U.S. NEWS & WORLD REPORT RANKS FOX UNDERGRADUATE IB PROGRAM IN TOP 10

In its 2008 rankings, for the second year in a row, U.S. News & World Report ranked the undergraduate International Business (IB) program of Temple University’s Fox School of Business among the Top 10 programs in the U.S. The IB program was ranked as 10th best.

International Business
Fox’s International Business undergraduate program focuses on what it takes for its graduates to succeed in the global marketplace. One of the program’s strengths is that students must demonstrate foreign language proficiency at a fourth semester level.

“Our globally competent students are aware of the dynamics of a globalized economy and its impact on business functions in domestic and international companies. Students also learn about the interactions between international relations and international business, and the role played by international companies in global trade and commerce,” said Arvind Phatak, Laura H. Carnell Professor of Global Management.

The Fox School of Business’ highly competitive Journal of International Management (JIM) was accepted for inclusion in the Social Science Citation Index (SSCI) in June.

“The acceptance is a great accomplishment for a fairly new journal and is a testament to the journal’s overall excellence,” said Fox School Dean M. Moshe Porat.

Inclusion in SSCI, the oldest and most prestigious citation index, will provide legitimization of the academic quality and integrity of JIM worldwide. Although JIM has been recognized by many researchers as excellent, it did not previously have institutional legitimacy. Many universities around the world use SSCI-listed journals for promotion and tenure purposes. Now that JIM is SSCI accredited, many more researchers will submit manuscripts to JIM for publication consideration.

“This is a great honor for a relatively new journal like JIM. It serves as an indicator of JIM’s excellent track record in many areas, including the expertise of the editorial board members who represent more than 50 institutions, spanning 20 countries worldwide, their high-quality manuscript reviews, the professional editorial process, and the excellence of articles written by a variety of authors with a vested interest in the quality of the journal,” said Dr. Masaaki “Mike” Kotabe, JIM editor since 2002.

JIM is devoted to advancing the understanding of issues in the management of global enterprises and global management theory and practice, while simultaneously providing theoretical and managerial implications useful for the further development of research. It serves an audience of academic researchers and educators, as well as business professionals.

Since its inauguration in 1995, JIM, housed at the Institute of Global Management Studies and Center for International Business Education and Research (CIBER), has seen its readership increase dramatically. Increasingly, academics and practitioners look at the articles the journal publishes in areas including international business strategy, comparative and cross-cultural management, organizational behavior and human resource management. From 2001 to 2007, electronic downloads, a reasonable indicator of readership, increased almost tenfold from 6,897 to 66,107.

“JIM is quickly gaining recognition and visibility in a competitive international business journal market,” said Kim Cahill, director of Temple CIBER, who has served as JIM’s managing editor since 2003. “Inclusion in SSCI is a compelling sign that JIM is an important player as a resource in the world of international business and research.”

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STATISTICS PROFESSOR MAKES EDUCATION POSSIBLE FOR GIRLS IN RURAL INDIA

In the Indian village of Rathora, in the state of Uttar Pradesh, is a beautiful campus in the countryside — a secondary school for girls.

The Hoshiari Devi Girls School is the brainchild of Statistics professor at the Fox School of Business, Jagbir Singh, and his wife, Veena Singh.

Singh, whose research has focused on modeling volatility in financial time series and semi-parametric models in survival analysis, began developing the Hoshiari Devi Girls School in 1995 after receiving a monetary grant from the Temple Great Teacher Award. The school opened its doors in 1998. While primary schools in India are co-ed, secondary schools tend to be separated by sex, and girls’ schools are seldom built in the countryside. Girls usually have to walk three to four miles to attend school, making their education tedious or neglected.

Hoshiari Devi Girls School stands out not only in its very existence, but also in its quality. There is a full campus — not just a schoolhouse — with computers and athletic facilities. Last year, 28 out of 30 graduates passed the state education board examination (the Indian equivalent of the SAT) with distinction. Three of the girls went on to college.

The idea for the school emerged in 1982 after the death of Singh’s mother, who lived in Rathora until she married, and remained uneducated.

“I wanted to do something in honor of my mother’s memory. She insisted on our being educated and said we should be schooled instead of working on the farm,” said Singh.

The land for the school campus was donated by the village. Still, the cost of running the school, from transportation to classrooms to laboratories, is not met by the $3 monthly fee charged to students — many of whom cannot afford to pay even this amount.

To help, a number of unsolicited donors have also stepped in. One such donor is Arvind Phatak, professor of general and strategic management and executive director for the Center for International Business Education Research at the Fox School. “I know the condition of villages in India is quite different from those of the cities and schooling is very difficult,” said Phatak, who also hails from India. “I was impressed that a colleague of mine would have the foresight and heart to embark on this mission of educating girls in an Indian village and giving them an opportunity to go to school.” To read more about the school, visit www.rathoragirlsschool.org. The site was designed by the Singh family and incorporates ideas from the girls attending the school.

Professor Jagbir Singh (far right) recognizes Hoshiari Devi students who have excelled in academics and those who have excelled in sports at a school ceremony.

U.S. NEWS RANKINGS

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Management and International Business, executive director of Temple’s Institute for Global Management Studies (IGMS) and the Center for International Business Education and Research (CIBER).

Fox’s undergraduate international business program is supported by its high-profile CIBER — one of only 31 such centers in the U.S., the high quality of its faculty, and the prestigious journal it produces, the Journal of International Management, edited by renowned General and Strategic Management Professor Masaaki “Mike” Kotabe.

Other program highlights include an international business capstone course that enables students to apply IB tools and methods to solve real business cases. All students develop a foreign market entry strategy for a small- to medium-size enterprise in the region. Another notable feature of the Fox IB program is the School’s ongoing relationship with Dubai Women’s College (DWC) in which Fox students work in teams with students from DWC on international business projects.

