WORKSHOP OFFERS INTERNATIONAL EXCHANGE...WITHOUT THE TRAVEL

International exchanges are a common occurrence for Global Executive MBA (EMBA) students. For the first time, however, the Fox School has taken travel out of the equation and brought students from its Philadelphia campus together with those from its international campuses for a two-hour Global EMBA integration workshop using WebEx™ conference technology.

While distance learning and remote conferencing have both existed for years, very few EMBA programs have used these tools to unite students from around the globe into a live learning experience.

Continued on page 16
PAVLOU DISTINGUISHED AS ONE OF WORLD’S TOP SCIENTIFIC MINDS

Dr. Paul A Pavlou, the Chief Research Officer and Associate Dean of Research at the Fox School of Business, recently earned recognition as a world leader in scientific research.

Pavlou was named one of the World’s Most-Influential Scientific Minds, for the 10-year period between 2002–2012, by the Intellectual Property and Science business branch of Thomson Reuters, which published its list of honorees in June 2014.

The Milton F. Stauffer Professor of Information Technology and Strategy at the Fox School, Pavlou joined more than 3,000 fellow scholars across 21 fields of study for being among the world’s most-highly cited researchers in his or her specialty. Pavlou’s papers registered more than 12,000 citations over the last decade, as he became one of 95 researchers honored by Thomson Reuters in the field of Economics & Business.

“I do research for my own personal motivation, because I like to discover new things,” Pavlou said, “but it is a great recognition that others rely on your work and cite your work.”

This is not the first such recognition of Pavlou’s research. In 2011, he was rated as the world’s most-productive researcher by top management information systems journals MIS Quarterly and Information Systems Research, according to an analysis by the Association of Information Systems for the period 2010–2012.

Pavlou said he anticipates that his latest personal accolade, from Thomson Reuters, will render a double-edged impact at the Fox School. One of Pavlou’s goals, he said, is to continue to build Fox’s sterling reputation through highly cited, published papers from its students.

“I like to push the mentality that it’s not only (important) to get published, but to get published in well-read, well-respected journals,” he said. “Getting published by itself is not easy. Some may say, ‘It got published. I don’t care if nobody cites it. It’s there.’ But if you can take it to the next level and say, ‘This is something people will read, publish, cite,’ that’s what I’m trying to do.”

—Christopher A. Vito

Innovation Leadership Speaker Series
continued from page 1

every business student—visited Fox as part of the school’s ongoing Innovation Leadership Speaker Series (ILSS).

Mercedes Delgado, assistant professor of strategic management at the Fox School, facilitated Porter’s visit. Delgado, whom Porter called a “stunning young scholar,” is a partner on Porter’s research on innovation clusters and competitiveness as a senior associate of his Institute for Strategy and Competitiveness at Harvard Business School.

In his presentation to Fox MBAs, Porter discussed the role of business in society as creating shared value (CSV), which he described as the next step to corporate philanthropy and social responsibility in that CSV offers more impact because it addresses significant societal needs through scalable business models.

For example, Porter said CSR would see fair trade as paying a higher price to farmers and certifying the goods as such. This, Porter said, is redistribution of wealth. CSV, meanwhile, would transform procurement and provide more collaboration with farmers, therefore improving quality and yield. Farmers could charge higher prices for higher-quality goods, and higher yield would increase quantity, improving the supply chain.

“These companies aren’t being good guys. They aren’t giving a donation,” Porter said of the CSV approach. “What are they doing? Capitalism.”

And that was his underlying message to the MBAs: Social needs represent the largest underserved market opportunity, and businesses can’t approach profit and societal impact as tradeoffs. They’re one in the same.

“Take the discipline of creating economic value but apply it to a larger aperture—that’s real purpose,” he said.

At an evening event at the Union League of Philadelphia with approximately 200 business leaders, Porter discussed the looming challenges of U.S. competitiveness. A fundamental threat: Living conditions for average Americans aren’t improving.


America’s weaknesses, Porter said, include its tax code, K-12 education and its divisive political system. The country’s decisive strengths are the protection of property rights, innovation and entrepreneurship, universities, and innovation clusters, such as Wall Street, Hollywood, and Silicon Valley.

“I’m deeply optimistic, because the hard stuff, we’re good at,” Porter said. “But we’ve let the basics be taken over by politics and false divisiveness.”

And that divisiveness is contributing to America losing its competitive edge.

The Fox School’s Department of Strategic Management, Innovation and Entrepreneurship Institute, and Office of Research, Doctoral Programs, and Strategic Initiatives organized Porter’s visit. The Fox Innovation Leadership Speaker Series seeks to transform organizations into innovation-driven industry leaders by turning innovation research into practice. Speakers are internationally acclaimed experts who share their insights in applying proven and effective management tools for firms, large and small.

—Brandon Lausch
As this year’s CIBER Research Award recipient, Melissa Krug expressed gratefulness to have received the CIBER International Research funding and to have had the opportunity to conduct one month of pre-dissertation fieldwork.

Her project, entitled “Commodification of Fair Trade: Handicraft Production and Cultural Sustainability in Boruca, Costa Rica,” will examine the ways in which a small, indigenous community’s customs are both sustained and modified in connection to the sales networks created through fair trade and direct trade with tourists.

As a linguistic anthropologist, Krug identified a key interest in the project as language maintenance and commodification of the dying Boruca language. During her fieldwork, she attended Boruca language classes taught at the school for students in kindergarten through sixth grade. She also attended meetings led by an elderly speaker of Boruca, in which stories and songs were translated into Spanish. Although the native language, with only a handful of speakers remaining, is taught in school and to interested adults, the majority of the community is made up of monolingual speakers of Spanish. Boruca is used, she argues, on road signs and in interactions with tourists in a commodified way in order to evoke authenticity. After sixth grade, however, school students begin learning global languages such as English and French. These seem to be ideologically linked to tourism, and thus, increased possibilities for income.

In her fieldwork, Krug gained an interest in the ways in which a fair-trade gallery obtains handcrafted products from Boruca artisans and how these trade networks are seemingly similar to those of conventionally traded products. She conducted interviews with the community’s artisans and vendors in order to earn a better understanding as to the complex processes of obtaining materials and producing and selling handicrafts. Although there are other unique products for sale, the product for which Boruca artisans are most well known in Costa Rica are balsa-wood masks used originally in a ceremony called the Danza de los Diablitos. Today, the dance continues to be an important cultural tradition and tourist event, but masks are made and sold year-round.

Krug also conducted interviews and observed in both the indigenous territory as well as the capital city, San José, to learn about the sales venues, vendors and pricing for these commodities. Often the Boruca artisans travel to the capital in order to sell their masks, whether to souvenir shops or the fair-trade gallery. The latter, though, is considered to sell higher-quality masks and this is reflected in their prices, which are typically $50 to $100 more expensive than those found in the tourist markets. Because the producer-to-vendor trajectories of Boruca handicrafts are similar between fair-trade and conventional-trade sellers, these sales networks seem to call into question fair-trade values such as market transparency.

With her current data and in future research, Krug is interested in this shift from the use of a product only within a single community to its having global recognition through tourism and Fair Trade. She hopes to better understand how this change over time has and will continue to impact cultural traditions and language use within the indigenous community of Boruca, Costa Rica.

