

GLOBAL PERSPECTIVES

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As part of "Destination India," Fox students attended Mumbai's Welingkar Institute for lectures and visited India's most notable cultural sites.

TEMPLE STUDENTS AND FACULTY EXPERIENCE "DESTINATION INDIA" POST-TERROR ATTACKS

Last fall, a group of Temple students, faculty and administration from the Fox School of Business prepared for the trip of a lifetime to India, sponsored by Temple's Center for International Business Education and Research (CIBER). Then the unexpected happened. From Nov. 26 to Nov. 29, 2008,

the city of Mumbai, India was hit by a series of coordinated terrorist attacks, which killed over 150 people.

Kim Cahill, director of Temple CIBER and organizer of the trip, immediately contacted

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U.S. NEWS & WORLD REPORT RANKS FOX UNDERGRADUATE IB PROGRAM IN TOP 10, GRADUATE IN TOP 20

In its 2009 rankings, for the fifth 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 undergraduate program is ranked No. 7. In addition, the Fox School's graduate program ranked in the Top 20.

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

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FOX SCHOOL GRAD DOES MORE THAN BUSINESS IN BOSNIA

Rebecca Davis, a *summa cum laude* alumnus of Temple University's Fox School of Business entrepreneurship program, tells a success story of translating business to art and art to philanthropy. A veteran of 13 years of professional dance training before arriving at Temple, she founded Rebecca Davis Dance Company in Center City upon graduating and has since traveled the world in hopes of spreading her love for the art. Davis says her experiences at Fox aided in her decision to want to help others and, especially, teach others about dance. Below is an excerpt of her personal account of a service trip to Bosnia:

There must be something very special about dance itself because word quickly spread throughout Brčko, Bosnia that an American had come to teach jazz and ballet. Within a couple of weeks, my workshops had grown to about 20 to 30 kids, 99 percent of whom had never seen a professional modern, jazz or ballet performance, let alone taken a class where they could actually learn how to do the steps they "always see on YouTube."

When I was working with Armela Mujanović, a particularly committed 15-year-old, I asked how long she had been dancing; she was so good that everyone was impressed. She stared back at me for a moment. I thought she didn't understand my very poor Bosnian language until she said, "Well, I never had a dance class before you came."

At the end of July, the students performed *Nas Švijet* for the first time. To see how these diverse kids had grown to become part of one ensemble, sharing a common experience, is the most rewarding moment of my teaching career yet.

The dancers themselves told our story when they stood together with Nikola, and he popped the balloon representing *zlo* (evil). Imagine the power of a united youth when ending evil is the one thing they want to change in the world.

After the show, Armela turned to me and said, "I never thought I could do this. You believed in me. Thank you." But now, as an international community, don't we have that responsibility to believe in each and every Armela all over the world? ■



Rebecca Davis, Fox School alumna, listens to Bosnian dance students.

STUDENTS RANK FOX TOP 15 IN SURVEY BY ENTREPRENEUR AND THE PRINCETON REVIEW

The Fox School's graduate program for Global Management was ranked in the Top 15 nationwide in a recent survey by *Entrepreneur* magazine and *The Princeton Review*.



Published in the April 2009 issue of *Entrepreneur* magazine, *The Princeton Review* asked business students for their opinion on how well their business school is preparing them in six core business competencies.

The survey, 'Student Opinion Honors for Business Schools,' identifies institutions whose students overwhelmingly agree that it

offers superlative preparation in six core business competencies: accounting, finance, general management, global management, marketing and operations.

Fifteen schools in each category were selected based solely on surveys conducted by *The Princeton Review* and completed by more than 19,000 current business school students.

For more information, visit: www.entrepreneur.com/magazine/entrepreneur/2009/april/200744.html ■



GLOBAL BUSINESS PROJECT: CONNECTING GRADUATE STUDENTS TO THE WORLD

In a student's journey from the classroom to the "real world," hands-on experience prepares future workers for a new stage in life that can rarely be conveyed through teachings in a book. Theories learned in the classroom are applied to reality through MBA consulting projects, which offer students the opportunity to work on a specific project for an established company. When such a program reaches across the globe to connect students to international companies and opportunities abroad, combining critical languages and virtual teaming, Temple refers to it as the Global Business Project (GBP).

Made possible for Fox students by Temple CIBER, the GBP is an intercollegiate MBA course merging the efforts of 10 different CIBERs from across the country, including Columbia, Duke, George Washington, Kansas, Maryland, Pittsburgh, San Diego State, Purdue, Temple and UNC-Chapel Hill. Admissions into the GBP are highly competitive, but accepted students are given the chance to travel abroad and work in intercollegiate teams with real issues facing multi-national businesses and local

companies in emerging markets. Unlike other international consulting project courses, the GBP asks students to apply both cross-cultural awareness and foreign language skills to produce strategic advice for companies that is focused, compelling, and actionable.

The 2009 destination countries consisted of Brazil, China, Japan and Poland, requiring at least one student per team to be fluent in Portuguese, Mandarin, Japanese and Polish, respectively. "My Japanese language and understanding of Japanese culture and business have been greatly improved during the project," said Xuan Zhang, a Fox '09 alumna with a master's in finance, who was assigned to Japan's Kobe Institute of Urban Research. "Now, my language skills have reached the intermediate level and I am going to continue learning."

Temple's critical language program is based on an "all majors welcome" policy, thus aiding students who are preparing to study abroad, looking to meet their career goals or college program requirements, or merely

taking classes out of personal interest. Critical language classes help business students to prepare for the foreign business interactions expected from the GBP program.

In addition to language competence, the teams must jointly have experience with the industry in the target country and the areas in which the project is based. Developing the skills and overcoming the challenges associated with virtual teaming, the student groups first work virtually for two months before traveling together to the target country for two weeks.

Temple CIBER coordinated two consulting projects in Japan under the leadership of Dr. Masaaki 'Mike' Kotabe with the Kobe Institute of Urban Research and Gogyofuko Co., Ltd. The projects were lead by Dr. Jean Wilcox, Fox School of Business, and Dr. Yoshinobu Sato, Kwansei Gakuin University, respectively.

Wilcox commented, "I was impressed with how well the Kobe Urban Research team worked together from the initial meeting in D.C. in March, through the virtual interface for the research phase, to the on the ground work and presentation in Kobe. The team had a good balance of skills and utilized everyone's talents. They did a lot of research and developed some unique and viable ideas for the Kobe Development project."

Like all other Fox consulting projects, the goal of the GBP is to provide MBA students with a unique hands-on opportunity to develop critical business skills by working with established companies. However, it is the exposure to the business cultures of foreign countries and the critical language component that sets the GBP program apart from others and prepares globally competent students for the modern world of international business that will greet them upon completion of their program of study.

Four Fox students were selected to participate in projects in China and Japan including Leichenzi Gao, Quiying Du, Xuan Zhang, and Shao Zhang. "It was one of the most impressive experiences in my business school life," said Zhang. "Academically, I

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The Global Business Project's Kobe Team hones its research skills at the Guggenheim. The team consisted, from left to right, Wataru Honda of Kobe City Promotion Design, Daisy Xiang of Temple, Etsushi Kaneko of the University of Pittsburgh, Kevin Leichner of Columbia University, Carol Haines of the University of Pittsburgh, and Dr. Kei Kuriki of Kobe University.

"DESTINATION INDIA"

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the dean, and together they formulated an appeal to the provost not to cancel the program, which was to begin on Jan. 2, 2009.

"I hate to see the terrorists win. They would love for us to be scared and to stay away," said Dean M. Moshe Porat in his letter to the provost. "As we did post 9/11, we need to continue to live our lives and do the right thing, albeit with heightened awareness of our surroundings." A leadership council in conjunction with international programming met and discussed the safety issues, as well as how other universities with study abroad programs in India were handling the situation.

Fortunately for those who had already arranged to go, the trip remained scheduled as planned. Cahill attributes this largely to the Welingkar Institute of Management, Temple's partner on the ground, who worked with the Fox School's International MBA students already in India. "The fact that they kept our students safe during the actual terrorist attacks made the leadership feel confident that we had somebody there that was going to be taking care of us," said Cahill. However, the situation did provoke two students to drop from the program and left others unsure.