The IB program also offers two interdisciplinary certificates of specialization in Asian Business and Society, and in Latin American Studies and Spanish for Business. Students complete coursework in area studies, a foreign language, and specialty IB coursework to further strengthen their knowledge of the increasingly globalized world.

To increase students’ international exposure, IB majors are strongly encouraged to study abroad. In addition to its campuses in Rome and Tokyo, Temple CIBER administers business programs in India, China, France, Ireland, Brazil, and Mexico, providing customized advising and financial assistance.
FOX MBA RANKED AMONG TOP PROGRAMS GLOBALLY BY THE ECONOMIST

The Economist has ranked the MBA program at the Fox School of Business at Temple University among the top programs globally and among the best in the nation in their 2008-2009 Which MBA rankings. This marks the second time the Fox School has been recognized by The Economist in its highly selective ranking of global MBA programs. In the region, the Fox School and the Wharton School of the University of Pennsylvania were the only two Philadelphia-area MBA programs to be ranked.

“We are pleased The Economist has recognized the Fox School among the top schools in the nation and the world,” said M. Moshe Porat, dean of the Fox School. “Being included in this ranking is a testament to the exceptional quality of our students, faculty, staff and alumni and the tremendous value that a Fox MBA provides.”

In this Economist global ranking, Fox placed among the top 50 programs in the U.S. and among the top 100 in the world. This demonstrates Fox’s reputation as an international business school. “The Fox School’s expansion of its International MBA and Executive MBA programs into Europe, Latin America, Asia and Australia underscore the school’s commitment to global business education”, said Vice Dean, Dr. Rajan Chandran.

This year, the seventh year of Which MBA rankings, The Economist invited 131 business schools from 23 different countries to participate in the ranking survey. Results were based on surveys of current students and alumni, and on data provided by schools. The student and alumni surveys measure the career success and satisfaction of students, how a school opens new career opportunities, the personal and professional development and educational experience provided to students, students’ post-gradu-

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TEMPLE’S WORLD LANGUAGES DAY CELEBRATES 10TH YEAR

Learning a foreign language is becoming increasingly important for today’s college students.

In an effort to highlight the importance of studying foreign languages, area studies and culture, Temple Center for International Business Education Research (CIBER) and University Foreign Language Departments hosted 250 area high school students and teachers on Temple’s Main Campus to celebrate World Languages Day on March 29, 2008. This was the 10th year Temple has hosted the event.

The annual daylong event included guest speakers and presentations on study abroad programs, Latin American studies; history of Weimar Germany, Confucian Ethics; introductory classes in Korean, Arabic, Russian and Chinese, as well as visits to regular university language classes and special laboratory multi-media tech sessions.

International business is the fastest-growing major in the Fox School of Business, with more than 600 students enrolled. “Students who are studying international business are required to demonstrate proficiency in a foreign language,” said Kimberly Cahill, director of the Fox Business School Institute for Global Management Studies and CIBER.

“The U.S. is the only industrialized nation that routinely graduates students from high school who lack knowledge of a foreign language. Foreign language skills, especially critical languages like Chinese and Arabic, combined with intercultural sensitivity, are essential to U.S. competitiveness and national security in today’s global environment,” Cahill added.

Participating teachers were very interested in global culture and the importance of exposing their students to diverse world events and cultures.

“We were fortunate to be part of the language day at Temple. The program was culturally and linguistically eye opening,” stated one high school teacher.

“It was a pleasure to understand why there is an importance in learning a foreign language. This inspired all the students to continue working towards their goals and to continue to expatriate their knowledge in foreign language,” the teacher continued.

In a post-event survey completed by participating teachers, 71% indicated that their students were more inclined to continue with foreign language study and to apply to Temple University. Nearly 60% said that Temple’s World Language Day encouraged high school students to consider studying abroad.

World Language Day was sponsored by Temple CIBER, Penn CIBER, Temple University’s Vice Provost for Undergraduate Studies, Undergraduate Admissions, International Programs, and the College of Liberal Arts.

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If there is one thing everyone can agree on about the International Financial Reporting Standards (IFRS), it’s that there are great challenges ahead for U.S. corporations, accounting firms and universities.

That was one of the primary messages conveyed by nearly every speaker at the Fox School Accounting Conference, held June 6 and 7 at Temple’s Howard Gittis Student Center and sponsored by the school’s Department of Accounting and by Temple CIBER.

More than 100 professionals and academics attended the conference, which combined panel discussions on the first day with research presentations on the second. The conference was organized by Temple accounting faculty members Rajiv Banker, Sudipta Basu, Elizabeth Gordon, Jayanthi Krishnan, Eric Press and Sheri Risler.

In welcoming attendees, Banker, the Merves Chair in Accounting and Information Technology at the Fox School, commented on the link between accounting practice and academia.

“One of our goals at the Fox School is to build a strong bridge between the school and the business world, something this conference helps us achieve,” said Banker.

“Over the next two days, we will have a spirited discussion around an issue of contemporary importance as well as share some of the cutting-edge research taking place in our field,” he added. “Gatherings such as this help strengthen the connection between Temple University and the accounting profession. This is just the first of many conferences we plan to hold as we continue to establish the Fox School as one of the top centers of accounting research in the country.”

Fox School Dean M. Moshe Porat echoed these sentiments. “One of the purposes of this conference is to promote synergy between academia and the greater accounting community,” he said. “With the SEC currently considering the implementation of new U.S. accounting standards in alignment with international standards, our conference today is certainly topical.