CIBER RESEARCH AWARD RECIPIENT TO EXAMINE INFLUENCE OF MODERN TRADE ON TRADITIONAL CUSTOMS

DEVELOPING A SUSTAINABLE, SOCIAL IMPACT, BUSINESS MODEL: PEACE BY TOURISM

“The team has given me so much to think about. The resources you have provided will enable me to grow the program and support additional students.”
—Peace by Tourism

Peace by Tourism is a culinary arts, service, and hospitality management education program designed to promote coexistence between Israelis and Palestinians of different faiths and backgrounds. In partnership with the prestigious Institut Paul Bocuse, located in Lyon, France, the program equips students with practical skills and techniques to create lasting economic and societal impact.

Continued on page 7
Temple University students enhance their educations and improve their career options by studying abroad. The Center for International Business Education and Research (CIBER) provides both graduate and undergraduate students with the opportunity to enroll in short-term study-abroad programs.

**DESTINATION FRANCE**

Temple undergraduates traveled to Paris and Lyon, France from Jan. 8–17, 2014, as part of Destination France. The trip—led by Nicolas Dahan, Assistant Professor of International Business, and Nicole Pumphrey, Associate Director of International and Executive Programs—exposed the group of 29 students to a unique blend of academic, corporate and cultural experiences in one of the largest countries in Europe and a longtime political ally and trading partner of the United States.

Students gained exposure to international businesses through visits to multinational corporations, local enterprises and government agencies. From industry power-houses like Peugeot and Mylan to a start-up incubator at ESSEC, students received a first-hand account of the opportunities and challenges that companies face in innovating for the French and European markets. Students networked with high-level executives and entrepreneurs, who spoke about the importance of their companies to the industry as well their personal career paths.

A highlight of the trip was a presentation by FatTire Bike Tours CEO and Founder, David Mebane. Mebane’s story of adaptation, struggle, and ultimate success in the tourism industry in France was particularly inspiring for the group, many of whom hope to someday live or work abroad. “I think everybody will remember all these corporate visits as very rich and rewarding, but also very demanding: early rise, long trips, and sometimes humbling attire,” Dr. Dahan said. “To complement corporate visits, the group also participated in cultural tours and excursions, which uncovered the rich history and lively culture of France.”

“Looking left to right through the windows of our bus tours, the architecture of the city was just beautiful. It’s unbelievable just how much history lies in the city of Paris,” said Amber Gilmore, a Fox student. The group also spent time touring Lyon, including visiting the traditional silk worker pathways, called Traboules, and observing how silk printing is still done in Lyon today.
For many students in the group, this was their first trip out of the United States. Destination trips are designed and offered to increase participation from non-traditional undergraduate students, for whom study abroad might not otherwise be an option. In addition to being short-term and affordable, participation in destination programs have had an impact on academic learning, professional advancement and multicultural appreciation.

“The idea of just going for something and taking a chance on something at this point in your life when there is not much to lose really hit home for me,” said Fox student Noelle Johnson.

DESTINATION MOROCCO

In early January, a group of Fox School graduate students and alumni participated in a short-term study-abroad immersion in Morocco. Destination Morocco—led by Rebecca Geffner, Director of International and Executive Programs—was designed in response to a growing interest amongst Fox graduate students for international experiences in the North African and the Middle East region.

The program facilitated the students’ understanding of contemporary Morocco, post-Arab Spring, and gave them insight into the country’s role in both the Arab world and its connections to the European Union. These goals were met through a dynamic itinerary of research and lectures, corporate and cultural experiences to delve into the business realities and opportunities in the country.

Corporate visits are an ideal way for business students to get a first-hand view of a company or particular industry while overseas. The group had the opportunity to visit many companies during the immersion trip including the main operator of the ports in Morocco, Marsa Marco Port de Casablanca, the first investment bank established in Africa, Attijariwafa Bank, Vivo Energy, RADEEMA and the Moroccan Agency for Solar Energy. Visits were organized to smaller Moroccan start-ups such as Adlight Communications and VIPOnly (a luxury e-commerce business) as well as an incubator, Technopark, in Casablanca. They were also hosted for a private tour and lecture by Fox EMBA Paris alumnus, Younes Sekkouri, a member of the first House of Parliament, the Morocco Budget Committee and the Commission of Finances and Economic Development. During their visit to Parliament, probably one of the most memorable moments of the trip, students were treated to a first-hand perspective on the business climate in Morocco and the growing industries and new policies that are helping to shape the country today.

The program included sightseeing tours in Casablanca, Rabat and Marrakesh. In Casablanca, students visited the central market, the medina, the impressive Mohamed Hassan II Mosque, and the Corniche. During the city tour in Rabat, students saw the Royal Palace, the Mohamed V Mausoleum, and the ancient Chellah ruins. Participants immersed themselves in the Moroccan culture by shopping in the Souks, surfing along the coast of Rabat, riding camels in the desert and playing golf with executives in Marrakesh. Students also had an opportunity to network with Executive MBA students from a partner school, Ecole Hassania des Travaux Publics (EHTP) School of Management in Casablanca.

“Without travel, we are limited in our perceptions of the world and dependent on what others tell us of other countries,” said one of the participants. “Every time I step foot in another country, I think about how different it is from what we are told and I want to visit more countries. Travelling is a really great way to fuel the passion for knowledge and it challenges you to put thoughts and words into actions.”

—Oksana Redko and Rebecca Geffner
BUSINESS FOR A BETTER WORLD: OPPORTUNITIES AT THE CROSSROADS OF PROFIT & NON-PROFIT

The Fox School of Business hosted the International & EMBA Panel Discussion and Networking Event on “Business for a Better World: Opportunities at the Crossroads of Profit & Non-Profit,” May 3 at the Doubletree Hotel, in Philadelphia.

In addition to current students and alumni from Fox and École des Ponts, Fox’s longstanding French partner, a group of students from the University of the Applied Sciences Kufstein, Austria, also traveled to Philadelphia for the conference.

Welcome remarks were delivered by Armel de la Bourdonnaye, Director of École des Ponts, and Dr. Rajan Chandran, Vice Dean of the Fox School of Business.

The following is a question-and-answer session with Dr. Desmond McGetrick, President of Ecole des Ponts Business School Alumni Association:

Question: Could you share some takeaways from this interactive panel discussion?

McGetrick: The following quote from Garrett Melby, Co-Founder & Managing Director, GoodCompany Group, somehow encapsulates the energy and ambition of our gathering. It’s also a nice example of an opportunity at the crossroads of Profit & Non-Profit: “If [a social innovation] is making a difference in the lives of 10 people or 100 people, then we’d like to apply some business strategies to see if it could change the lives of 1000s of people or millions of people.”

Garrett looks out for opportunities for scaling up social innovations, by bringing for-profit management skills and capital, while teaming up with highly motivated, visionary people from the nonprofit side.

Indeed, Olga Stats, Board Member at The Bowery Mission comes from the for-profit side: she is Co-Managing Partner at Luminous International LLC. When she described one of the key aspects of The Bowery Mission’s work for homeless people in New York called “Life Transformation” our audience fell into hushed silence, eager to learn how you assist willing participants “to transform their lives into something that they can be proud of and that their families can be proud of.”

