Schools of Business). For more information, visit www.fox.temple.edu.

Program Rankings

Financial Times: Executive MBA Program
• Top 15 in the U.S.
• Top 45 in the World

The Princeton Review/Entrepreneur Magazine
• No. 11 Undergraduate in the U.S.
• No. 20 Graduate in the U.S.

U.S. News & World Report
• No. 6 Risk Management and Insurance in the U.S.
• No. 9 International Business in the U.S.
• No. 18 Management Information Systems in the U.S.

Research Rankings

Five out of nine Fox School departments have been ranked in the Top 10 in the U.S. for research.

Management Information Systems
No. 1 in the world for research productivity, Association for Information Systems, based on publications in MIS Quarterly and Information Systems Research

Risk Management and Insurance
No. 2 in the U.S. for research productivity of faculty, Journal of Risk Management and Insurance

Management/International Business
No. 3 in the U.S. for research productivity of faculty and No. 4 in the world, Asia Pacific Journal of Management

Finance
No. 4 for research productivity of faculty, The Chronicle of Higher Education/Academic Analytics

Marketing and Supply Chain Management
No. 6 for the contribution of faculty to INFORMS practice literature, Interfaces

Accounting