The first day of the conference centered on IFRS, its benefits and challenges, and whether the United States was ready to accept its implementation. The IFRS are accounting standards that many feel will bring much-needed consistency to reported financial data and allow for a better flow of investment capital across national borders.

More than 100 countries have already adopted IFRS, with the U.S. being a notable exception.

The two panel discussions were “The Benefits and Challenges of IFRS Worldwide” and “Is the U.S. Ready for IFRS?” Each panel was made up of speakers from the accounting field as well as prominent researchers from prestigious universities including Mary Barth of Stanford University and the International Accounting Standards Board; Kathleen Bauman of PricewaterhouseCoopers; Scott Hartman of Ernst & Young; Robert Lipe of the Financial Accounting Standards Board; Liza McAndrew-Moberg of the U.S. Securities and Exchange Commission; Paul Munter of KPMG; Sherif Sakr of Deloitte & Touche; Shyam Sunder of Yale University; and Ross Watts of the Massachusetts Institute of Technology.

Most panelists agreed that IFRS offers many challenges, but it also offers many benefits, including the provision of better information to investors and a standardization of practices throughout the world.

“Many of our international clients previously used different standards,” said Bauman, of PricewaterhouseCoopers. “It was like Christmas for me when they all went to IFRS.”

Panelists discussed the concern in the United States that IFRS is too “principle based” in that it establishes broad rules as well as dictates specific treatments. This is in contrast to the U.S. Generally Acceptable Accounting Principles (U.S. GAAP), which as one panelist said, “come in a stack as high as I am tall.”

Watts, of MIT, was the notable skeptic on the first panel, noting that “it’s not clear that one size fits all” when it comes to accounting standards.

“There are variations across countries for good economic reasons, including differences in the organization of firms and the differences in legal arrangements and governments,” he said. “I think the benefits of IFRS are likely to be significantly less than advertised.”
ACCOUNTING CONFERENCE

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Participants on both panels agreed that, if and when the United States signs on to IFRS (and most expect it will eventually), education will play a large role in its success or failure.

“Corporations will have to be educated, accountants will have to be educated, and colleges will have to change some of their curriculum in the future,” said Ernst & Young’s Hartman.

But the fundamental question remains, is the United States ready for IFRS? The general consensus of the panelists: yes and no.

“We’re not ready but we better start getting ready,” the FASB’s Lipe said. “We have one chance to transition from U.S. GAAP to IFRS, and we need to prepare a blueprint for that transition.”

The accounting conference continued on the second day with six presentations by the following researchers:

• Mary Barth, Stanford, “Accounting Quality: International Accounting Standards and U.S. GAPP”
• Elizabeth Gordon, Temple, “Could IFRS Replace U.S. GAPP? A Comparison of Earnings Attributes and Informativeness in the U.S. Market”
• Shyam Sunder, Yale, “Monopoly or Competition: Standard Setting in the Private and Public Sector”
• Rajiv Banker, Temple, “DuPont Analysis, Sustainability of Competitive Advantage and Valuation”
• Ross Watts, MIT, “Evidence on the Effects of Unverifiable Fair-Value Accounting”
• Jayanthi Krishnan, Temple, “Profitability, Growth, Conservatism and the Reliability of Accounting Numbers”

The Second Annual Conference, in collaboration with Temple CIBER’s International Accounting FDIB (Faculty Development in International Business) will be held June 3 – 5, 2009.

POST-CONFLICT AFRICA SUMMIT: “OPEN FOR RESPONSIBLE BUSINESS”

On Thursday, February 21, Temple University welcomed a group of local and national business people, government representatives, students, and faculty in an intensive discussion and analysis of business opportunities in post-conflict Africa.

The conference was organized by three student professional organizations — International Business Association, Students for Responsible Business, and the Francophone Students Professional Organization — in a collaborative recognition of the importance of beginning a dialog about doing business in Africa — responsibly.

Among the notable guests presenting at the conference were the Honorable Stanley Straughter, Chairman of the Mayor’s Commission on Africa and Caribbean Immigrant Affairs and Honorary Consul of Guinea, Alison Germak of the Overseas Private Investment Corporation (OPIC), and Rupa Modi, Manager of East Coast Development, Kiva.

In her welcoming remarks, Nicole DeSilvis, former Senior International Trade Consultant in Temple’s Small Business Development Center and current Commercial Officer for the U.S. & Foreign Commercial Service, explained that the numerous countries of Africa provide not only interesting and potentially lucrative investments for small- to medium-sized U.S. businesses, but that international investment into these countries significantly helps in the restoration of peace and stability in areas with such turbulent histories. Additionally, economic growth within these poor nations assists in alleviation of the international problem of poverty.

A select group of three Temple students from different African countries (Gabon, Cameroon and Rwanda) presented personal views of their home countries in a session titled, “Africa from my lens.”

The students’ enthusiasm and faith in the social and economic potential of the African continent was apparent. They spoke adamantly about the potential of the natural and human resource endowments of the individual countries and urged conference attendees to become involved in helping the diverse African countries in fulfilling their potential.

The forum concluded with an information fair on investing in post-conflict Africa attended by representatives from diverse local and international organizations, including: the City of Philadelphia Department of Commerce, the U.S. Export Assistance Center and The African and Caribbean Business Council.

The conference was sponsored by Temple University’s Kaleidoscope Fund, the Small Business Development Center, and Temple University CIBER.

Stanley Straughter (left), Chairman of the Mayor’s Commission on African and Caribbean Immigrant Affairs and Honorary Consul of Guinea with Temple student Hubert Ruzibiza.
In a recent study conducted by The Asia Pacific Journal of Management, Temple University was ranked 3rd in the U.S. and 4th in the world for international business research productivity. Fox faculty members Masaaki Kotabe, Ram Mudambi, Arvind Parkhe, and David Reeb were identified as among the most prolific IB authors in the world. Fox School doctoral program alumni Yadong Luo and Rakesh B. Sambharya who now occupy professional positions are also listed as prolific authors.