The notion of a “crossroads opportunity” was very picturesquely presented by Véronique Subers-Parages, Talent Acquisition and Small Business Development Consultant, under a concept she called “Adopt a nonprofit.” She convincingly illustrated the notion that companies can work long term with a preferred nonprofit partner, using real-world examples. The notion of Technology as an enabler was effectively articulated by Dr. Karsten Böhm, Professor from University of Applied Sciences Kufstein, Austria, with examples ranging from mobile devices to Open Source Software.

Q: How would you describe the interaction with Fox School of Business?

DM: Magical! Rebecca Beeman Geffner, Director of International and Executive Programs at Fox, supported the idea from the outset with her characteristic mix of vision and pragmatism. Then, with the local support of Stephanie McWhite, everything ran smoothly.

We were honored to have the presence of Dr. Rajan Chandran, Vice Dean, and Christine Kiely, Assistant Dean, both of whom made alumni from around the world feel so welcome. Professor Tony Seeton, in his capacity as President of the EMBA Alumni Board at Fox, gave meaning to the project during the preparation, secured a key speaker and delivered a poignant conclusion, bringing together his real-life experience and deep academic insights. Anthony Pastor, President of Fox School of Business Alumni Association, opened up the horizon for further cooperation in the future.

If our alumni traveled from Europe, like Modeste Agonnoude and Claire Deflou-Caron, it is because Fox School of Business has something special to offer.

Q: Why is the topic of “Business for a Better World” relevant to Ecole des Ponts Business School and its alumni?

DM: “In Business to make a Better World” was the catch phrase of Celia Russo, visionary founder of Ecole des Ponts Business School. Participants join the school to transform themselves and impact their world. The speakers at our joint event not only proved that it is possible but illustrated success with examples for others to emulate.

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FULBRIGHT SCHOLAR’S WRITING ATTRACTS ATTENTION, LEADS TO GRADUATE STUDY IN INNOVATION MANAGEMENT AND ENTREPRENEURSHIP

Todor Raykov’s journey from Bulgaria to Philadelphia, where he is one of two Fulbright Scholars studying at Temple University’s Fox School of Business, began in 2007 with a blog post he sent out into the then incipient Bulgarian blogosphere. The post discussed political apathy among Bulgarian youth and gained widespread attention. The response inspired Raykov to write more articles on what he describes as “the gloomy future before the young generation of Bulgarians” and suggests steps young people can take to improve their prospects.

Raykov’s writing gained the attention of Teodor Dechev, Bulgaria’s former deputy minister of labor and social policy, who invited Raykov to join the Union for Private Economic Enterprise—the first employers’ organization formed after the fall of communism in Bulgaria.

“My stay there changed profoundly not only my professional but also my personal goals,” Raykov said. “The interaction with successful entrepreneurs triggered in me the desire to start my own business and help others do the same.”

Raykov began working with other young entrepreneurs and realized he had much to learn. Wanting to find a “radically different perspective of doing business in order to come up with ideas that could have a significant impact on the Bulgarian economy” and entrepreneurial community, he decided to look for graduate programs in the United States. The Fox School’s growing international reputation, renowned faculty and ideal location attracted Raykov to the school’s Master of Science in Innovation Management and Entrepreneurship (IME) program.

So far, Raykov is thriving as an IME student. He was named a finalist in the recent Innovation and Entrepreneurship Institute’s Venture Challenge.

In 2014, he lectured on U.S. and International Trade Law at the Universidad de Chile’s Law School and delivered two lectures on U.S. Law and Business to prestigious law firms in Colombia, and taught a seminar on U.S. Law and International Trade for a Turkish delegation at American University in June.

His two recent books on U.S. law for foreign practitioners, published in 2012 by the American Bar Association and LexisNexis, were recently released in e-book format to allow easier access to overseas law and business practitioners working in the global business environment.

The Social Science Research Network selected Dr. Fandl’s article on bilateral trade agreements as a top-10 fair trade article. His most recent article examining the 2013 International Trade decisions of the Federal Circuit is forthcoming in the American University Law Review.

Recently, he was appointed as Vice Chair of the American Bar Association Committees on International Legal Education and Immigration.

In collaboration with MBA students from the Recanati School of Business at Tel Aviv University (TAU), Temple University Fox Management Consulting (FoxMC) was tasked with creating a sustainable business model that incorporates coexistence social impact goals with culinary education as the core immersion experience. The project culminated with the FoxMC team travelling to Tel Aviv for the final client presentation.

The FoxMC and TAU teams devised a multi-phase “transformative outcomes” model along with a methodology for evaluating potential coexistence activities. The model was based upon research from two distinct phases: 1) the culinary arts and hospitality management industry in Israel and Palestine and 2) pro-peace/coexistence best practices. One of the key findings was that successful coexistence programs require a strong network of partners. The teams provided the client with many deliverables, which included solid recommendations on building a successful and sustainable program, a student recruitment checklist, a sample program marketing brochure, and more than two dozen personally vetted leads that included world-renowned chefs, revered politicians, and respected industry insiders. These deliverables will allow the client to jump-start the program’s relationship management efforts and build a more robust Peace by Tourism program.

The client will review and implement recommendations during the upcoming Fall 2014 recruitment process.

—Marilyn Anthony
FOX UNVEILS REDESIGNED UNDERGRAD IBA CURRICULUM

In Fall 2014, the Strategic Management department launched its redesigned International Business undergraduate curriculum. The overhaul of the IBA major was driven by the goal of boosting job placement of graduates. After researching job prospects for entry-level and middle-management positions in IB fields, as well as consulting employers to match their needs, the following changes were rolled out this academic year:

- All three core-required IB courses will include an experiential component, with hands-on assignments, such as a global entrepreneurship project, role-playing a cross-cultural business negotiation, and an IB consulting project for real corporate clients.

- All IB major students will choose both a geographical focus (Asia, Europe or Latin America), as well as an IB professional concentration, consisting of three electives. The professional concentration provides a coherent combination of courses geared toward building a career-relevant skillset in complement to the core IB knowledge base in the major. In light of job trends, the most-promising concentrations for entry-level positions in the IB fields include: International Marketing; International Logistics, Transportation & Supply Chain Management; as well as International Sales & Business Development.

- An International Business internship program: The goal is to offer hands-on field experience in complement to the professional concentration. Internships can be overseas or local but must be international in nature.

Overall, these changes align the IB major with employers’ expectations and best practices among top 10 IB programs in the country, which were systematically benchmarked over the summer of 2013.

In addition, the Strategic Management department embarks upon a new initiative of producing cutting-edge pedagogical material (case studies and simulation exercises) leveraging its world-famous expertise on emerging markets. Some of this material will be freely available to other schools. The first such case study is available on the Fox-IB website, at fox.temple.edu/IB/freecases.

—Nicolas M. Dahan

VISIT OF H.E. BAKHTIYAR GULYAMOV, AMBASSADOR EXTRAORDINARY AND PLENIPOTENTIARY OF THE REPUBLIC OF UZBEKISTAN TO THE USA

H.E. Bakhtiyar Gulyamov, the Ambassador Extraordinary and Plenipotentiary of the Republic of Uzbekistan to the United States, visited Temple University’s Fox School of Business Nov. 20, 2013.