Christine Galloway, a fourth-year marketing and advertising major, had always dreamed of traveling to India, but her parents became wary of security measures. After researching the area and following the news, Galloway decided to follow through with her plan. "I weighed my options and felt like it would be a very safe time to go," she explained.

On Jan. 2, 2009, the group of 11, eight of which were students, made the journey to India and were welcomed by unparalleled hospitality. "At no point did I ever feel any hostility as an American," said Cahill.

Although life had returned to normal for the most part, the group still saw the after effects of the November attacks. Many buildings and public places were flanked with squads of police holding rifles, and some hotels and historical sites required tourists to walk through metal detectors before receiving a pat-down.

Drew Snyder, a senior international business administration and marketing major,

recalled the scene in Delhi, "You couldn't stop at the India Gate. We wanted to get out and take pictures but the police would not allow it." Galloway could only remember one time throughout the whole trip she did not feel completely safe. "When we were in Humayun's Tomb in Delhi, there was this loner walking around with a backpack," she said, remembering the uncertainty of the situation.

In South Mumbai, police barriers surrounded the Taj Hotel, which still had many boarded windows. Dr. Jean Wilcox, professor of international and entrepreneurial marketing at Temple, remembers, "I took a picture of a billboard that was about getting psychological counseling if you had concerns." Despite these occurrences, the group was able to dine at the Leopold Café in Mumbai, which had experienced an attack less than two months prior.

Aside from visiting India's most notable cultural sites, the eight students on the trip attended the Welingkar Institute for lectures about international business, given by some of India's most qualified business owners and entrepreneurs. The sessions

were generally followed by a hands-on experience. For example, after a morning lesson on the Indian financial markets, students visited the Bombay stock exchange to more fully grasp the ideas presented. The group also visited Siemens, the Indian car company Mahindra, Sula Vineyards and more.

"Business there is a mix of old and new," said Dr. Wilcox, describing one highly automated and computerized factory, staffed by barefoot workers. According to faculty and students, the opportunity to experience business in a developing nation such as India, whose economy was based primarily on agriculture up until a few years ago, was invaluable. "It's truly a country of contrasts," added Snyder.

The group arrived home safely on Jan. 17. "I think as a result of the attacks, the students appreciated the opportunity to be there even more, because it came very close to being canceled," said Cahill, who returned to Temple with an important message. "We're all vulnerable. You can't fight terrorism one country alone. Collectively, we can be so much more effective." ■

U.S. NEWS & WORLD REPORT RANKS UNDERGRADUATE IB PROGRAM IN TOP 10, GRADUATE IN TOP 20

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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. 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 virtual 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 interconnected 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, Africa, and Mexico, providing customized advising and financial assistance. ■



Marco Malandra lectures a class at Pontificia Universidad Javeriana in Cali, Columbia. Pontificia Universidad Javeriana is one other program partnering with Fox at which students can earn two EMBA degrees.

FOX EXECUTIVE MBA PROGRAM EXPANDS TO LATIN AMERICA

In July of this year, the Fox School of Business and Pontificia Universidad Javeriana Cali (PUJC), a premier educational institution in Latin America, launched a joint Executive MBA in Cali, Colombia. The program, which takes 16 months to complete, is similar in its curriculum structure to the EMBA program that Fox delivers in Philadelphia, but incorporates faculty

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TEMPLE CIBER'S SHORT-TERM STUDY ABROAD PROGRAM REACHES UNDER-REPRESENTED STUDENTS

For the generation of Americans coming of age now, some of the most significant opportunities—for work, investment, recreation and learning—will be global.

In 2006–07, more than 241,000 Americans studied abroad, up from less than 100,000 who did so a decade earlier. The Fox School has seen an 87 percent increase from 2001 to 2008 in the number of undergraduates studying abroad. In 2001, 55 Fox School students studied in six locations. With the growth of overseas partners and the addition of non-traditional locations, 103 Fox School students have studied in 14 locations in 2008.

One of the main reasons for the increase is the Fox School's growth in overseas partners, facilitated by Temple CIBER. Currently, the Fox School has partnerships with six universities in South America, Europe, Africa and Asia. The partner schools include:

- Welingkar Institute of Management, (Mumbai, India)
- Quinn School of Business, University College Dublin, (Dublin, Ireland)
- Instituto Tecnológico Autónomo de México (ITAM), (Mexico City, Mexico)
- Centre d'Etudes Franco-Américain de Management (CEFAM), (Lyon, France)

- The American Business School Paris, Institut de Gestion Sociale, (Paris, France)
- Temple University Japan (TUJ), (Tokyo, Japan)
- Temple University Rome (TUR), (Rome, Italy)
- Federal University of Santa Catarina, (Santa Catarina, Brazil)
- Federal University of Parana, (Curitiba, Brazil)
- University of Vienna, (Vienna, Austria)
- University of Ghana, (Legon, Ghana)

Another significant reason for the increase in Fox undergraduates studying abroad can be traced to Temple CIBER's short-term study abroad program. Developed in 2006, Temple CIBER created the first and only short-term study abroad program at Temple that takes place during winter break. Students spend two weeks abroad in January and then spend the spring semester developing a three-credit independent research project.

"The interesting thing about this program is that it draws an equal number of men and women, as well as a number of students of color who are highly under-represented in study abroad," said Kim Cahill, director of Temple CIBER.

"The other wonderful outcome is that many of these students then go on to study abroad

for a longer period of time, which most likely would never have happened without the short-term abroad option," Cahill continued.

The Fox School's short-term study abroad partnership—Destination India—is with the Welingkar Institute of Management in Mumbai, India. In 2010, the Fox School will offer Destination Ghana—taking students through the University of Ghana.

"Participating in Destination India has encouraged my thirst for a global experience within my education, and this is exactly what I strive to incorporate in my life on an everyday basis," said Jessica Reed, a Fox School undergraduate Human Resource Management and Philosophy major from Anchorage, Alaska.

"I feel that study abroad is an experience that everyone should go through because it develops your character, exposes your intellectual senses to a world outside the textbook, and provides you with a competitive edge within the workplace and job market. Being able to possess a holistic outlook on business and people interactions gives an individual a deeper appreciation for diversity, culture contributions, and global issues which affect all areas of our jobs," Reed continued.

For more information on studying abroad, visit: <http://sbm.temple.edu/ciber/abroad.htm> or contact Kim Cahill at 215.204.3778. ■

GHANA AND U.S. BUSINESS STUDENTS DISCOVER NEW ECONOMIC MARKETS

6 Last February, 80 Executive MBA students from Ghana embarked on a northeast American tour to five of the best business schools in the country, including Temple University's Fox School of Business. The program and lectures, organized by Fox's Institute of Global Management Studies (IGMS), were motivated by the students' ambition to network, learn about the global market and experience other cultures. Inspired by the Ghanaian students' experience last year, a new group of EMBA students will be visiting Fox again in February 2010 to participate in an IB Certificate course, and Fox undergraduate business majors will also have the opportunity to visit Ghana during the 2010 Destination Ghana study abroad program.

Destination Ghana is being planned by Temple University's Center for International Business Education and Research (CIBER) housed in IGMS. According to Kenyalyn Makone-Anunda, assistant director of IGMS/CIBER, "Temple's CIBER's goal is the development of innovative exposure opportunities for students on issues and topics in international business in relation to the emerging markets of the world." Ghana certainly has an emerging market as Makone-Anunda described, "Ghana, with its recent discovery of oil, represents a less traveled, business forward dynamic and innovative growth market in the Africa region."

A native of Ghana, Dr. Paul K. Asabere, a professor of finance at Fox, has been instrumental in establishing and building the relationship between Fox and the University of Ghana Business School (UGBS), and also in setting up the corporate and site visits for Destination Ghana. "I am glad to be in position to facilitate this relationship between UGBS and IGMS/CIBER," said Dr. Asabere. "I am also very excited about the Destination Ghana Program."