Entitled, “Prolific authors and institutions in leading international business journals” the The Asia Pacific Journal of Management study was driven by two research questions:

1. Who are the most prolific authors in the leading international business journals?

2. Which educational institutions appear poised to lead international business scholarship?

To determine author productivity, the following six international business journals were examined between 1996 and 2006:

- *Journal of International Business Studies*
- *Management International Review*
- *Journal of World Business*
- *International Marketing Review*
- *Journal of International Marketing*
- *International Business Review*

As The Asia Pacific Journal of Management study states, “...given the number of prolific authors at these institutions, it can be argued that these institutions may hold considerable influence on the direction of international business research. If such distinctive leadership has resulted from a deliberate or programmatic effort, these institutions should receive special credit for facilitating advancement of international business knowledge.”
LOST BOY OF SUDAN GRADUATES FROM THE FOX SCHOOL

In January 2008, Ayuen G. Ajok graduated from the Fox School of Business with a major in international business administration and legal studies. His journey to graduation was a difficult one.

It all began in 1983, the same year that the Second Sudanese Civil War began and Ajok was born in Southern Sudan. The war eventually killed two million people and displaced four million others.

The war had its own devastating effects on Ajok. Five years after it started, when most American children Ajok’s age begin schooling, the intense violence and worsening economy forced Ajok and thousands of others to flee their home country for Panyondo, Ethiopia. During the next 11 years, Ajok traveled by foot between Ethiopia, Sudan and Kenya, constantly ducking attacks and raids.

On December 19, 2000, he finally left the Civil War-torn region and arrived in the U.S. with 3,000 other Sudanese boys and girls. At age 16 and with minimal English skills, he began high school in Montgomery County.

“At that moment, my life had a new beginning,” Ajok said.

After graduating in 2003 and attending Penn State Mont Alto for one year, Ajok enrolled at the Fox School of Business.

“I wanted to receive the quality of education that only Fox can offer. And I got it with teachers like Nicole DeSilvis, (former adjunct instructor of International Business and current Commercial Officer for the U.S. & Foreign Commercial Service), who gave me the opportunity to use my skills to do market research for an actual company,” he said.

In 2006, Ajok was selected to take part in the Congressional Foster Youth Internship program by the Congressional Coalition on Adoption Institute (CCAI). As a natural progression of his own experiences, he worked with legislators on topics including countries in war, Sudan and adoption.

Ayuen G. Ajok, Fox BBA’08

He led discussions about these issues at the Congressional meetings, including ones attended by the CCAI. Ajok has won a number of honorable awards including recognition by senator Hillary Clinton, a certificate of the U.S. Congress and a U.S. flag flown over the nation’s capitol on September 11, 2002 by Congressmen Curt Weldon.

One day Ajok hopes to eventually work in his Sudan to help develop jobs and stimulate the economy.

FOX IB STUDENT WORKS FOR PEACE IN PHILADELPHIA

Jamiera Burley, a 19-year-old freshman in the Fox School of Business, knows firsthand how violence affects the youth of Philadelphia.

From school hallways to neighborhood corners, Burley witnessed violence while growing up and said that fights and other disruptions were part of the norm at Overbrook High School in West Philadelphia.

“Growing up in Philadelphia, you’re liable to witness violence often,” she said. “Youth become immune to it; it’s almost an everyday occurrence.”

During her sophomore year in high school, Burley suffered a loss that would change her life and encourage her to work to stop violence among youth in Philadelphia.

“My brother was shot and died from his gunshot wounds,” Burley, an international business and Chinese double major, explained. “That really changed things for me; it made me look at violence in the city a lot differently. After he died I knew that I had to do something.”

From that point on Burley, who is one of 17 siblings and the first in her family to attend college, was determined to help put an end to youth violence. She became a student mentor and co-founded the Panther Peace Core, an organization designed to train students in conflict resolution.

She recently received a $50,000 grant from the state to develop the Peace Core model at 10 schools that are ranked among the most dangerous in Philadelphia. She said her program empowers students by giving them an opportunity to solve their problems together.

“In my experience, students in the same age group are more open to helping each other,” Burley said. “It really allows students to open up a bit more when their peers, not adults, are helping to resolve a conflict.”

In addition to working to further develop the Peace Core, Burley was recently appointed to the Philadelphia Youth Commission.

“The commission will give youth of Philadelphia an opportunity to have some real voice in solving the city’s issues with violence,” said Burley, who has been appointed to the youth violence subcommittee.

The Youth Commission consists of a panel of 21 young Philadelphians between the ages of 12 and 23. Seventeen members were appointed by the City Council; the four remaining members, including Burley, were appointed by Mayor Michael Nutter.

Members of the Commission were selected to represent the diversity of the city and the voices of young Philadelphians, Nutter said.

“The Youth Commission is a way for our city’s young leaders to become actively involved in city government, and for city officials to benefit from the ideas and perspectives of young Philadelphians,” Nutter said. “I look forward to working with the Youth Commissioners and will create other ways in which to provide opportunities for students to become involved.”

The commission, which meets monthly, will be overseen by members of Nutter’s administration and the City Council.

“A lot of people need a reality check,” Burley said. “I want to educate youth about violence before it’s too late. I don’t ever want anyone to experience the loss that I did.”
When it comes to the global economy, there’s a huge difference between reading about it and actually experiencing it. Thanks to Temple CIBER’s leadership role in a new consortium called the Global Business Project (GBP), MBA students from the Fox School of Business have the opportunity to do the latter with their counterparts around the world.