Speaking before Fox’s international business student association about business prospects in Uzbekistan, the Ambassador said the country has recently expanded its portfolio of industrial activities by attracting Foreign Direct Investments through joint ventures.

The country boasts a multi-ethnic, multi-religious population that lives peacefully. In the last 10 years, the national economy has doubled, with an average annual growth rate of +8%. The country has substantial reserves of minerals, oil, gas and metals, boasting the fourth-largest reserves of gold worldwide. The challenge, he said, is convincing investors to help Uzbekistan diversify its range of industries, when the country’s economy is still heavily dependent on extractive activities.

—Christine Fischer

Fullbright Scholar continued from page 7

Raykov continues to receive recognition for his thought-provoking writing. Recently his essay on the difficulties young Bulgarian entrepreneurs face in a post-communist environment won first place in the entrepreneurship and innovation category of the Center for International Private Enterprise’s (CIPE) International Youth Essay Competition.

“I believe that my work in the IME program equips me with the necessary knowledge and expertise to solve some of the problems that I address in my essay,” he said. “Namely, how to create successful businesses, expand them globally and help stabilize the Bulgarian economy.”

After earning his IME master’s degree, Raykov hopes to continue studying in North America and to pursue a PhD in business management. Eventually he hopes to establish an entrepreneurship institute in Bulgaria.

—Christine Fischer

His Excellency Bakhtiyar Gulyamov, the Ambassador Extraordinary and Plenipotentiary of the Republic of Uzbekistan to the United States, presents a piece of traditional hand-made glazed pottery to Fox School Professor Ram Mudambi during Gulyamov’s visit.
FULBRIGHT SCHOLAR IN INNOVATION MANAGEMENT AND ENTREPRENEURSHIP CEMENTS HIS PLACE IN COLOMBIA

The cement and concrete industry—an industry that has not substantially changed its production methods in 80 years—may not be the first place one would expect to find innovation, but innovating seems to come naturally to Juan David Penagos, Director of New Business for Colombian-based Argos, the fifth-largest cement producer in Latin America and the fourth-largest concrete producer in the United States.

Penagos, who is pursuing a Master of Science in Innovation Management and Entrepreneurship (IME) at Temple University’s Fox School of Business, hopes to foster innovation in both the cement company and in his home country, Colombia.

One of two Fulbright Scholars in Fox’s IME program, Penagos has already worked in the banking industry, where he and two partners created the first financial network for low-income individuals in Colombia, and in the technology industry, where he introduced the first outdoor LED screens to Colombia’s five largest cities.

In each case, Penagos was driven by a sense of social responsibility. With the LED screens, for instance, the company Penagos worked for provided screen time to local governments and hosted social events. Penagos’ understanding of the potential of business to turn a profit and also benefit the greater good drove Argos to offer Penagos a job.

Seven years later, that combined desire to enhance business practices and make the world a better place has led Penagos to the Fox School’s IME program. He sees innovation as a way to create new business solutions and jobs, improve quality of life and reduce society’s dependence on local governments.

“For me that’s the most important thing about innovation,” Penagos said. “The potential to not be expecting solutions from the government, to be the ones who create opportunities, to be the ones who create solutions for our daily lives.”

Argos already has innovation systems in place, but Penagos wanted “to be more involved in a deeper way in this concept, which I think is very new for us and I think for humanity as well,” he said. Since he already has an MBA, Penagos was attracted to the Fox School because it offers one of few dedicated innovation master’s degree programs in the United States.

“The courses that they offer, they are actually focused on what is happening in the world right now in innovation,” Penagos said.

The Fox School IME program provides the tools to create and manage change, and Penagos is eager to share this knowledge with his company and with his country.

“The better innovations in companies always occur in the lowest part of the chain,” he said. “The people who are facing the customers, the people who are facing the logistical problems, all of these people who are facing daily problems, they actually are the ones who have the better innovations.”

“What we have to do is create a path—to listen, to believe in what they’re saying and to give them the tools and the money to create the innovations.”

—Christine Fischer

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STUDENTS VISIT WALL STREET IN IBA TRIP TO NEW YORK

The International Business Association (IBA) took a trip to New York City April 11 to visit the Museum of American Finance and to conduct a walking tour of Wall Street and the Financial District. The group, consisting of four IBA officers and 12 members, was sponsored by Temple University’s Center for International Business Education and Research (CIBER).

The day began with a tour of the Museum of American Finance, located on Wall Street, with talking points covering the different types of investing that occur in the United States on a daily basis: Fixed Income (bonds), Mercantile Exchange (commodities), and Securities Exchange (stocks). The New York Mercantile Exchange (NYMEX), a commodity exchange that handles billions of dollars-worth of commodities being bought and sold on a daily basis, also was covered. The NYMEX deals more specifically with commodity futures exchanges, essentially the speculation of the future prices of commodities like gold, silver, oil, and wheat.

After the tour of the museum concluded, the group headed outside for a walk through historic Wall Street and the Financial District, which are located at the southeastern end of Manhattan. Named after a wall that used to divide the street in half, Wall Street is blocked off from traffic these days, and it isn’t uncommon to see tourists and financiers drinking coffee and taking pictures along their walks. The tour went through a few famous buildings that house the most prestigious and investment banks in the world, and culminated at the Wall Street Bull. In financial terms, the Bull represents an up-market, while the Bear represents a down-market.

—Alexa Dardes
TRADE AND INVESTMENT SEMINAR: DOING BUSINESS IN GREECE

Hermes Expo International, in cooperation with the City of Philadelphia and the United States Commercial Service of Philadelphia, hosted the Trade and Investment Seminar on Doing Business in Greece July 10 at Temple University’s Fox School of Business.

The goal of the seminar was to discuss trade opportunities and Hermes Expo International’s participation in the September 2014 International Fair. Opening remarks were given by Dr. George Chressanthis, Professor of Risk, Insurance and Healthcare Management from Temple University. A few of the high-profile panelists included the Honorable Christos Panagopoulos, Ambassador of Greece to the USA; Tony Ceballos, Director, Philadelphia U.S. Export Assistance Center; and Carol Brooks-Bryant, Manager of Business Services, Department of Commerce, Philadelphia. Representatives discussed opportunities for the Greek economy and the Philadelphia area trades to Greece.

The seminar emphasized the promotion of exports of goods, services, equipment and technology from the United States by small and medium-sized businesses, and the protection of US business interests abroad. Greece is a member of the European Union, which has a competitive economy. Its location and numerous ports make it an ideal country for those looking to enter or expand in the European market. Additionally, Thessaloniki, Greece and Philadelphia, USA have shared a Memorandum of Understanding since 2000 that allows a free exchange of ideas and goods between the two cities.