Fox students will travel to Ghana, which has one of the fastest growing emerging economies on the African continent, from Jan. 2–17, 2010. Students will be exposed to Twi, the local language of Ghana, and



The Seventh Floor Commons served as the gathering place for the 80 Ghanaian MBA students who attended lectures hosted by the Fox Institute of Global Management Studies.

will earn three credits for an independent research study. During the trip, students can visit multinational and local companies, take part in intensive meetings with executives, strategists and government leaders, as well as cultural visits and excursions. Inside and outside of the classroom, students will learn about the Ghanaian community, the issues its people face, and the ways they manage their multiple intersections with sub-national, national, continental and global realities.

"Despite the global economic slowdown and Africa's poor public image, Ghana's economy is still expanding faster than most other countries in the region," added Makone-Anunda. "Destination Ghana participants will experience firsthand how multinationals and leading Ghanaian companies are riding the global economic downfall, while simultaneously reshaping the African business environment resulting in its current competitiveness."

Fox students will become more exposed to Ghana's economy and culture in January, similar to how the Ghanaian EMBA students developed a stronger knowledge of the U.S. economy during their visit last February. In addition to their program at Fox, EMBA students from the University of

Ghana Business School (UGBS) and the Ghana Institute of Management and Public Administration (GIMPA) visited Lincoln University, the Wharton School of the University of Pennsylvania, Massachusetts Institute of Technology and Harvard Business School. Since 2000, EMBA students from Ghana have annually visited the U.S. to attend the Africa Business Forum Meeting at Harvard University. This year, faculty planned a more extensive trip for students.

Charles Bruce-Tagoe, a UGBS EMBA student and member of the quality control division of the Ghana Cocoa Board, described the 2009 Ghanaian EMBA students' motives for taking the trip as a need to internationalize and see what is emerging in the rest of the world.

As the 2009 EMBA Ghanaian students were motivated to experience the U.S., Destination Ghana will allow Fox undergraduate students to experience and learn about new markets that are emerging in Africa, specifically Ghana. And, the Institute of Global Management Studies and Temple CIBER are excited about the new opportunities available to students on both continents as a result of the collaborative programming. ■

CIBER CONTINUES TO GROW MIDDLE EAST PARTNERSHIPS

Temple CIBER is continuing to build international partnerships around the world, especially in the Middle East. The Center for International Business Education and Research (CIBER) focuses on developing global competence of students, and as a result, helped three Fox students attend the Insight Dubai Leadership Conference in Dubai last April. CIBER's commitment also facilitated Dubai Women's College students to partner with Fox students on a virtual collaboration project that resulted in the students coming together to present the final project at Fox.

The Insight Dubai conference was held April 11–19, 2009, and allowed women around the world to travel to Dubai to learn about Islamic culture and recent public affairs in the Middle East. Rebekah Jastremski, Kathryn Aulenbach and Catherine Flanagan were chosen by CIBER to go to the conference and enhance their global awareness and leadership skills, with an emphasis on the Middle East.

Prior to attending the conference, Flanagan, a Fox '09 alumna and international business and economics major, was unsure of what to expect of her visit to a country that places restrictions on women's rights. After meeting with students at the Dubai Women's College (DWC), learning more about how Islam is different than other religions and meeting the first woman appointed to the Federal National Council, Flanagan developed a greater appreciation for Islam's history and the people of Dubai.

Aulenbach, a Fox '09 alumna and international business and legal studies major, also remarked about the tremendous experience she had during the leadership conference. "Spending a week with 100 incredible women opened my eyes to the fact that we are strong, and if we work together and look out for each other, we can accomplish anything," Aulenbach said. "I am forever changed thanks to the Insight Dubai conference in every way I thought I would be and more."

"Although we came from different geographic locations, we all shared one thing in common: every one of us had drive and ambition," said Jastremski, a Fox senior marketing and international business major.

Like Jastremski, Aulenbach and Flanagan, the DWC visiting group received a life-changing experience while visiting Fox in late April and during the three-month virtual collaboration. Students in their last year of college at DWC and Fox worked side-by-side to complete a case study and competition on the emergence of a U.S. company in Dubai, and much of the group's communication and collaboration occurred through WebEx, MSN messenger and Skype.

The teams designed hypothetical business plans, based on the Harvard Business School case, "Ben & Jerry's—Japan." To construct a successful plan, the students had to analyze the economic, political, cultural, legal and environmental factors in Dubai and their impacts on the potential business operations of Ben & Jerry's in that market.

"There were a lot of barriers that might have made the work impossible, but we found ways to go beyond what we thought we were capable of to overcome our cultural differences," said Mariam Kamal, a DWC student.

"For many DWC students, it was their first time working with U.S. students, as well as visiting the U.S.," said Johan DeKlerk, DWC professor and Fox visiting professor. All of the DWC students came out of this project with

a positive view, and they leave here with a different picture than they had before."

Dr. Arvind Phatak, executive director of Fox School's Institute for Global Management Studies (IGMS) and CIBER, organized the first virtual collaboration with DWC four years ago after developing a relationship with the college. Both Dr. Phatak and Professor DeKlerk anticipate that DWC and Fox's long-term relationship will continue to flourish.

In addition to receiving visiting faculty members at Fox and sending Fox faculty to DWC in the future, CIBER is dedicated to creating new seminars and programs that give students the chance to learn more about international business.

"International politics, economics and homeland security are deeply affected by the Arab and Islamic world. As U.S. engagement in the Middle East intensifies, students must be exposed to business practices, language, culture, religion, history and area studies to enhance their understanding of the region and to become globally competent graduates and future business leaders," concluded Kim Cahill, director for CIBER and the Institute for Global Management Studies. ■



Students from Dubai Women's College and the Fox School of Business present foreign market entry strategies for Ben & Jerry's to enter the UAE market.

FOX STUDENTS TAKE PART IN INTERNATIONAL BUSINESS COMPETITION



The four-day CIBER Case Challenge attracted competitors from 15 of the world's top business schools.

Four Fox School of Business students attended the fifth annual CIBER Case Challenge at the Ohio State University Fisher College of Business this fall, competing against 15 leading business schools from around the world. The CIBER Case Challenge brings teams from across the globe to compete in analyzing and presenting an international business case to judges.

“Temple CIBER is pleased to sponsor a student team each year to participate in this exciting program, where students have an opportunity to apply the IB theory and methods they have been learning in the classroom in a real-life, practical application,” said Kim Cahill, director of Temple CIBER and the Institute of Global Management Studies.

The Center for International Business Education and Research (CIBER) and Fisher's International Programs Office hosted the event, which is co-sponsored by Temple CIBER.

CIBER was established under the Omnibus Trade and Competitiveness Act of 1988 to increase and promote the nation's capacity for international understanding and economic enterprise. There are currently 31 CIBERs around the country.

Jason Chen, Alejandro Herrera, Kari Dunbar and Shoaib Tajak represented the

Fox School in the competition, which was held Oct. 28-31, 2008, in Columbus, Ohio. They were selected by Temple's CIBER office based on academic performance, presentation experience, international exposure and major/area of study. Dr. Arun Kumaraswamy, assistant professor of general and strategic management, served as the faculty advisor for Fox's team and prepared the students in advance by providing them with sample cases and practice scenarios.

Shoaib Tajak, an international and business economics major, explained, “Dr. Kumaraswamy was very instrumental in helping us prepare for the whole event. He made sure we understood how to effectively analyze a case for the important details and disregard anything that was not important.”

The four-day challenge began with exploring the city of Columbus and taking students to the Honda USA production plant to witness the process of a Honda vehicle becoming assembled. As Kari Dunbar, an international business and finance major, explained, “At first, I thought it was going to be an experience where I would just see cars being built. Fortunately, the experience provided me insight into how global companies are dealing with the implications of the credit crunch, from shutting factories down to minimizing the output of vehicles.”

Similar to the hit television show, “The Apprentice,” each competing university team had to complete a specific task in 24 hours. At the end of the competition, they were to meet in a boardroom for their presentation. Starting at 9:15 a.m. on Thursday morning and working until 7 a.m. on Friday, students analyzed the case presented by Beauty Avenues, a Limited Brands company, and prepared a solution.