The GBP is an intercollegiate MBA course developed and facilitated by 10 Centers for International Business Education and Research (CIBERs), including Columbia, Duke, George Washington, Kansas, Maryland, Pittsburgh, San Diego State, Purdue, Temple, and UNC-Chapel Hill. The project provides MBA students from premier business schools with the opportunity to work on real issues facing multinational or local companies in emerging markets.

“The GBP is different from other international MBA consulting projects because it combines student teams from a consortium of CIBER schools and a partner university in the destination country, requiring critical languages, virtual teaming and cross-cultural awareness,” says Kimberly Cahill, Director of the Institute of Global Management Studies and Temple CIBER. “The final project will be presented to the company in the critical language of the host country, which is unique.”

Adam Dotson is one of two Temple MBA students that participated in the GBP. In May, he traveled to Brazil to work with the largest privately held company in North America, Koch Industries. His four-person team – which he met in Washington, DC, during the Kick-Off weekend in March – collaborated virtually and is made up of MBA students from Duke, North Carolina and George Washington. One member is from Brazil, another is from Argentina, and a third has dual passports from the U.S. and Brazil. The team researched the value chain of ethanol production in Brazil.

“These are the types of consulting projects only senior consultants are allowed to pursue at brand-name firms, and I am being given the reins to do professional research and presentations as an MBA student,” says Dotson. “For me, the Global Business Project offers a one-of-a-kind opportunity to blend my background in international and intercultural relations with my course work.”

Temple’s other GBP participant is Lei Zhang, MS Finance, whose team worked with a North Carolina lumber company to open a market in China. Her responsibilities included serving as the language expert, analyzing the Chinese lumber market, contacting potential consumers and planning the entire trip to China.

Both Dotson and Zhang worked on their projects in consultation with their participating companies using Centra – a virtual conferencing program – until mid-May, at which point they traveled overseas to the companies and completed their projects.

Temple professor Masaaki “Mike” Kotabe and Kansei Gakuin University professor Yoshinobu Sato serve as faculty advisors for the two GBP corporate projects in Japan, involving SAP Japan (a subsidiary of Europe’s largest IT/business applications software company) and Adachi Company, Ltd. (a high-end leather bag manufacturer).

Entry into the GBP is competitive, and those accepted are matched with appropriate projects. The resulting four-person teams are collectively competent in the critical language of the target country, have experience there with the industry, and the functional areas in which the projects are based.

“I can’t overstate the benefits I reaped from this program,” says Dotson. “I was exposed to revolutionary techniques in distance teamwork, to the pressures of client engagement, and to the demands of rapid language acquisition. The GBP is without question the most rewarding experience I have had at Temple.”

In the first year of the GBP, 53 MBA students participated in nine different projects in Japan, China and Brazil. Collectively, the students speak 22 languages and represent 14 different nations. In 2009, Maryland will coordinate projects in Poland and Duke will offer consulting projects in Russia in 2010.
“International sourcing” was the theme for the 9th Annual International Business Research Forum presented by Temple CIBER and co-sponsored by The Fox School’s Institute of Global Management Studies (IGMS) in collaboration with Duke CIBER in April 2008. This conference was a sequel to the First Annual Off-Shoring Research Network (ORN) Conference and Workshop held at Duke University in April 2007.

Researchers from Finland, Denmark, Spain, Australia, Germany, Sweden, Switzerland, the United Kingdom, and the United States examined the rise of business process outsourcing that extends beyond IT services to a range of other services relating to accounting, human resources management, finance, sales and after-sales such as call centers.

The presentations and discussions hosted at the forum addressed many of the contemporary concerns and interests regarding global sourcing. For example, researchers and practitioners are often concerned that foreign business process suppliers may be moving up the knowledge chain more rapidly than may have first been expected. Such knowledge transfer could in the long run undermine sourcing firms’ ability to differentiate themselves from their foreign suppliers. Masaaki “Mike” Kotabe, Washburn chair, professor of International Business and Marketing and editor of the Journal of International Management (JIM) served as forum co-chair along with Ram Mudambi, professor and chair of General and Strategic Management, the Fox School of Business.

The best paper from the forum was awarded to Jussi Hätönen and Taina Paju (Turku School of Economics) for their paper titled “30+ Years of Research and Practice of Outsourcing: Exploring the Past and Anticipating the Future.” These articles will be published in a Special Issue of JIM in 2009 (Volume 15, Number 2). JIM is fast gaining recognition and visibility in a competitive IB market and differentiates itself with one of the fastest quality review processes in the industry — an average 38 day turn around on reviews and 24 hours on desk rejects. Electronic downloads, a reasonable indicator of readership, have increased eightfold in the last six years from 6,897 in 2001 to 66,107 downloads in 2007.

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The following CIBERs co-sponsored this event — Florida International University, Indiana University, Michigan State University, Temple University, University of Connecticut, University of Hawaii, University of Kansas, University of Maryland, University of Memphis, and University of North Carolina-Chapel Hill.
“This program is like a dream come true for me. It has allowed me to study in the United States, learn more about American culture, meet new people, and improve my English,” said Rafael Gualano de Godoy, an undergraduate student from Federal University of Parana, Brazil.

“I plan on learning as much as possible so when I go back to Brazil, I can have some different perspectives about the business world, as well as business culture,” he continued.

Godoy is one of 14 students participating in the U.S.-Brazil Higher Education Consortia Program. The four-year program is sponsored by the U.S. Department of Education and the Brazilian Ministry of Education. The program stems from an inter-governmental agreement between the two countries and each government finances the participation of the two universities from its country.