Greece is a developed country with an open economy. The Honorable Ambassador, Christos Panagopoulos, stressed the huge economic surplus of the country, which is difficult to be achieved by other countries. Although the country has experienced a recession since the global financial crisis of 2008, it has become more efficient and productive in restoring the country’s competitiveness and growth in almost every sector. The government’s structural reforms have been said to significantly improve business operations in Greece. Moreover, it was successful in eliminating bureaucracy. Finally, in the “Doing Business” indicator calculated by the World Bank, Greece has advanced 97 positions in starting a business and 70 positions in protecting investors. According to Dr. George Chressanthis, “Greece is a country that is going in the right direction.”

In 2008, exports from Philadelphia to Greece have totaled more than 64 million USD. Hermes Expo International played a catalyst role in building those business relationships and has a goal now to build the American Pavilion at the HELEXPO, which has taken place annually for the past 79 years in Thessaloniki, Greece.

Mr. Paul Kotrotsios, a Founder and President of Hermes Expo International, is looking at new ways of identifying business opportunities, helping businesses do their due diligence, promoting trade events and conducting market research. So why should we do business with Greece? Honorable Panagopoulos believes: “Greece is connected to European Union, and European Union is connected to Greece, forever.”

Business for a Better World
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That message of transformation has greatest impact when working with partners like the Fox School of Business. For the purpose of this event, we also benefitted from the knowledge of University of Applied Sciences Kufstein. Co-moderator, Dr. Martina Lettner, led much of the discussion.

Thanks, too, to alumna Sonia Turner, who dedicates her action to The Bowery Mission. Thanks to Nicolette Kuba, who brought drive, energy and know-how in the run-up to the event and to alumnus Phil Fitzgerald, who brokered the relationship with Véronique as speaker.

Q: Does the adventure stop here, or is there more to come from this partnership?

DMcG: The assembly gave a clear thumbs-up to a follow on to this event. To conclude with the inspiring words of Professor Seeton: “Hopefully, next year, we can do this again and there will be many, many more opportunities along the way to come together as a community here through the programs that we offer and we’ll be able to exchange more great ideas and be challenged by more thought leaders out there to make a difference in what we’re doing.”

—Oksana Redko and Desmond McGetrick

AMBASSADOR OF SULTANATE OF OMAN VISITS THE FOX SCHOOL

Her Excellency explained to a packed room of students that Oman is strategically located at the strait of Hormuz, on one of the main East-West trade routes in the world, particularly for the transportation of oil. (Eighty percent of the world’s oil supplies transit there).

The country is one of the most progressive in the Middle East, having experienced an economic and political renaissance since 1970. It enjoys an abundance of natural resources, and supportive infrastructures for business. The country welcomes foreign investments, with substantial fiscal incentives and little government restriction.

Her Excellency stressed that the United States and the Sultanate have enjoyed strong commercial relations, especially with the free-trade agreement which took effect in 2009.

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"GOING GLOBAL" SERIES TACKLES GROWING BURGEONING MARKETS

If you knew that you were missing out on an enormous portion of potential clients, wouldn’t you try to reach them? Most foreign markets are growing each year by 4 to 10 percent.

How does an entrepreneur take advantage of this rapidly growing market? The Small Business Development Center at Temple University’s Fox School of Business attempted to answer that question by creating its “Going Global” series. The most-recent piece in the series collected experienced professionals to speak on emerging markets in Nigeria and South Africa.

Sponsored by Temple University’s Small Business Development Center (SBDC) and Temple’s Center for International Business Education and Research (CIBER,) the free event joined established specialists and U.S. government resources to allow entrepreneurs to understand their resources when attempting to grow in these burgeoning markets.

Featured speakers at the June 11 event included: Saliha J. Loucif, Senior Trade Specialist from the U.S. Department of Commerce in Washington, D.C.; Norman Wokoma, Consular Officer of Trade and Investment from the Consulate General of Nigeria, New York; and Kirk J. Elken, Co-founder of Securitas Global Risk Management Solutions LLC in Berwyn, Pa., and South Africa. These speakers emphasized the benefits of business opportunities in Nigeria and South Africa, while providing a framework of ways to navigate the obstacles that arise with market entry. Those in attendance gained powerful insight on how to break through market barriers in South Africa and Nigeria and on resources available to assist in their efforts. At the end of the event, the floor was opened to participants for networking opportunities and question-and-answer session.

“We were very excited to host this ‘Going Global’ event at Fox, particularly given its focus,” said Rebecca Geffner, Director of International and Executive Programs at Fox. “Africa is ripe for business, and the turnout for this event certainly underlines the opportunities that U.S. businesses are seeing right now. The Fox School is also looking toward Africa as it continues to expand internationally. The Fox Global MBA students will be traveling to Ghana and Morocco for their Global Immersion programs next spring. In addition, Fox has been working with Ms. Saliha Loucif, from the Department of Commerce, to determine additional ways that it can participate in the government’s ‘Doing Business in Africa’ initiative in the coming year.”

Also in attendance were: Tammy Lowe, of UPS Global; Deb Nowak, of National Penn Bank; Margaret Bradley, of Goldman Sachs; and Tony Caballos, of the U.S. Export Assistance Center.

The SBDC has been committed to offering effective business consultation and targeting educational programs that help entrepreneurs grow their business. The “Going Global” series strives to provide high-quality support through business-focused training opportunities, said Darlene Atta, the International Trade Consultant for the SBDC.

“SBDC understands that one path to growth (for companies) is to access new markets,” Atta said.

This is why SBDC’s International Trade Consulting has also become a vital part of their practice. Learn more about a future “Going Global” event, titled “Doing Business in Ecuador, Panama and Costa Rica,” and what the SBDC can do to advance your small business. The Fox School of Business embraces the competitive edge afforded by global industry. With this in mind, Fox International Business’ pillar is always developing.

—Debora Charmelus and Darlene Atta

From top to bottom: Saliha J. Loucif, Senior Trade Specialist from the U.S. Department of Commerce in Washington, D.C.; Norman Wokoma, Consular Officer of Trade and Investment from the Consulate General of Nigeria, New York; and Kirk J. Elken, Co-founder of Securitas Global Risk Management Solutions LLC in Berwyn, Pa., and South Africa. All three were featured speakers at a “Going Global” series event June 11, that focused on emerging markets.
On Johnny Young’s first Foreign Service assignment in Madagascar, he and his wife, Angie, dined one night with a young U.S. Army attaché and his fiancée. Shortly after Young, BBA ’66, and his wife returned home that evening, they received a call informing them the young couple had been in a terrible car accident. The fiancée had died, and the U.S. Embassy was mobilizing to transport the badly injured attaché to a military hospital in Germany.

A C-141 StarLifter touched down in Madagascar with a full complement of doctors and nurses to take the attaché for further treatment. An Italian ambassador who stood among the crowd that had gathered at the airport to witness the event shook his head at the massive aircraft.

“I cannot believe it,” Young recalled him saying. “They sent that to take a sergeant out of here. If that had been my government, they would have said, ‘Let him die in place.”

Perhaps that moment, in 1967, was Young’s call to service. As the StarLifter, essentially a flying hospital, faded into the distance, Young’s chest swelled with pride.

“That impressed upon me what a very special nation we have,” he said.

He would spend the next 37 years serving as an American diplomat, bouncing from assignment to assignment every two or three years, enduring political strife, coups, gunfire and temporary imprisonment.