Jason Chen, a Fox international business major with a concentration in economics, explained, “Our approach focused on the international expansion of Limited Brands, specifically through existing production and distribution networks by means of partnerships and buyouts.” Herrera, an accounting major, added, “The biggest challenge was obviously the limited amount of time available to prepare our presentation. Despite the difficulty, the pressure to complete the plan substantially helped me develop the way I approach business challenges and value the input of our team, which worked very well together in our preparation.”

The final cases were presented to a panel of multinational corporate executives from Central Ohio on Halloween morning. Although the Fox team did not make it into the final round, the judges' feedback was

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IB RESEARCH FORUM ON GLOBAL ENTREPRENEURSHIP

The 10th Annual International Business Research Forum at Temple University presented research by renowned experts on the growing trends in global entrepreneurship on April 18, 2009. This year's forum was titled, "Beyond Silicon Valley: How emerging economies are re-shaping our understanding of global entrepreneurship."

Temple's Center for International Business Education and Research (CIBER) organizes the yearly event, and the Fox School's Institute of Global Management Studies (IGMS) and the quarterly *Journal of International Management (JIM)* are co-sponsors.

Researchers from six countries and 18 universities presented previously conducted research and had the opportunity to receive and provide feedback to fellow experts in an intentionally intimate environment.

The 2009 forum was co-chaired by guest editors, Ram Mudambi, professor and chair for general and strategic management, and TL Hill, assistant professor of general and strategic management.

This year's presentations and discussions analyzed many of the concerns and interests that relate to globalization within emerging economies. For example, researchers explored the question, "What impact does shifting government policies and social and political attitudes have on the prospects of global entrepreneurship?" and expand further based on the large role that communication and transportation technologies play in the growth of global firms.

"Presented papers were subjected not only to critiques from the audience at the forum, but also to additional blind reviews for further improvement. Several of the best papers will be published in a special issue of the *Journal of International Management*," said Dr. Masaaki "Mike" Kotabe, Washburn chair and professor of international business and marketing, and editor of the *JIM*.

"Every year we identify a new emerging theme for the forum," added Dr. Kotabe. "While it is not an easy thing to accomplish, it is fair to state that we have set the standard in successfully identifying

emerging research themes in the international business research community."

Dean M. Moshe Porat was instrumental in launching the first International Business Research Forum in 2000. Today, Dean Porat and Dr. Kotabe continue to oversee the implementation of the annual event. "The IB Research Forum is an extraordinary opportunity for researchers from around the world to converge in one location, share and discuss research with fellow entrepreneurs, faculty and students, and perhaps be published in *JIM*," said Dean Porat.

The Journal of International Management was launched in 1995 by Thunderbird and moved to the Fox School in 1998. *JIM* has gained tremendous 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 dramatically since Dr. Kotabe took over editorial leadership. There were less than 7,000 downloads in 2001 compared to more than 100,000 in 2008. *JIM* was formally accepted for inclusion in the Social Science Citation Index (SSCI) in 2008. The acceptance is an enormous accomplishment for a fairly new journal and is a testament to the journal's overall excellence. ■



Dr. Stephan Manning, International Visiting Scholar, Fuqua School of Business, Duke University, presents his research, "From Blind Spots to Hot Spots: How New Offshore Service Clusters Emerge and Attract Foreign Investment."

THIRD ANNUAL GLOBAL TEMPLE CONFERENCE

On any given day, a walk around Temple's campus is like a venture into a culturally diverse melting pot full of various languages and interests. Nicknamed Diversity University and ranked No. 1 in ethnic and cultural diversity in the nation by *The Princeton Review*, Temple is by far one of the most diverse colleges with a student body that encompasses 50 states, more than 130 countries and four different international campuses around the world.

Temple University hosted the Third Annual Global Temple Conference on Nov. 11, 2008, in the Howard Gittis Student Center. With research presentations, panel discussions, poster sessions, films, performances and exhibits, an assortment of Temple's students, faculty and staff presented projects that were creative with an academic and international focus.

The conference's key points were based on three broad themes: international education, international research and globalization. Fox faculty and students presented their research on the following topics: International Business Practices, International Markets and Multinationals, and the Global Financial Crisis. "The quality and quantity of the presentations improve every year. This is a unique situation where the entire university is involved, and it's an excellent opportunity to get exposed to the breadth and depth of international expertise across our campus," said Kim Cahill, director of Temple's Center for International Business Education and Research (CIBER).

Dr. Jonathan Scott, associate professor of finance, and Dr. Donald Wargo, assistant professor of economics and business ethics, participated in a panel discussion that dealt with issues surrounding the current financial crisis. During "The Global Financial Crisis: a view from two different continents panel," Dr. Scott provided an overview of the credit crisis and focused on the theme of blind faith in markets, models, and housing.

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TEMPLE CIBER AND THE IEI HOST FREE TRADE SEMINAR



Walter Bastian from the U.S. Department of Commerce discusses the advantages of free trade in the Western Hemisphere.

On Feb. 25, 2009, the Fox School of Business became the first school to hold “Competing in the 21st Century: Navigating the Global Marketplace,” a free seminar to inform and educate the business and academic communities on the advantages of free trade in the Western Hemisphere. Temple’s Center for International Business Education and Research (CIBER) and the Innovation and Entrepreneurship Institute (IEI), along with the U.S. Department of Commerce, the International Trade Administration (ITA), the Economic Development Administration (EDA) and the U.S. Commercial Service planned the informative full-day event.

Shawn Ricks, senior international trade specialist for the office of the Western Hemisphere, ITA, and Nicole DiSilvis, commercial officer for the U.S. and Foreign Commercial Service, ITA, organized the pilot program at Temple due to Fox’s

connection with regional businesses, its credibility in the community and extensive international business programs. “There’s still a lot of work to be done to inform small businesses in the region about market opportunities and make students aware of the international perspective of the global marketplace,” Ricks said.

The day consisted of a morning session, which targeted small- to medium-sized business owners and entrepreneurs, and an afternoon session, which focused on the academic community—faculty, administrators and students. The morning seminar commenced as Dean M. Moshe Porat welcomed more than 100 attendees to Alter Hall, the new home of the Fox School. “Globalization is our middle name here at the Fox School of Business,” said Dean Porat, recognizing the many achievements of Fox’s international programs in Rome, Tokyo, Mumbai, Beijing and Paris.

Morning session keynote speaker Walter Bastian, deputy assistant secretary for the Western Hemisphere, ITA, U.S. Department of Commerce, spoke about free trade agreements as advancement mechanisms and a way to reach growth markets. “You always have to look ahead,” said Bastian. “Things are changing very quickly, and you have to take advantage of that.”

Recent technological progress and forward-thinking business contracts, such as the North American Free Trade Agreement (NAFTA) and the Central American Free Trade Agreement (CAFTA), have greatly expanded America’s trade markets with Canada, Mexico, Chile and Central America. Currently, 80 percent of U.S. exporters are small- to medium-sized business owners with 500 employees or less.

Following the opening address was a detailed panel discussion on government resources available to U.S. exporters. Representatives from the ITA U.S. Export Assistance Center, the Minority Business Development Agency and the EDA discussed the importance of collaboration between public and private sectors in identifying international buyers and making business become a reality. “You don’t have to be an established business to utilize our

resources,” commented Ricks. “You just have to have an idea.”

Ron Reid, a retiree and entrepreneur of R Reid Enterprise-Global, took advantage of the networking opportunities after the discussion, speaking with panelists about his own pharmaceutical business plans. “I’m looking to narrow down my market and specialize. I’d like to focus on specific countries,” Reid said.

Many attendees stayed for the afternoon session as well, hoping to recruit interns or gain more information.

Students were given the chance to speak with representatives from the Phelps Stokes Fund, the Washington Center Program and the U.S. Department of Education, as well as the EDA, ITA and the National Institute of Standards and Technology (NIST), about internship and career opportunities. The panelists from the ITA and NIST advised students to embrace each small experience along their career path evolution, and stressed the value of study abroad programs, area studies and knowledge of foreign languages to gain an international perspective.

“It was great to be able to learn about the future of trade relations in North and South America, meet the panelists and introduce them to the IBA,” said Patrick Kenny, a junior international business and marketing major, and president of the International Business Association (IBA).

