

GLOBAL PERSPECTIVES

*A Newsletter Published by The Fox School's Temple CIBER
and Institute of Global Management Studies*

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FOX SCHOOL ALUM MR. PAUL GASPARI HELPING TO CREATE JOBS IN THE REGION THROUGH EXPORTS



Paul Gaspari at work at the U.S. Export Assistance Center

Fox School international business program alum, Mr. Paul Gaspari, assists companies in the region find business opportunities overseas as an International Trade Specialist for the U.S. Dept. of Commerce's Commercial Service Office. "Often-times you hear that the government is only concerned about sending American jobs and industries abroad. The Commercial Service promotes and creates American jobs by helping small and medium-sized companies sell their goods

overseas," described Paul. He spoke as part of the International Business Student Association's Global Lecture Series at the Fox School.

Mr. Gaspari works out of the Philadelphia U.S. Export Assistance Center in Center City. In addition to their Philadelphia location, the U.S. Commercial Service has over 100 other domestic offices and locations in 83 different embassies

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THE FOX SCHOOL RANKED TOP IN THE NATION

U.S. News & World Report:
International Business
Undergraduate Programs
Top 20 in the Nation

International Business
Graduate Programs
Top 20 in the Nation

Financial Times:

MBA Program
#1 Value in the U.S.

**#2 in Career Progression in
the U.S.**

**#2 in International Mobility
in the U.S.**

**#3 in International Experience
Top 50 MBA Programs in the U.S.**

**Top 75 MBA Programs
in the World**

Executive MBA

**Top 50 in the World
Top 20 in the Nation**

**Top 10 in Financial Salaries
of Graduates**

ALLIANCE BETWEEN TEMPLE UNIVERSITY'S FOX SCHOOL AND ENPC SCHOOL OF INTERNATIONAL MANAGEMENT

Temple University's Fox School of Business and Ecole Nationale des Ponts et Chaussées (ENPC) School of International Management are proud to announce a new strategic alliance. ENPC will become the headquarters for the annual Paris semester of The Fox School's longstanding International MBA (IMBA) Program, beginning in Fall 2005. This collaboration will meet the growing demands of professionals worldwide who seek to develop global business acumen for their international career interests. In a new "dual degree" model between The Fox School and ENPC, graduates will earn the MBA credential from both Temple University and ENPC School of International Management, earning lifelong benefits and privileges of alumnus status at both institutions.

Founded in 1987, the ENPC School of International Management is affiliated with the renowned Grands Écolé system of higher education, the premiere set of institutions in France. In Fall 2004, the *Financial Times* European business school ranking listed

ENPC among the Top 5 in Europe for the quality of its teaching faculty. The ENPC MBA is consistently considered among the top five MBA programs in France.

Given the competitive global business employment market, this new partnership affords IMBA graduates a unique opportunity to leverage a prestigious locally recognized degree in both Europe and the United States and to build a global business acumen with lifelong business skills.

This new dual degree program will take advantage of two institutions that already have a shared vision and mission for their respective programs. For example, a cornerstone of the Fox IMBA is its award-winning Global Entrepreneurship in Technology (GET) consulting practicum, in which student teams consult for global entrepreneurial companies in high-growth industries. ENPC already offers a similar program, called the Technology Innovation Management and Entrepreneurship (TIME) program.

With 34,000 students and over 200,00 alumni around the world, Temple University is renowned for its dynamism and diversity. One of only 200 universities nationwide classified as a Carnegie Foundation Research Extensive University, Temple is strongly committed to academic excellence, and provides a prestigious home to The Fox School of Business and Management. The Fox School is the largest, most comprehensive business school in the Greater Philadelphia region and among the largest in the world, with more than 5,500 students, 154 full-time faculty and 45,000 alumni. Accredited by AACSB International (The Association to Advance Collegiate Schools of Business), The Fox School's programs are ranked internationally and nationally by leading business publications, including *Financial Times*, *Forbes*, *U.S. News & World Report* and *Entrepreneur* magazine. ■

TEMPLE CIBER AND PENN-LAUDER CIBER COLLABORATE TO MARKET PROGRAMS IN THE REGION

Having two national resource centers in one city provides limitless opportunities for implementing international business education programs across the educational spectrum from northern New Jersey to Harrisburg. Funded by grants from the Federal Department of Education and housed in schools of business, Centers for International Business Education and Research (CIBER) prepare global-ready graduates by merging foreign language and international business topics into curricula for their own programs. At the same time, they provide expertise and training for the Pennsylvania education community at large (including K-12 schools, community colleges, and other four-year institutions).

Additional programs provided by the Temple and Penn CIBERs for area teachers and faculty include:

Penn CIBER's 3rd Annual Summer Institute for Teaching a Second Language for Business Communication, June 20-24, 2005. This workshop is designed to help second-language edu-

cators add a business dimension to their curricula; participants may receive Pennsylvania Act 48 credit.

Wharton-GSE Alliance Program: Dual Certificate in Teaching Languages for Business Communications, launching summer 2005. Graduates will earn a certificate in Human Resources Management from the Wharton Programs for Working Professionals (WPWP), and a certificate in Teaching a Second Language for Business Communication from the Graduate School of Education (GSE).

Temple CIBER Community College Faculty Development Program, October 2005. Fox School business faculty will deliver workshops and sessions on internationalizing the community college curriculum and campus.

Temple World Languages Day, November 16, 2005. Over 300 K-12 school teachers and students will come to Temple's campus to explore

 **Fox School of Business**
TEMPLE UNIVERSITY®

Center for International
Business Education and Research

 **PennLauderCIBER**
The Joseph H. Lauder Institute of Management & International Studies

careers in foreign languages and experience "mini classes" taught by Temple language students.