Young retired in 2005 as a Career Ambassador, a rank nominated by the president and confirmed by the Senate that recognizes especially distinguished service over a sustained period. Since 2007, he has served as executive director of the U.S. Conference of Catholic Bishops’ Office of Migration and Refugee Services, the world’s largest non-governmental provider of such services for migrants and refugees.

According to the U.S. Department of State’s Office of the Historian, only 56 members of the Foreign Service have ever achieved the distinction of Career Ambassador. Two, Young and Robert J. McCloskey, a former State Department spokesman, are Temple alumni.

Humble beginnings
Johnny Young was born in Savannah, Ga., on Feb. 6, 1940. His mother died when he was 11 months old. Lucille Pressey, an aunt who worked as a cleaning woman at the Cathedral of St. John the Baptist, baptized Young as a Catholic and raised him and one of his two sisters.

When Young was 7 years old, the family moved north by train, the Silver Meteor, and arrived in Philadelphia on a fitting date: July 4 of 1947. The family lived in projects in Philadelphia. After a chance encounter at age 14 with Sol Berenholz, a Holocaust survivor and storekeeper at Fourth and Lombard streets, Young worked at Berenholz’s My Lady Specialty Shop for six years, including some of Young’s time at Temple. Decades later, Berenholz would attend Young’s swearing-in ceremonies as an ambassador.

Young attended Edward W. Bok Technical High School, where a guidance counselor told him “there’s no college in the world that will look at you,” particularly because of his low standardized test scores. He enrolled in Temple as a nonmatriculated student and performed so well that he was admitted. Young took night classes for eight and a half years, graduating with honors in 1966 with an accounting major and Spanish minor.

He started his career as a junior account-ant with the city of Philadelphia. An overseas international conference he attended through the Young Men’s Christian Association sparked a desire to work internation-ally, but his prospects at multina-
tionals were practically nonexistent.

“The minute they said, ‘Let’s go to the executive dining room,’ and the minute those doors opened and I looked inside and saw what was there and realized that mine was the only black face in the place ... I knew that it wasn’t going to happen,” Young said of job interviews in an oral history, From the Projects to the Palace: A Diplomat’s Unlikely Journey from the Bottom to the Top. “They gave all kinds of excuses and what have you, but the fact is the U.S. had not changed enough for that happen.”

Life in the Foreign Service
With no opportunities in private industry, Young applied to the U.S. Foreign Service, where his professional prospects were better, but not by much. Young said he could count the number of black Foreign Service members on one hand.

Young entered the Foreign Service in 1967 with his first assignment in Madagascar. While his subsequent pace and breadth of travel might be standard for diplomats, it’s an impressive timeline: Guinea from 1970 to 1972 (where he was jailed temporarily during an attempted coup), then Kenya, Qatar, Barbados, Jordan and the Netherlands with two stints in Washington in between.


During his ambassadorship in Togo, Young was part of a precedent-setting case in which Fauziya Kasinga, a young African woman, fled Togo to escape genital mutilation as part of an arranged marriage.
Young’s embassy encouraged the U.S. government to support Kasinga, who was initially denied asylum but then granted permanent residency by the federal Board of Immigration Appeals. In a decision called “both a personal victory and a broader acknowledgment that many women are victimized by cultural practices that violate human rights,” Kasinga became the first woman to receive political asylum in the U.S. due to fears of genital mutilation.

Kasinga’s case represents a milestone in Young’s Foreign Service career and serves as an example of the types of issues he routinely encounters as executive director of the U.S. Conference of Catholic Bishops’ Office of Migration and Refugee Services, which oversees immigration policy formulation and communication, advocacy, education, refugee resettlement, and other specialized services, such as those provided to victims of trafficking and unaccompanied minors. Since 1975, the U.S. Conference of Catholic Bishops has resettled approximately 1 million people.

Young describes his management style as that of a conductor: He might not be able to play all the instruments, but he knows how the final product should sound. He oversees 106 staff members, including a branch office in Miami of 20 who coordinate a Cuban and Haitian entry program.

The U.S. Conference of Catholic Bishops resettled approximately 16,000 of the 70,000 refugees admitted to the United States in 2013, Young said in a recent presentation to the Fox School’s International Business Association. This includes a growing number of children from El Salvador, Guatemala, Honduras and other Central American countries who risk their lives riding atop a train, nicknamed the Beast, where assaults and rapes are common, en route to the southern U.S. border and, hopefully, a better life.

Migration and Refugee Services
Sanja Mehmedinovic and Joseph Moseray are among the staff members who work under Young at the U.S. Conference of Catholic Bishops and who are refugees themselves. Their stories illustrate the pain and hardship of refugees’ experiences.

Mehmedinovic fled Bosnia-Herzegovina with her son, Semezdin, and husband, Harun, amid the Bosnian war, arriving in the United States, via Croatia, in 1996.

Two years later, she joined the U.S. Conference of Catholic Bishops, where she is a case-assurance processing specialist who leverages a network of approximately 90 affiliated organizations to resettle refugees like she once was.

Joseph Moseray, a field-support coordinator at the conference, also fled to the U.S. amid war and for fear of his life. In 1997, while working for CARE International in his native Sierra Leone, Moseray offended rebel soldiers during a public meeting and was harassed. He was warned to leave the country immediately and was not reunited with his wife and daughters, who were in London, for a year and a half.

Moseray, who works with 24 Catholic charities across the U.S. to enhance their capacity to implement federal programs and advocate for refugees, said there is a misconception that refugees drain federal resources to implement federal programs or come to America primarily for financial benefit.

“First and foremost, it’s to be alive, to live as a normal human being,” Moseray said. “That quest for life itself brings them here.”

Young’s priorities at the Office of Migration and Refugee Services include advocating for immigration reform and overseeing a network that can literally save lives. In order to continue providing the best possible support and services to migrants and refugees, he uses technical business skills, such as accounting and finance, which stretch back to his nights at Temple.

“I’d like to leave here knowing that the organization I’m leaving is on a sound financial footing,” he said. “That’s what I’m hoping for.”

Brandon Lausch

GLOBAL KNOWLEDGE MAPS AND INNOVATION CONNECTIVITY

In the academic year 2013–14, the Institute of Global Management Studies and Temple CIBER spearheaded the International Business, Economic Geography and Innovation (iBEGIN) workshops at the Fox School of Business, twice bringing together more than 30 participants from Columbia University, Rutgers University, Rensselaer Polytechnic Institute, Politecnico di Milano (Italy), Ca’ Foscari University of Venice (Italy) and Aalborg University (Denmark).

Additional events were held in 2014, including Professional Development Workshops (PDWs) at the DRUID meetings in Copenhagen (June), the Academy of International Business in Vancouver (June) and the Academy of Management in Philadelphia (August).

With new forces driving the global economic order, it is crucial to understand the connectivity that underlies global innovation networks. Professor Ram Mudambi’s team has been looking at data from nearly 10 million observations extracted from patents issued between 1975 and 2010, in a search for larger innovation trends in the U.S. Innovation patterns were examined not only in American cities, but also in emerging markets, including China, Brazil, India and Turkey. Innovation connectedness was also studied in the peripheral economies of Greece and Portugal. The U.S. data was mapped across the 917 metropolitan areas of the country, as defined by the U.S. Office of Management and Budget.