Temple CIBER also developed a partnership with Bodine High School for International Affairs. Fifteen Bodine students attended the seminar and had an exclusive roundtable discussion to help cultivate a relationship with not only Temple, but also the ITA and other government organizations that wish to help mentor and provide the students with scholarship and internship opportunities.

Overall, it was a successful and informative day for both the business and academic communities. Kim Cahill, director of Temple CIBER, thanked the many people who helped produce the event. “We are so excited to be a key part in developing this program that is going to be implemented in universities all over the U.S.” ■



Tony Ceballos of the Philadelphia U.S. Export Assistance Center and Bob Elsas of Export Solutions Group pose with participants of the “Breaking Into the Trade Game” at the U.S. Small Business Administration’s regional headquarters in King of Prussia, Pa.

INTERNATIONAL TRADE WORKSHOPS TURN EXPORTERS INTO EXPERTS

Temple CIBER, in partnership with the U.S. Commercial Service, the Small Business Administration and the Mid-Atlantic District Export Council recently concluded a six-part workshop titled, “Breaking Into the Trade Game.” The workshop, which consisted of six sessions, offered once a month from February to July, provided exclusive training for business leaders and entrepreneurs interested in exporting and expanding their businesses globally. Program managers of the series were U.S. Commercial Service’s Leandro Solorzano, international trade specialist and Nicole DeSilvis, commercial officer, along with program facilitator Robert Elsas, regional manager for the Office of International Trade, U.S. Small Business Administration.

DeSilvis commented that this year’s workshops were some of the most successful and well-attended of the past 12 years. “There was a great demand for entrepreneurs and new businesses looking to overseas markets,” said DeSilvis, who developed the revamped program’s curriculum. This year, the program functioned as a road show, traveling throughout the area to hold sessions in Philadelphia, Chester, Montgomery and Lehigh counties. “We had our largest attendance ever of 35 different small-to-medium-sized firms,” continued DeSilvis. “Some attendees were in the initial stages of

developing their export strategy, and others had been exporting for years and wanted to attend a class where they needed a refresher course on certain topics.”

The workshop topics focused on different aspects of international trade, including “Making the Export Decision,” “Selecting Markets and Cultural Considerations,” “Transporting Goods Internationally,” “Legal Issues for Exporters,” “Creating Effective International Payment Structures,” and “How to Approach a Bank for Financing.” Each class featured presentations from local international business experts, including representatives from the U.S. Embassy in Mexico City, Mexico, the Delaware Valley International Resource Center, the American Export Training Institute and more. Each session was also attended by a different trade specialist from the Philadelphia U.S. Export Assistance Center to answer any questions participants had prior to and after each session.

“Every year, we update the curriculum to include hot topics and relevant issues within the international business sphere,” said DeSilvis, “placing the emphasis on recent free trade agreements, for example.” Not only were these workshops tailored specifically to the inquiries, insights and needs of beginning-to-intermediate exporters, but also helped attendees create a network of contacts within the community. In addition,

participants who attended four out of the six sessions received a “Certificate of Export.”

“This series would give anyone interested in exporting a good understanding of the steps involved in the international process,” said Lavell Kirby, a graduate student at Wilmington University and creator of Classic Varsity, a promotional apparel company. “Being a student, I plan to apply the information learned in these sessions to my business projects.”

Joe Cygan, recently-appointed vice president of business development for ChemLogix GLOBAL, attended April’s “Transporting Goods Internationally” workshop. “I needed a quick way to get up to speed and learn some basic principles and gain awareness of current and future issues in the global trade arena,” Cygan said. “It was well worth my time to attend.”

DeSilvis attributes the tremendous success of this year’s community involvement in large part to the program’s affiliation with Temple CIBER and its strong international business initiatives and industry connections.

The appreciation of participants was clearly evident in comment cards they filled out after the workshops. “This should be an example of how sincerely, productively and effectively a public sector branch can help the private sector,” said Shams Huda of Abitec Inc. “Please accept my sincere gratitude.” ■

FOX'S CONFERENCE ON IFRS EDUCATES ACCOUNTING FACULTY

Today, U.S. auditing firms and multinational companies are expecting tomorrow's accountants to understand and be proficient in the International Financial Reporting Standards (IFRS), the accounting standard that the U.S. is considering adopting. As of 2008, more than 113 countries follow IFRS.

In order to ensure that tomorrow's accountants are knowledgeable of IFRS, 118 accounting professionals, faculty and students attended a three-day "International Financial Reporting Standards and Fair-Value Accounting & Workshop on Integrating IFRS into the Financial Accounting Curriculum" conference in early June. The conference provided participants with background information on IFRS and offered suggestions on concepts and tools to integrate IFRS into the classroom.

Temple University's Fox School of Business Department of Accounting and the Center for International Business Education and Research (CIBER) sponsored the conference that was held June 3–5, 2009, in Fox's new facility, Alter Hall. Dr. Elizabeth Gordon, Fox accounting professor, Kim

Cahill, director of CIBER and the Institute for Global Management Studies, Jayanthi Krishnan, Fox associate professor of accounting, and Sheri Risler, Fox professor of accounting practice, organized and planned the conference. Corporate sponsors included Dupont and KPMG.

"IFRS is very timely and is where accounting in the U.S. is moving to," explained Dr. Gordon. "Currently, there are very little resources on IFRS, and the conference was a great way to help bring information into the classroom."

"The conference was instrumental in providing a sense of where the U.S. is in converging and adopting the International Financial Reporting Standards, which appear to be inevitable since it has been so widely adopted by other countries, and in demonstrating some of the fundamental differences in the rules-based U.S. GAAP vs. the principles-based IFRS," said Marco Malandra, assistant professor of accounting. Presently, the European Union, China, Australia, Malaysia, Pakistan, the Arab states of the Persian Gulf (Bahrain, Saudi Arabia, Oman, Kuwait, Qatar and the

United Arab Emirates), Russia, South Africa, Singapore, Turkey and several other countries have adopted the IFRS standards, and the U.S. is set to be the next in line.

The first day of the conference stressed the key differences between IFRS and the current U.S. standard, U.S. Generally Acceptable Accounting Principles (U.S. GAAP). After learning the differences, experts from academia, public accounting and the accounting industry highlighted the best way to add IFRS into basic and intermediate accounting courses.

On day two, assorted representatives from accounting firms, global companies and regulatory bodies provided expert advice on incorporating revenue recognition with IFRS, fair value accounting and IFRS, and first time IFRS adoption. David Cairns from the London School of Economics, Sherif Sakr from Deloitte & Touche and Paul Munter from KPMG were among the morning speakers to touch on these topics. The third day consisted of research paper presentations from six distinguished professors.

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Panel II: Fair Value Accounting: Improvement or Obstacle?

Moderator: Sudipta Basu, *Temple University*

Panelists: S.P. Kothari, *Massachusetts Institute of Technology*
 Stephen Penman, *Columbia University*
 Ray Pfeiffer, *Financial Accounting Standards Board*
 Sherif Sakr, *Deloitte & Touche*
 Mark Watermasysk, *PricewaterhouseCoopers*



Panelists S.P. Kothari, Stephen Penman, Ray Pfeiffer, Sherif Sakr and Mark Watermasysk discuss fair value accounting at the June 2009 conference.

CONFERENCE ON IFRS

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“This year’s conference allowed accounting professors to receive a glimpse into how IFRS and GAAP are different and the best practices of incorporating IFRS in college accounting courses at Fox and around the country,” added Fox Dean M. Moshe Porat. “With the U.S. Securities and Exchange Commission proposing a roadmap for adoption of IFRS by 2014 for all U.S. public companies, the IFRS conference was a crucial step for all attendees.”

The three-day conference concluded with accounting faculty receiving the necessary training and education to incorporate IFRS into the fall 2009 curriculum. ■

FOX STUDENTS TAKE PART IN INTERNATIONAL BUSINESS COMPETITION

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positive, and Alejandro Herrera was recognized as the best performer in the room. Each student remarked on how the experience enabled them to work as a team, network and build valuable business strategy tools that will be beneficial in their future business careers.