Four universities, two from Brazil and two from the U.S., participate as grantees in each consortium. The two Brazilian universities in the consortium are the Federal University of Santa Catarina, Brazil, and the Federal University of Parana, Brazil. Temple University and George Washington University are the U.S. partners.

“Brazil has the world’s ninth largest economy, the fifth most populous nation, and the biggest country in South America. It is known as a regional leader due to its influential position, strong economy, and vast natural resources. Brazil is a microcosm of the world with its ethnic diversity and multiculturalism,” said Kim Cahill, director of Temple CIBER and the Institute of Global Management Studies.

“Whether your interest is culture, science, or economics, Brazil is a varied and exciting place to study. Its stunning landscapes and fascinating history provide a wonderful backdrop to studying in an influential South American nation,” Cahill continued.

The program seeks to encourage the movement of students between U.S. and Brazilian universities, the coordination of course offerings, the stimulation of joint research, and the exchange of professors for short teaching assignments. The program is open to both undergraduate and graduate students who would like an immersion in Brazilian culture and an exposure to Latin America.

The program provides significant financial support to the students. It pays for the round-trip airfare, provide funds to study Portuguese before the regular semester begins, and subsidizes daily living expenses. Approximately six students are expected to travel from the US to Brazil each year, and vice versa. Thus, some thirty-six students will benefit substantially from the consortium activities.

Samuel de Melo, an undergraduate student from the Federal University of Santa Catarina said, “The financial support was fundamental to my study at Temple. Without the financial support it would have been almost impossible for me to leave my country and support myself in the U.S.”

“Academically, the program has given me an inside perspective of the courses and the structure of an American university. It has also provided me with an opportunity to come back to the U.S. in the future,” de Melo continued.

For more information about the program, contact Kim Cahill, director of Temple CIBER and the Institute of Global Management Studies, kcahill@temple.edu.
In March 2008, two Fox School students traveled to Dubai — one of the most economically important and accessible cities of the Middle East, to participate in a five-day international leadership conference with young women from all over the world. The event, Insight Dubai, which took place March 23-27, 2008 was presented by Dubai Women’s College.

“The motivation for creating such a program was to enhance mutual understanding between our students and students in the Middle East,” said Arvind Phatak, Carnell Professor of Management and International Business at The Fox School and executive director of Temple’s Institute of Global Management Studies (IGMS), and the Center for International Business Education and Research (CIBER).

The trip was funded through CIBER’s $1.3 million grant from the U.S. Department of Education. One of the CIBER’s most important initiatives is promoting global perspectives to all of its stakeholders — in particular, a focus on increasing economic and cultural understanding between citizens of the U.S. and those of the Middle East, North Africa and India.

At the conference, 50 students from the Dubai Women’s College were partnered with 50 students from countries around the world including Rwanda, Australia, Turkey, Belgium, Argentina, Korea, Bangladesh, Lithuania, Zimbabwe and France.

The conference is characterized by its distinctive Arabic and Islamic theme. Activities include participation as a foreign diplomat in a simulated United Nations discussion, role playing within a mock Shari’ah (Islamic law) court case, debating leadership issues and an examination of the Majlis and the local elections. Panel discussions regarding local issues such as promoting peace, female leadership in the Middle East, as well as site visits added to the participants’ understanding of the local environment.

According to Fox School International Business major Rachel Ezzell, learning about Shari’ah was very interesting. “We participated in a mock Shari’ah court case focusing on inheritance law. I learned that a non-Muslim cannot receive an inheritance from a Muslim.”

“It was interesting to observe the cultural differences when discussing women’s roles in government,” said Teena Bounpraseuth, a Fox School International Business major.

“For example, many of the participants from the Middle East and South Asia believed that women are more emotionally in tune and nurturing. Therefore, they would be able to address issues concerning health care, education, and civil rights rather than men,” Teena continued.

Ezzell and Bounpraseuth also enjoyed free time to experience the local culture by visiting some of the more notable attractions in Dubai, including visiting Heritage Village to learn more about the history and customs of the populations in the region; seeing an Islamic art exhibit in the Palace of the Emirates; going to the Sheik Zayed Grand Mosque — the first mosque in the Middle East to permit entry to non-Muslims; and traveling through the desert.

“I enjoyed going to the desert where I rode a camel and had my hands painted with henna ink. I also helped the locals make fresh doughnuts which were served with date honey,” Ezzel said.

Summing up the entire week, Teena said, “I am so grateful that I was able to participate in a learning experience that has given me a greater understanding of Islam and the Middle East, as well as enabled me to make friends with so many amazing, intelligent young women from around the globe.”

Temple CIBER continued its collaboration with Dubai Women’s College in the Third Annual Cross-national Virtual Collaboration Project. Three student teams from Fox and DWC worked virtually throughout the spring 2008 semester to develop a foreign market entry strategy for Tastykake to expand into Dubai and the Middle East. Students from DWC traveled to Philadelphia to finalize their findings with their Fox teammates. Mr. George Latella, Director of Customer Relations & E-Commerce, Tasty Baking Company, attended the final presentations and provided many samples of their products.
FOX SCHOOL CELEBRATES 90TH ANNIVERSARY

During the Fox School’s 90th anniversary celebration this past spring, students, faculty and staff demonstrated how committed they were to globalization — by celebrating around the globe.

At Temple’s Main Campus, several hundred celebrants nibbled on anniversary cupcakes, listened attentively to Dean M. Moshe Porat’s remarks about the school’s progress, and took a virtual tour of the new Alter Hall. About 4,300 miles away in Rome, students, faculty and administrators watched a digitally captured message from the dean who toasted the anniversary. “It’s really cool that so many campuses — Main, TUCC, Ambler, Fort Washington and Temple’s Rome and Japan campuses — all celebrated the school’s 90th birthday,” said David Kaiser, director of undergraduate enrollment management. “The fact that we had a global party really reflects how international the school has become.”