Continued on page 16
FOX PHD RECIPIENT DAN ZHANG EARS RECOGNITION AS CHRISTER KARLSSON BEST PAPER AWARD RUNNER-UP

A recent graduate of the PhD program at Temple University’s Fox School of Business has received international acclaim for her research paper.

Dr. Dan Zhang, a 2012 PhD alumna of the Fox School, recently was recognized as the runner-up for the Christer Karlsson Best Paper Award for her paper titled, “Affect, Attitude, and Meaning: Assessing the Universality of Aesthetic Design in a Transnational Marketing Context.”

Dr. Zhang, who co-authored the paper with Fox School marketing professors Dr. Anthony Di Benedetto and Dr. Eric Eisenstein, was honored at the 21st International Product Development Management Conference, which ran June 15-17 in Limerick, Ireland.

“I am so grateful for all the support I received from the school, the professors, the staff, the study participants, and my dearest family, as I was working on this project,” Dr. Zhang said. “I am especially thankful to my dissertation committee, who supported and helped me unconditionally.”

“I am also very thankful to my colleagues, who provided valuable comments and encouragement when I was presenting the early stage results of this project at the Design Conference organized by the Mason School of Business at the College of William & Mary. Without the support and help from so many people, I would not have been where I am today.”

The award recognizes the best papers submitted to the IPDMC. Dr. Zhang’s paper stemmed in part from her dissertation submitted to the IPDMC.

Dr. Zhang’s paper on cross-cultural consumer product design outsourcing and about which designers to include on the product team.”

Her research investigated the prevalence of the affect, attitude and meaning of designs in a product context. Zhang compared the responses of Chinese and American consumers to product designs produced by Chinese and U.S.-based designers. She found the affect toward a design tended to be consistent regardless of culture, but attitude—and especially meaning—of a design were difficult to translate across cultural lines and national borders.

“It is important for firms selling into the global market to understand if there are cultural differences in response to product design, or whether a single design will elicit similar responses across cultures,” Dr. Zhang said. “The results are important to global companies making decisions about product design outsourcing and about which designers to include on the product team.”

The paper has not yet been published. Dr. Zhang said she plans to soon submit the paper for review, to a quality marketing academic journal.

—Megan Whelan

FOX SCHOOL OF BUSINESS FULL-TIME GLOBAL MBA ELEVATES TO TOP 50 IN U.S. NEWS RANKINGS

The Fox School of Business full-time Global MBA program ascended 10 places, to No. 48 nationally, in the latest rankings by U.S. News & World Report.

The designation is part of U.S. News’ 2015 Best Graduate Schools rankings, released March 11. Among full-time MBA programs nationwide, the Fox School, at No. 48, and the University of Pennsylvania’s Wharton School are the only business schools in Philadelphia to be ranked. In addition, the Fox School jumped from No. 23 to No. 15 nationally among the top business schools for internationally focused MBA programs.

Fox’s Part-time Professional MBA also ranked among the best in the U.S., at No. 53 out of the 310 part-time programs nationwide.

“The Fox School’s continued ascent in national and international rankings is affirmation by the marketplace of our high-quality programs, but we will not rest on our laurels,” Dean M. Moshe Porat said. “As always, we want to keep Fox on the forefront of management training and are accomplishing this by focusing on competency-based education that emphasizes crossing boundaries—in terms of disciplines, cultures and much more.”

This fall, the Fox School is launching a redesigned curriculum for its Global MBA, a two-year program that combines experiential learning, paid internships, and deep immersion in the global business environment. Fox MBAs travel to, and participate in, emerging hotspots of social, economic, technological, and organizational innovation and entrepreneurship. The program features two required international experiences.

In addition to international immersions in emerging economies, students provide professional-grade strategic solutions to paying clients through the capstone Fox Management Consulting (Fox-MC) Practice and have the option of pursuing a dual degree in a specialized masters program.

All Fox students have access to the school’s renowned Center for Student Professional Development (CSPD), a comprehensive resource focused on preparing students for entry into the professional business environment. CSPD oversees internship and job placement for both undergraduate and graduate students at the Fox School. In the past three years, placement rates for full-time Fox MBAs have been between 93 percent and 98 percent, and internship placement has remained at 100 percent.

To learn more about the graduate programs at Temple University’s Fox School of Business, visit www.fox.temple.edu/grad. The 2015 edition of Best Graduate Schools is available at www.usnews.com/grad.
GMBA IMMERSIONS TO INDIA AND CHINA

In Fall 2013, the Fox School of Business launched its full-time Global MBA program, which combines Fox’s top-ranked MBA curriculum with a two-week, faculty-led international immersion during each academic year.

The Global Immersion Experiences focus on emerging economies in Asia, Latin America and Africa to equip Fox MBAs for success in a global and multipolar world, where succeeding in and learning from emerging markets are increasingly critical to the success of any firm.

When medical schools send their students into hospitals where they are involved in the practice of what they learn in the classroom, Fox also believes in sending students into “teaching hospitals” in a similar sense. In business, this takes the form of the C-suite of multinationals, startups, VCs, private-equity firms, global R&D centers and social-entrepreneurship initiatives. The international component of the GMBA adds a dynamic, experiential learning opportunity to the curriculum, where students visit multinational and domestic companies, network with local graduate students and undertake rich cultural experiences such as joint projects with local businesses.

This past January, students completed their first international experience by traveling to either India or China. The two tracks were led by Professor MB Sarkar of the Strategic Management department and Cliff Tironi, Manager, Performance Analytics, in India and Beijing-based Professor Omario Kanji, Esq., and Maureen Cannon, Associate Director, Professional MBA Program, in China. Meetings in India included visits to Ashoka, GE, Star India and Tata Motors. The students also had a chance to see the Taj Mahal as well as tour the cities of Bangalore and Delhi. In China, the group met with executives from companies such as Huawei, TBWA and Baidu, along their travels in Beijing, Tianjin, Wuhan and Shanghai, with a memorable trip to the Great Wall in Mutianyu.

Following their time in-country, students participated in the Global Immersion Challenge, a platform for sharing and comparing experiences, ideas and lessons learned from both immersions. In a blog post, GMBA student Andy Oakes reflected, “Businesses and organizations that want to succeed in India or China cannot approach the problem in the same lens. In other words, a model that succeeds in India might not work (further it may not even address an unmet need in the same population) in China, even though they are classified under this BRICs umbrella. To understand how to win in each of these countries you must be there, spend time understanding what works and what does not work. Fundamentally how you market, distribute, source, and manufacture a product will not only be different from your home market, but also entirely different than operating in China.”

GMBA Student Thomas Helbig noted in his blog, “After spending two weeks in China, and talking to my classmates about their two weeks in India, it was obvious that these two countries will be two of the most important contributors to the world’s economy in the coming years. China and India both share many of the same characteristics, such as, large and expanding populations, exploding wealth in large cities, an emerging and increasingly wealthy middle class, a large and talented young work force, and expanding access to technology and communications’ devices. Yet, despite these similarities, there are very large cultural differences between these countries, such as their differing levels of hospitality and customer service and their view on the worth of innovative thinking.”