“Working under tight deadlines in a stressful situation helped students understand the challenges that often confront real consultants in the business world and enabled them to present their ideas to the very executives who are managing the business challenges described in the case,” said Melissa A. Torres, director of the International Programs Office/CIBER at the Fisher College of Business. “Students also had a wonderful opportunity to learn how their colleagues from other business schools analyze the same issues and present their strategies, and to compare that to their own approach.”

The 2008 CIBER Case Challenge winners were: Singapore Management University (first place), Washington University (second place), Canada’s Concordia University (third place) and Audencia Ecole de Management of Nantes, France (fourth place). ■

CIBER TAKES PART IN NAFSA CONFERENCE

Temple CIBER, which is a member of BisNet (the Business International Studies Network), organized and co-hosted a Colloquium on Internationalizing Business Education which featured two panel sessions and four roundtable discussions at the 2009 NAFSA Conference and Expo in Los Angeles, “Fostering Global Engagement Through International Education.” NAFSA is the largest professional association of international educators in the world, with nearly 10,000 members. The panel sessions focused on global workforce development and the ways in which business schools are leading internationalization efforts across college campuses. The roundtable discussions emphasized integration of foreign language into the business curriculum, promotion of nontraditional study abroad locations such as emerging economies, collaboration across schools and departments and between undergraduate and graduate programs, and solutions for internship placements and job searches.

“The event was a great opportunity to address the unique needs of the business schools that attend the annual NAFSA conference,” said Gloria Angel, assistant director of CIBER and the Institute of Global Management Studies (IGMS). “NAFSA programming has traditionally been more broad-based, and this colloquium has highlighted the issues and challenges that business students face when studying abroad. The business schools have played an important role in ‘internationalizing’ their campuses.” The colloquium attracted over 100 attendees, and the conference included 7,500 educators and administrators and nearly 450 exhibitors.

BisNet members, which include the top U.S. business schools, meet every year at the NAFSA Conference to share best practices, discuss issues unique to the business student population, address specific concerns related to common overseas partners, identify opportunities for collaboration, and to undertake dynamic initiatives to promote and improve the range and quality of the study abroad experience. Today’s curriculum must provide students with a global

perspective, and enrollment in business education with an international context is steadily increasing.

Kim Cahill, the director of CIBER and IGMS, coordinated and organized the half-day event. Tasked with choosing a topic, location, speakers, and questions, consolidating ideas and contacting interested members for participation, Cahill pulled it off successfully with the help of her team, including Angel and her BisNet colleagues from the University of Wisconsin, University of Virginia, University of Pennsylvania, The Ohio State University, University of Washington, and Indiana University.

“A full room of attendees, active participation and strong interaction between the speakers and the audience made the program a success,” said Angel, who ran one of the short-term study abroad program roundtable discussions. “The topic was appropriate, and the attendees were interested in what was presented. We learned that the panel sessions need to be more internationally focused and our global partners will play a key part in the planning stages of these types of programs in the future.”

“Business students seeking an international experience are often challenged by additional academic hurdles. Established study abroad curriculum is not traditionally rich in international business and as a result, administrators for business students must often take significant initiative to secure study abroad partner universities of high standing with courses that will allow progress toward a business degree and address issues of accreditation,” Cahill said. “Having the opportunity to develop a colloquium dedicated to business at NAFSA, one of the most high profile events for international educators, was a significant breakthrough for BisNet and Temple CIBER.” ■

CIBER PRESENTS THREE GLOBAL SEMINAR SERIES IN 2008–2009

Because of its excellence in academic research, curriculum development and outreach programs, Temple CIBER, housed in the Fox School of Business, is exposing students and faculty to international education and insight on global business. In fact, since 2003, CIBER has continued to bridge the global gap by offering training seminars in language, emerging markets and international trade.

The 2008–2009 seminar series included:

THE LANGUAGE AND LINGUISTICS DISTINGUISHED GUEST LECTURE SERIES

The series hosted by CIBER's Language and Linguistics Center is organized by Dr. Aneta Pavelenko in the College of Education and consisted of researchers presenting on a broad range of topics including "problems portraying the migrant in applied linguistics," "cultural variations in maternal discourse across narrative contexts," and "linguistic relativity and language learning." The seminar series boasted faculty from Tel Aviv University, University of London, University of Auckland, Princeton University and the University of California.

FOX EXECUTIVE MBA PROGRAM EXPANDS TO LATIN AMERICA

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from both institutions. Each of the 16 courses in the program will be offered once a month in five consecutive days. Extensive use will be made of the Fox School's technology and will utilize virtual collaboration tools including WebEx and Blackboard to facilitate pre- and post-course requirements. The students will take classes in both English and Spanish and will earn an Executive MBA degree from the Fox School and a master's in administration from PUJC—all without having to travel to the United States.

This program was designed by Dr. Arvind V. Phatak, Carnell Professor and Executive Academic Director of EMBA Programs in

SBDC GOING GLOBAL SEMINAR SERIES

Given the current economic conditions, it is no surprise that many businesses are finding it hard to survive. The Temple Small Business Development Center presented the three-part "Going Global Series," where small-business owners learned how the global market place can be their next big step toward success. In addition, attendees learned the intricacies of expanding into a global market with a particular emphasis on exporting, importing and how to engage in business with China and navigate through China's business environment and culture.

THE NEW INDIA FORUM: CULTURE, CAPITAL AND THE MAKING OF THE NEW INDIA

The eight events of the New India Forum were part of a yearlong series to explore the mechanisms by which the idea of "India" is produced and reproduced in the realm of what is broadly conveyed by the term "culture." The forum is an ongoing faculty research seminar structured around presentation of original research from a broadly

Latin America, and Executive Director of Temple CIBER and the Institute of Global Management Studies. Rebecca Beeman, Associate Director for International Partner Programs, commented, "This joint degree program, the first of its kind in Colombia, attracts working professionals who wish to obtain an international degree, broaden their perspectives, and sharpen their management and decision-making skills without having to put their careers on hold."

"It took five years to launch this program and it gives us the opportunity to create awareness of the Fox brand in South America. It will also serve as a vehicle for the internationalization of our faculty. We expect even more students from neighboring countries like Ecuador and Panama to enroll in the program in the near future. As such, the program will create an alumni network in an important region of the world," added Dr. Phatak.

humanistic perspective using widely interdisciplinary approaches. The events during the program included lectures by anthropologists, film and literature scholars, a political scientist, a curator of South Asian art from a major U.S. museum, a historian of gender, documentary filmmakers and activists involved in Indian NGOs. The forum is organized by Dr. Priya Joshi, professor of English, and is supported by CIBER, the Center for Humanities, and the College of Liberal Arts. ■



SBDC Senior International Specialist Holly Meng with feature speakers at The Going Global Series: Doing Business with China.

The students, senior-level executives from Colombia and Venezuela, follow a rigorous, fast track schedule requiring a five day per month immersion at the PUJC campus for each of the 16 courses. The first cohort includes students from a variety of industries including pharmaceutical, finance, energy, and education.

"We plan to expand into other countries by building more partnerships like this to help the Fox School extend its international reach," said Sandra Sokol, executive director of MBA/MS programs. "Temple's expansion to Colombia resulted from existing relationships that Fox School faculty already had in those countries."

With these partnerships, the Fox School of Business continues to explore new ways to increase its global reach and foster innovative and exciting international connections for its students. ■

“FACULTY DEVELOPMENT IN INTERNATIONAL BUSINESS” PROGRAM VISITS VIETNAM



Mary Conran, Fox professor of marketing and Dean's Teaching Fellow, visiting the Dinh Tien Hoang Elementary School.

CIBERs at the Universities of Wisconsin-Madison and Hawaii at Manoa sponsored a two-week Faculty Development in International Business (FDIB) program in Vietnam from January 3–15, 2009, to keep faculty abreast of changes and developments in Asian business culture. Twenty-two faculty representing 17 institutions participated in the inaugural event. Temple CIBER co-sponsored the program and sent two faculty members to Vietnam, Dr. Mark Cohen, a member of Fox's Institute of Global Management Studies (IGMS) faculty council and adjunct professor of international business, Asian studies and political science, and Mary Conran, Fox professor of marketing and Dean's Teaching Fellow.