Full-time and professional MBA students celebrated at Temple University Center City and Fort Washington, executive MBA students commemorated the school’s 90th birthday at the Desmond Conference in Malvern, where classes are taught, and students in Japan also celebrated at their campus. At the Ambler Campus, undergraduates participated in a meet-and-greet session with Fox deans.

“This is an exciting time to celebrate our 90th birthday,” Dean Porat said. “In addition to Alter Hall nearing completion, we have hired 24 new faculty members this year and plan to hire more over the following three years. This is the most transformative event in the history of the school.”

Dean Porat also noted that the rising quality of the Fox School’s faculty, students, technology, and campuses is boosting the quality of a student’s degree — or as he called it, a “student’s stock.”

“You are the full-time stockholders in a Fox School education, because you are holding the degree,” Dean Porat said. “And the value of that stock is increasing, due to the school’s high rankings, our cutting-edge Alter Hall, our award-winning faculty, our advising staff and our top-quality students.”

The highlight at several of the celebrations was the virtual tour through the new Alter Hall. “The new Fox School complex, an $80 million, state-of-the-art building, is a true milestone for our 90th birthday,” John DeAngelo, associate dean for information technology, said as he guided students on the virtual tour. “Alter Hall will have plenty of breakout rooms, e-mail stations, fast battery-charging areas for laptops, and many other technology-savvy features.” The tour is available on the Alter Hall web site at www.temple.edu/fox.

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K-20 EDUCATION GOES GLOBAL

2008 CONFERENCE SPONSORED BY TEMPLE CIBER & DESALES UNIVERSITY

Over 50 regional teachers, professionals, and business-owners attended the Thought Leadership for Education and Business: Co-constructing New Organization Models for Innovation and Global Competitiveness Conference at DeSales University in Center Valley, PA on April 10, 2008. The event, which focused on reengineering K-20 education into a globally relevant system, was co-sponsored by Temple CIBER. DeSales and Temple hosted the conference to both share and gather information about the need to integrate a global perspective into K-20 education. From the individual speakers including, State Senator Rob Wonderling of the 24th Senatorial District — to the individual break-out sessions, the conference stressed the need for radical change in the current educational paradigm to meet the needs of our radically changing economy. Specifically, speakers stressed the need for K-20 education to prepare students to thrive in globally-decentralized and innovation centered positions and professions.

The collaborative effort arose in recognition of the dramatic changes in technology, markets and geopolitics that are combining to fundamen-
IMBA ESSENTIALS ORIENTATION BUILDS UNITY

How do you bring together two student groups studying on opposite continent, Asia and Europe, to develop one cohesive 2008 International MBA class? Answer: IMBA Essentials.

On January 10, 2008, the Fox MBA Programs Office launched a seven-day orientation program called IMBA Essentials, in an effort to introduce the International MBA students to Philadelphia, to the Fox School of Business and most importantly to each other. Every facet of the IMBA Essentials orientation was strategically planned to encourage integration among the diverse group with respect to culture, life experience, educational and professional goals.

After spending their first semester abroad in two separate cohorts, one in India (Welingkar Institute) and one in Paris (ENPC International School of Management), IMBA students came together as a group in the spring semester to continue their studies at the Fox School in Philadelphia.

“Each of the two cohorts arrive in Philadelphia with their own special bond that was created during the fall semester. Our job is to develop an orientation program, which encourages the creation of a new bond among the class as a whole,” said Jaime Molyneux, Assistant Director of Full-time MBA Programs.

IMBA Essentials combines classroom work with co-curricular activities, which set the stage for relationship building and teamwork among the students.

“IMBA Essentials is a critical part of the MBA experience for students – it creates a sense of unity and teamwork among the class even before the academic semester begins,” said Jason Bozzone, Director of Full-Time MBA Programs.

The week began with an introduction to U.S. culture and business practices, including a Global Leadership Forum hosted by Julie Fesenmaier of the Cochran Research Center. Students then took a guided trolley tour of Philadelphia, including a special stop at Pat’s King of Steaks for complimentary cheesesteaks.

K-20 EDUCATION GOES GLOBAL

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ated into individual sessions designed to increase awareness of particular facets and needs of a revised educational system. For example, participants were able to choose sessions on teaching foreign languages online, faculty vs. student driven models of education, how young people use technology to create community, solve problems, and learn, soft-skills and the future of management and education and how the arts contribute to the innovative capacities of individuals and organizations.

Conference participants also voted to form a coalition to formally define and pursue the implementation of globally relevant educational systems within PA. Among the goals of the coalition will be to embody and promote the knowledge, skill, attitudes and experiences essential to personal and organizational success in a world of global collaboration and competition.1 By linking different education-related groups and entities, stakeholders, and dedicated individuals, the coalition will serve as a helpful driver and facilitator for advocacy and action.