GMBA Students visit Huawei R&D Center in China with Professor Omario Kanji.

GMBA Students visit Narayana Hospital in Bangalore with Professor MB Sarkar.
In the weeks leading up to the workshop, WebEx™ test sessions were conducted with all participants to help avoid technical issues. Readings and specially recorded lecture videos by Dr. Sarkar were uploaded on a Blackboard site created specifically for this workshop. An Edmodo discussion board was also launched to generate excitement and start a dialogue about frugal innovation among students.

“Edmodo is like the academic version of Facebook,” said Geffner. “Using this, our students were able to share information and comments relative to the subject. There was strong participation on this forum both before and after the workshop.”

On the day of the event, 70 students and EMBA faculty members representing all five of the Fox School’s cohorts (U.S., Colombia, Singapore, Japan, and France) logged into the workshop. The event was organized in the Fox School’s in-house studio and was successfully executed by the online team consisting of Darin Kapanjie, PhD; Dan Lantz, Chris Miano, Carly Haines, and Kevin Donahue.

“Since we were working with three different time zones we had to choose a time and day—in this case Saturday—that worked for everyone,” said Geffner. “Students in the U.S. and Colombia were signing on in the morning while our cohorts in France and Asia were joining us in the afternoon and late evening.”

In addition to the lecture, which was presented by Dr. Sarkar in Philadelphia, the workshop included virtual breakout sessions. “We used the registration list to separate students into 10 diverse groups in advance,” said Geffner. “When it was time, we used WebEx™ to ‘move’ the members of each group into their own room where they could interact and share one another’s desktops.”

According to Geffner, the event was a resounding success with emails, text messages and posts on Facebook and LinkedIn circulating for weeks afterward. She gives much of the credit to the Fox School’s global partners for helping to market the course and shares that plans are already underway for additional workshops.

—Gwen Coverdale

### HONORABLE CONSUL GENERAL OF INDONESIA GIVES KEYNOTE SPEECH

Temple University’s Fox School of Business, the Temple Small Business Development Center and the U.S. Commercial Services of Philadelphia hosted a Nov. 8, 2013, event titled “Discover Indonesia,” as part of the SBDC ‘Going Global’ Series.

The Honorable Consul General of Indonesia, Ghafur Dharmaputra, served as the event’s keynote speaker. During presentations, the goal was to help attendants understand the consumer markets, discover business opportunities, and find government resources to conduct business in Indonesia.

—Nicolas Dahan

### Innovation Connectivity

Some of the key preliminary findings included: the unexpected similarities in design innovation between the sun belt (Silicon Valley) and the rust belt (Cleveland), the broad yet shallow base of connectivity in New York City, and the importance of two types of proximity—knowledge and geography— to the innovative resilience in Detroit. Going forward, additional reports could be produced for other US regions. Interested CIBERs can contact Professor Mudambi to establish a partnership.

—Gwen Coverdale
NEWS IN BRIEF

Professor Mudambi continues to impact the IB field
Ram Mudambi, Full Professor of International Business and Strategic Management, as well as Perelman Senior Research Fellow, has more than 5,100 total citations as of August 2014 via Google Scholar. In the last academic year, 2013–14, he had published articles in the Nos. 1 and 2 journals in both the strategic management (SMJ, LRP), and IB disciplines (JIBS, JWB).


• “Accessing vs. sourcing knowledge: a comparative study of R&D internationalization between emerging and advanced economy firms” (with Snehal Awate and Marcus Moller Larsen), forthcoming in Journal of International Business Studies.

Feinberg Thought Leader at AOM conference
Fox School’s Susan Feinberg, Associate Professor of International Business, was selected by the International Division (IM) division of the 2014 Academy of Management Conference as the “IM Thought Leader,” to lead a breakfast discussion, which focused on the legacy of the late Sumantra Goshal and Alan Rugman.

Kotabe publishes article in Journal of Management
Congratulations to Masaaki Kotabe, the Washburn Chair Professor of International Business and Marketing, and his coauthors for their forthcoming article, titled, “Examining Complementary Effect of Political Networking Capability with Absorptive Capacity on the Innovative Performance of Emerging-Market Firms,” which is to be published in the prestigious Journal of Management.

Professor published in Journal of International Business Studies

Fox profs, PhD student author textbook chapter

Choi to be featured in Journal of Corporate Finance
Congratulations to Laura H Carnell Professor Jai Choi, for his forthcoming article in Journal of Corporate Finance, titled, “The Value of Multinationality and Business Group for Japanese firms.” (J. Choi, T. Hiraki and J. Landi, 2014)

Fox well represented at CUIBE governance meeting
Fox School Professors Arvind Parkhe and Nick Dahan attended the CUIBE 2013 governance meeting at the University of Oklahoma, September 12–14, 2013, as well as the 2014 general conference at San Diego State University, with Emeritus Professor Arvind Phatak and Assistant Director Breanne McCord, February 7–9, 2014.

CUIBE is a 30-member organization that promotes high-quality undergraduate IB education through the sharing of best practices. Twelve of the member schools are ranked among the top-25 IB programs of the country.

AIB honors Parkhe for research citations
Arvind Parkhe, Chair of the Strategic Management Department at the Fox School of Business, was recently ranked as having the highest citation count and highest average citations per paper of all of the recipients of the Academy of International Business (AIB) Best Dissertation Award, from 1987–2012.

His most-cited article was his single-authored 1993 AMJ article on Strategic Alliance Structuring, which recorded more than 2,300 citations.

Journal of IB Studies selects Shoham’s article
Congratulations to Professor Amir Shoham for his article publication in top-IB journal, Journal of International Business Studies, titled, “Linguistic Gender-Marking and Its International Business Ramifications.” (Santacreu-Vasut, E.; Shenkar, O.; and Shoham, A., 2014)

Professor Shoham also received the SSE/WAIB Best Paper Award for Increased Gender Awareness in International Business Research, sponsored by the Stockholm School of Economics, for the paper: “Does Language Affect the Mission of Financial Organizations? Evidence from Gender Marking and Microfinance Institutions,” by Israel Drori, Ronny Manos, Estefania Santacreu-Vasut and Shoham.

Strong showing by Fox faculty, PhDs at AIB conference
Nineteen Fox faculty and PhD students presented research, chaired sessions and led panels at the annual meeting of the Academy of International Business, a five-day conference of the world’s leading association of international business scholars and specialists.

Of particular note was the “Global Connectivity as the Basis for Local Innovation” panel, chaired by Fox School Professor Ram Mudambi. Along with Doctoral students from Fox School, Politecnico di Milano, and Copenhagen Business School, panelists also included Professors John Cantwell (Rutgers, JIBS Editor-in-Chief) and Felipe Monteiro (Insead).

Profs. Susan Mudambi (Marketing) and Nick Dahan (IB) were both recognized with a Best Reviewer Award at the AIB 2014 conference.
INSTITUTE OF GLOBAL MANAGEMENT STUDIES AND TEMPLE CIBER

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—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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(From left) Fox International and Executive Programs Team: Rebecca Geffner, Stephanie McWhite, Breanne McCord and Christine Kiely
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