The program highlighted a “compare and contrast” look at two of Vietnam's largest business centers, Ho Chi Minh City and Hanoi. In each city, the group was presented with background briefings from U.S. Commercial attaches, followed by on-site visits to organizations in a variety of sectors, including manufacturing, professional services, retail, food-processing, education, healthcare and micro-finance. The itinerary also featured break-out groups in which faculty members were able to choose a particular field and partake in a two-hour discussion and breakfast with a Vietnamese executive.

“Ho Chi Minh City emphasized the rapidly growing SMEs (Small and Medium Sized

Enterprise) and MNE (Multinational Enterprise) outsourcing, while Hanoi emphasized the transition of state-owned enterprises to private enterprise,” said Professor Conran.

One of the most important visits in Ho Chi Minh City was to Cargill, an international producer and marketer of food, agricultural, financial and industrial products and services. The group met with an executive who discussed his tactics of maintaining strong relationships with distributors to fend off local and multinational competitors who are attacking the market for his products.

Guest speakers also gave their opinions on the current state of Vietnam's transitioning economy and emerging international markets. Dr. Jonathan Pincus, head of the Fulbright teaching program in Vietnam and an advisor to the Vietnamese government through his position as a faculty member of the Harvard Kennedy School of Government, spoke to the group about Vietnam's economic restructuring. “In light of the current world-wide downturn, Dr. Pincus' forecast for Vietnam is fairly optimistic,” said Dr. Cohen.

Others were not as positive. Representatives from the real estate, energy and banking sectors referenced upward spiraling inflation, uneven development and inefficient use of resources. Many on-site visits confirmed these fears. The group visited Ho Chi Minh

City's largest hospital to find it sadly overcrowded and unsanitary, as well as a small Daewoo GM assembly plant in Hanoi, where production is slow and manual labor reigns supreme over modern machines.

However, many sectors do present the possibility for growth. One guest speaker, Dr. Tung Bui from the University of Hawaii, works as a consultant to the Vietnamese Ministry of Education. He believes the economy will improve when the government firmly allocates the proper attention and technological resources to education.

Professor Conran saw this potential in a visit to Dinh Tien Hoang Elementary School, a school funded, in large part, by Cargill. “The school is located in the highlands, about two hours outside of Ho Chi Minh City, and we were greeted with wide open arms and smiles. Each of the classes either put on a dance, or sang to us. I just kept looking at the children, and their parents who had come to see the visitors, with wonder and joy thinking about how limitless their futures were becoming.”

Aside from observing business practices, participants were given free time to travel and visit the picturesque countryside as well as religious, cultural and historical landmarks. “Throughout the entire FDIB Vietnam trip you could not avoid seeing monuments to the defeat of the Americans including heavy artillery, jet plane fuselages and demolished tanks displayed in many town squares and even in war cemeteries,” said Dr. Cohen. “However, the population seems complacent and anxious to embrace globalization due to their belief that an expanded, global economy will create an even greater distance from Vietnam's turbulent and difficult past.”

The FDIB in Vietnam provided Fox's attending faculty members with enlightening and pertinent material to integrate into their curriculum back in Philadelphia. “The trip to Vietnam brought into focus a broad variety of topics including culture, history, business practices and post-Communist economic

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CIBER HAS LONG SHOWN “GLOBAL COMMITMENT” AS OUTLINED IN THE NEW ACADEMIC COMPASS

“Temple has entered a defining moment in its history,” said Lisa Staiano-Coico, who, as provost and executive vice president for academic affairs, worked together with faculty, administrators and students for 18 months to create a new strategic plan, the Academic Strategic Compass. The new plan will guide Temple University over the next five years.

Like a compass rose on a nautical chart, the Academic Compass is organized into four cardinal directions—“Opportunities for Success,” “Global Commitment,” “Research Excellence” and “Metro-Engagement”—emerging from a central point called Destination Temple.

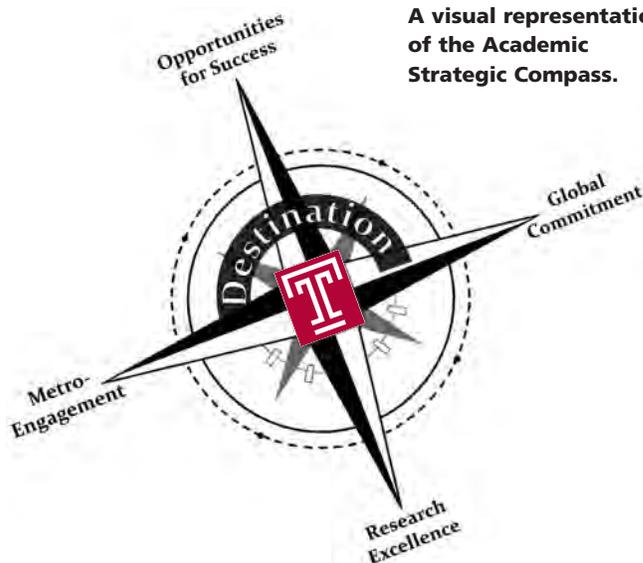
Addressing one of the directions of the Academic Compass, “Global Commitment,” Staiano-Coico said, “The changing higher-ed and global landscapes demand that Temple advance in new directions, while at the same time being true to our heritage. That’s what the Academic Compass is intended to provide—a tool to help us map our destiny—and our CIBER is important in helping us extend the reach of our ‘Global Commitment.’”

Temple’s Center for International Business Education and Research (CIBER), which is funded by a highly competitive Department of Education grant, has long shown “Global Commitment.” In line with the strategies of the Academic Compass, the CIBER helps to increase the global competency of students, expand international education and study abroad opportunities, and enhance and increase faculty opportunities for global engagement and international experience.

CIBER provides an opportunity for Temple students to increase their global competency by offering interdisciplinary undergraduate certificate programs in Asian Business & Society and Spanish & Latin American Studies for Business. These undergraduate certificate programs combine coursework in area studies, foreign languages and specialty international business courses. A new certificate of specialization, Middle East and North Africa (MENA) Business & Society, is currently under development. To date, 27 students, divided nearly evenly between Fox and the College of Liberal Arts, have earned one of these certificates.

Through its partnerships with schools in Western Europe, Mexico, India, the United Arab Emirates, Ghana, China and Brazil, CIBER has also been important in increasing opportunities for Temple students to study abroad. One curricular example of such partnerships is the CIBER Global Business Project (GBP), a unique graduate-level course offered to MBAs and other graduate students at 10 member universities. Unlike other international consulting project courses, the GBP asks students to apply both cross-cultural awareness and foreign language skills to produce strategic advice for companies that is focused, compelling and actionable.

A visual representation of the Academic Strategic Compass.



CIBER’s Passport Night is another initiative that encourages students to study abroad. Initiated by Gloria Angel, CIBER assistant director, Passport Night is offered each semester to assist students, faculty, staff and the community in obtaining passports.

The CIBER supports global opportunities for faculty through its Faculty Development in International Business (FDIB) Fellowships. These fellowships enable faculty at Fox and the College of Liberal Arts to participate in a variety of professional development programs in countries, places such as Vietnam, Latin America, Africa and India. Fox faculty members also have the opportunity to lead CIBER programs in India and Ghana, and to teach international business at Temple campuses in Rome or Tokyo as well as at partner programs in India, France and Colombia.

CIBER’s work also touches on many other points of the Academic Compass including “Research Excellence” and “Metro-Engagement.” Supporting “Research Excellence,” CIBER and Temple’s Institute for Global Management Studies lead the annual IB Research Forum on an emerging topic in international business. This forum attracts researchers from around the globe and is featured in a special issue of the quarterly *Journal of International Management*, an emerging and respected publication in a highly competitive IB journal market, edited by Dr. Masaaki ‘Mike’ Kotabe. Also, CIBER fellowships provide funding to further research projects for faculty and Ph.D. students on topics that enhance the competitiveness of U.S. businesses in the global market.

“Metro Engagement” is supported by CIBER’s many outreach partnerships with regional community colleges, K-12 schools, Temple’s Small Business Development Center, the World Trade Center of Greater Philadelphia, the Global Interdependence Center, and the World Affairs Council.