The roles of the coalition are envisioned as:

- Informing educators and stakeholders about the new global environment and the resulting changes in business and community through public education and consulting
- Coordinating and sponsoring conferences and other programs among member organizations to ensure rich and abundant conversations and collaboration
- Advocating with policy makers at the local, state, and federal levels
- Facilitating the sharing of best practices among educators, and link educators and stakeholders together, all for mutual benefit and to minimize relearning lessons and reinventing techniques and resources
- Leading collaborative transformation activities, projects, and models designed to tackle the more challenging and ambiguous changes that are difficult for individual educational entities and organizations to address on their own

- Helping to create resources (papers, videos, etc.) that can be used by educators and their constituents
- Seeking funding to support these activities and others directly related to the mission

Conference hosts, Drs. Galen Godbey and Mohamed Lahib of DeSales University, successfully presented the first resolution defining the Coalition’s vision and mission, on which the newly formed committee voted to approve. One of the first actions of the coalition is the publication of a white paper discussing the resulting changes in business and community through public education and consulting among educators, and link educators and stakeholders together, all for mutual benefit and to minimize relearning lessons and reinventing techniques and resources.
**TEMPEL CIBER SPONSORED EVENTS**

www.fox.temple.edu/ciber/events.htm

**October 2 – 3:**
2008 National Forum on Trade Policy  
San Diego CIBER

**October 7 – 10:**
Homeland Security Summit, Hawaii CIBER

**October 31 – November 1:**
“New Perspectives on Developing a Language for Business Courses,” FIU CIBER

**November 12:**
Carnival of Cultures, Temple University

**November 13:**
Global Temple Conference, Temple University

**December 28 – January 4:**
India Faculty Development in International Business (FDIB) UConn and FIU CIBERs, Mumbai, Bangalore, New Delhi, India

**January 1 – 15:**
Vietnam Faculty Development in International Business (FDIB) Wisconsin and Hawaii CIBERs, Hanoi and Ho Chi Minh City, Vietnam

**January 2 – 15:**
Destination India, Temple CIBER Mumbai, Agra, New Delhi

**January 2 – 15:**
China and Hong Kong Faculty Development in International Business (FDIB), “An Emerging Economic Power in the Global Economy,” Shanghai, Guangzhou, Shenzhen, Chengdu and Hong Kong, UCD CIBER

**February 5:**
CIBER Passport Night, Temple University

**April 2 – 4:**
2009 CIBER Business Language Conference, Kansas City, Missouri

**May 9 – 26:**
Africa Faculty Development in International Business, “Understanding the Business Challenges of Africa,” Johannesburg and Cape Town, South Africa; Livingstone and Victoria Falls, Zambia; and Gaborone, Botswana, University of South Carolina CIBER

**May 20 – 31:**
Eastern Europe Faculty Development in International Business, “European Economies in Transition,” Poland, Bulgaria, and Turkey, Pitt CIBER

**New India Seminar Series:**
www.temple.edu/humanities/india/Events.

**September 30:**
Children Playing Gods, a screening and discussion on the ramlila in Varanasi with documentary filmmakers, Irfana Majumdar and Arshad Mirza

**October 16:**
The Colonial Signs of International Relations, Himadeep Mupiddi, Vassar College

**November 6:**
Darielle Mason, Philadelphia Museum of Art

**November 20:**
It’s All About Hiring Your Family: Structure, Organization, and Work Culture of the Bombay Film Industry, Tejaswini Ganti, New York University

**Language and Linguistic Seminar Series:**

**September 18:** A Typology of Written Corrective Feedback Options, Dr. Rod Ellis, University of Auckland, Australia

**October 22:** Cultural Variations in Maternal Discourse across Narrative Context, Dr. Gigliana Melzi, New York University’s Steinhardt School of Culture, Education, and Human Development

**November 12:** A Narrative Approach to Teaching Culture in the Foreign Language Classroom, Erin Kearney, University of Pennsylvania

**MEET TEMPEL CIBER AT ONE OF THESE WORLDWIDE EVENTS:**

**October 2 – 4:**
Pennsylvania Council for International Education (PACIE) conference, “Building Global Competency” University Park, PA

**October 8 – 10:**
US-Brazil Higher Education Consortia Conference, Exchange Program Rio de Janeiro, Brazil

**November 5 – 8:**
NAFSA Regional Conference, Pittsburgh, Pennsylvania

**November 12 – 15:**
CIEE Annual Conference, “Setting the Stage: Managing Growth in Study Abroad”, Nashville, Tennessee

**April 19 – 22:**
NASBITE International Annual Conference, San Diego, California

**May 24 – 29:**
2009 NAFSA International Annual Conference, “Fostering Global Engagement through International Education” Los Angeles, California

**June 27 – 30:**
Academy of International Business (AIB) Conference, San Diego, California

Fox School of Business
Temple University
Temple Center for International Business Education and Research
The Institute of Global Management Studies is an interdisciplinary initiative that supports the business, professional, governmental and academic community 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.
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 more than 6,000 students, 145 full-time faculty members and 51,000 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

Center for International Business and Education Research (CIBER) — The Fox School is only one of 31 schools and universities nationwide awarded a 1.3 million grant from the U.S. Department of Education.

International Rankings

_The Economist: MBA Program_
- Top 50 MBA Programs in the U.S.

_Financial Times: MBA Programs_
- Top 20 Worldwide — International Experience provided to students
- Top 15 Worldwide — International Mobility of graduates

_Financial Times: Executive MBA Program_
- Top 20 in U.S.
- Top 60 in the world

_U.S. News & World Report_
- International Business Undergraduate Programs Top 10 in the Nation for 4 consecutive years
- International Business Graduate Programs Top 20 in the Nation for 4 consecutive years

International Business Review
- #14 in the World — Temple University
- #6 in the U.S. — International Business faculty research productivity

Institute for Scientific Information
Essential Science Indicators:
Top 1% of institutions worldwide cited for research in the field of business and economics

Research Rankings:
- Top 5 in Research Productivity of Finance Faculty, _Academic Analytics_, 2007
- Top 5 in Research Productivity of International Business Research Faculty, _Asia Pacific Journal of Management_, 2008
- Top 10 in Research Productivity of MIS Faculty, _Academic Analytics_, 2008

Global Perspectives
Published by The Fox School of Business’s IGMS and Temple CIBER.