“In the future, CIBER plans to continue designing and delivering programming that will enhance the global competency of our constituents—Temple students, faculty, staff, and the business community—to prepare and equip them with the knowledge and international perspectives they need to thrive in today’s global workforce,” said Kim Cahill, CIBER Director. ■



CIBER GETS A NEW HOME

The Center for International Business Education and Research (CIBER) recently moved into the newly constructed Alter Hall and gained access to a state-of-the-art facility designed for the future leaders of an ever-changing world of business.

On Jan. 20, 2009, the Fox School of Business opened the dynamic Alter Hall, an \$80 million structure named for benefactors Dennis and Gisela Alter that features an array of cutting-edge technology.

One of Alter Hall's most outstanding features is a financial ticker that is the longest elliptical ticker at a business school in the U.S. It showcases up-to-date stock quotes, headline news and Fox School announcements. A 16-foot

video wall at Alter Hall's entrance complements the ticker.

Below the first-floor undergraduate lounge, Erel Martinez, an artist with the Philadelphia Mural Arts Program, completed a mural depicting Fox's core values on a 75-foot wall.

Another piece of artwork that attracts attention in the first-floor atrium is a 6,400-pound black granite globe, which was a gift to Fox School Dean M. Moshe Porat from his friends Paul and Aviva Silverberg.

A three-story pivoting kinetic sculpture designed by California artist Brad Howe further depicts Fox's appreciation of diversity and international business with pennants that represent nations across the globe. ■

"FACULTY DEVELOPMENT IN INTERNATIONAL BUSINESS" PROGRAM VISITS VIETNAM

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restructuring," said Dr. Cohen. "The background I gained on this trip made my "Fundamentals of Asian Business" course more interesting and valuable for students eager to understand Asian business."

Likewise, Professor Conran used Vietnam as a discussion point in her "Marketing Management" course. "I was able to dis-

cuss, with first hand experience and using current resources, how developing economies can and do use change to leverage resources and update their own positioning in today's global economic meltdown."

The program's success reflects Temple CIBER's continual dedication to international business education and brings about a new respect for emerging and innovative global markets. As Professor Conran observed, "Vietnam is a society *teeming* with entrepreneurs, and there is evidence of this everywhere." ■

GLOBAL BUSINESS PROJECT: CONNECTING GRADUATE STUDENTS TO THE WORLD

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became more proficient in integrating information, estimating financial models and doing financial analysis, which would be just limited to case studies or simulated projects in school. I enhanced my skills in consulting, satisfying customers and working in a team."

In the 2010 program, students will look forward to gaining experience like Zhang's in the destination countries of Brazil, China, Japan, Poland and Russia in projects led by the University of Kansas, UNC, Temple University, the University of Maryland, and Duke University accordingly.

As a result of the successful completion of both projects in Japan, the Kobe City Chamber of Commerce hopes that the GBP will continue with new client companies from Kobe. Dr. Kotabe was invited to speak to the high-ranking executives of some 70 companies based in the Kobe-Osaka region at a symposium organized by the Kobe City Chamber of Commerce on July 22, 2009. "More than a dozen companies have already expressed interest in participating in the GBP 2010 in Japan," said Kotabe. ■

THIRD ANNUAL GLOBAL TEMPLE CONFERENCE

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Students and professors from various Temple campuses, and academic and cultural backgrounds, took part in the conference. "It was an opportunity for not only the different campuses to participate, but other schools across the university to showcase their research and learn about what their colleagues are doing in the international arena," said Cahill.

The conference was a full day event that concluded with a reception for attendees and a Global Temple Live! Concert. The concert featured performances by Al-Bustan percussion ensemble, Temple dance department, Jeffrey Werbock, who played the Azurbaijani string instrument, and Negin Moshagh, who performed an Iranian Daf drum solo. ■

CALENDAR OF EVENTS

TEMPLE CIBER SPONSORED EVENTS

www.Fox.Temple.EDU/Ciber/events.htm

FALL 2009

Passport Night

September 10, 4:00 – 7:00 pm
Alter Hall, Student Lounge, Temple University

U.S. Language Education Policy in the Era of Accountability: The Covert Attack on Bilingual Education

September 17, 2009 3:30 pm
746 Alter Hall, Temple University

Global Trade Today and the Risk of Protectionism

September 18, 2009
Federal Reserve Bank of Philadelphia

How the Hindi Film Industry became 'Bollywood'

September 23, 2009
Temple University

2009 PaCIE Conference "Global Innovation, Diversity and Education...the Critical Nexus"

October 1–3, 2009
Harrisburg, PA

The Discrepancy between First Language (L1) and Second Language (L2): A Perspective from L1 Attrition

October 7, 2009 3:30 pm
746 Alter Hall, Temple University

CIBER Doctoral Symposium on Foreign Language Pedagogy for Business and the Professions

October 9–10, 2009
West Lafayette, Indiana

CIBER Case Challenge

October 13–16, 2009
Columbus, Ohio, The Ohio State University

India and the World: From the Great War to the Cold War

October 21, 2009
Temple University

Framing in Classroom Discourse: Ideologies in Action

October 22, 2009 3:30 pm
746 Alter Hall, Temple University

Eighth Annual Business International Studies Network (BisNet) Conference

October 29–30, 2009
Atlanta, GA, Georgia Institute of Technology

Encoding of Motion Events in a Second Language: A Corpus-Based Study

November 4, 2009 3:30 pm
746 Alter Hall, Temple University

National Forum on Trade Policy Does North America Still Work?

November 5, 2009
Kansas City, Missouri

2009 NAFSA Region VIII Conference

November 10–14, 2009
Washington, DC

Global Temple Conference

November 17, 2009
Philadelphia, PA, Temple University

Monolingualism, Multilingualism, and College Writing Instruction

November 18, 2009 3:30 pm
746 Alter Hall, Temple University

Do you want me to translate this in English or in a better Mandinka language?

December 1, 2009 3:30 pm
Location TBD, Temple University

Schooling and Linguistic Diversity: Ideologies of Education, Language and Citizenship

December 2, 2009 3:30 pm
Location TBD, Temple University

AIB Conference on Research Frontiers in International Business

December 3–5, 2009
Charleston, South Carolina

SPRING 2010

Destination Ghana Winter Break Program

January 2–17, 2010
Accra, Ghana

FDIB-China & Hong Kong

January 3–15, 2010
University of Colorado Denver CIBER

FDIB-India: New Delhi & Agra, India

January 4–15, 2010
University of Connecticut CIBER

FDIB-Vietnam: Ho Chi Minh City, Hanoi

January 2–14, 2010
University of Wisconsin-Madison & University of Hawaii CIBERS

Passport Night

January 28, 4:00–7:00 pm
Alter Hall, Student Lounge, Temple University

CIBER Business Language Conference Global Literacies: Integrated Approaches to Cross Cultural Training

March 24–26, 2010
Philadelphia, PA, University of Pennsylvania

11th Annual IB Research Forum

April 2010 TBA
Alter Hall, Temple University

23rd Annual NASBITE International Conference "Setting the Stage for Trade"

April 7–10, 2010
Austin, Texas

FDIB-Mercosur: Argentina, Brazil & Chile

May 8–19, 2010
Florida International University CIBER

FDIB-Africa: Understanding the Business Challenges of Africa Johannesburg and Pretoria, South Africa and Nairobi, Nakuru and Amboseli, Kenya

May 10–26, 2010
University of South Carolina CIBER

FDIB-Eastern Europe: Croatia, Czech Republic & Turkey

May 17–28, 2010
University of Pittsburgh CIBER

2010 NAFSA International Annual Conference "The Changing Landscape of Global Higher Education"

May 30–June 4, 2010
Kansas City, Missouri

8th Annual Summer Institute for Teaching a Second Language for Business Communications June 21, 2010

Philadelphia, PA, University of Pennsylvania

Academy of International Business

June 25–29, 2010
Rio de Janeiro, Brazil

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506 Alter Hall, 1801 Liacouras Walk, Philadelphia, PA 19122-6083

Tel: 215.204.3778 ■ Fax: 215.204.1662

kcahill@temple.edu ■ www.fox.temple.edu/igms ■ www.fox.temple.edu/ciber



**Institute of Global Management Studies
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