Wharton Global Business Forum, November 2005. Covering Africa, Asia, Europe, India, and Latin America, the Wharton Global Business Forum is the umbrella organization for the five annual regional conferences. This unique student-led event addresses the globalization of these regions' economies while remaining focused on domestic trends and concerns. ■

For more information please visit the Web sites at: www.fox.temple.edu/ciber, or <http://lauder.wharton.upenn.edu/ciber/>

THE JOURNAL OF INTERNATIONAL MANAGEMENT WELCOMES PROFESSOR MIKE GEPPERT AS BOOK REVIEW EDITOR

Journal Editor, Masaaki "Mike" Kotabe, announces Professor Mike Geppert as the inaugural Book Review Editor for the Journal of International Management (JIM) for the 2005-2006 term. Dr. Geppert is Professor of International Management Studies and Director of the MA Program in International Management at the University of London.

The decision to introduce the Book Review section is in direct response to increased inquiries from publishers as well as authors about book reviews over the last few years. "Such inquiries reflect the increased recognition that JIM has been receiving from both authors and readers of the published articles," describes Professor Kotabe. "I'd like to express my deep appreciation to the members of the Editorial Board and occasional reviewers for providing their precious time and expertise in the entire manuscript review process."

JIM is designed to serve an audience of academic researchers, educators, and business professionals, by publishing both theoretical and empirical research relating to international management and strategy issues. Research books are as important venues in disseminating knowledge as journal articles. As such, book reviews complement our collective effort at providing state-of-the-art knowledge to the readership in a timely fashion.

"I'm pleased to share Professor Geppert's enthusiasm for adding Book Reviews to JIM's portfolio of services to our community," said Professor Kotabe. "I'm confident his expertise in compiling book reviews will be useful for your professional work. Your participation is also encouraged. I welcome your suggestions and recommendations for review."

Please send book review recommendations to the JIM Office by e-mail to jim@sbm.temple.edu. ■



TEMPLE UNIVERSITY JAPAN DESIGNATED AS THE FIRST FOREIGN UNIVERSITY, JAPAN CAMPUS BY JAPAN'S MINISTRY OF EDUCATION

Temple University Japan (TUJ) is pleased to announce its official recognition by Japan's Ministry of Education, Culture, Sports, Science and Technology (MEXT). On February 14, 2005, TUJ became the first postsecondary educational institution in Japan with overseas roots to receive MEXT's designation as a Foreign University, Japan Campus. TUJ has had a long-standing commitment to international education since its establishment in Tokyo in 1982 as a branch campus of Temple University in Philadelphia, Pennsylvania, U.S.A.

TUJ has developed into a nationally recognized institution offering an extensive range of English-language educational programs. In addition to its core undergraduate program, TUJ offers graduate programs in law, business, and education; an English-language preparation program; continuing education courses and corporate education classes.

The student population at TUJ stands at approximately 2,100 students who come from more than 30 countries around the world, including Japan, the United States, East and Southeast Asia,

Russia, the Middle East, Africa, Latin America and Europe.

Challenges TUJ faced before this designation have been the inability to sponsor student visas to study on a short-term or long-term basis, students' inability to receive commuting pass discounts or to receive an exemption from paying into the National Pension Plan and a disadvantageous tax status. TUJ hopes this recognition by MEXT represents a major step toward resolving these long-standing issues. The new status also makes it possible for TUJ credits to be recognized by Japanese universities and allows TUJ graduates to apply to the graduate schools of Japanese public universities. TUJ is also now able to vigorously promote its campus as a study abroad location for other universities abroad.

In response to the Ministry's announcement that TUJ had been granted Foreign University, Japan Campus status, Ambassador Howard H. Baker, Jr. commented: "This recognition speaks highly of Temple University as an institution of higher education and of American education in

general. I'm delighted that the Ministry's decision will give more Japanese students the chance to benefit from a high-quality, U.S.-style international education. Following the example that Temple has set, I hope other American schools will seriously consider the option of opening branch campuses in Japan."

The dean of TUJ, Kirk R. Patterson, added that "in creating this new university recognition category, MEXT has demonstrated its strong commitment to innovation and reform in higher education. With this recognition and the confirmation of our academic quality that it represents, TUJ will be better able to meet the needs of its growing student body. At the same time, we are well aware that as the first Foreign University, we have a special responsibility to work even harder to contribute to the further development of the Japanese educational system."

For more information on TUJ programs visit the website at www.tuj.ac.jp. ■

TEMPLE CIBER SUPPORTS DEVELOPMENT OF THE TEMPLE VIRTUAL LANGUAGE AND LINGUISTICS CENTER

First developed as the Temple Language Faculty Focus Group to develop linkages among faculty members interested in languages and linguistics, this program quickly solidified into a Virtual Language and Linguistics Center that serves as a single point of information and communication.

Spearheaded by professor Aneta Pavlenko, College of Education, this virtual center aims to increase the visibility of languages and linguistics on campus, to raise awareness of the outstanding work of Temple faculty in these fields, and to offer an on-going series of research seminars and national and international guest lectures. The focus group is comprised of 20-25 faculty who meet twice a semester to plan programs, identify areas of potential development for international business education and identify opportunities for increasing the visibility of language and linguistics education on campus.

On-going activities include the Temple Faculty

Research Highlights Series which showcases the work of Temple's faculty and advanced graduate students, the Distinguished Guest Speaker Series, which invites prominent researchers from other universities to speak to Temple audiences as well as the larger Philadelphia community of language faculty.

Soon to be designed are Language Faculty Development Programs. "We have a strong base in language and linguistics research here at Temple," describes Professor Pavlenko. "My hope is that the Center can build on this base and offer strong leadership in business language pedagogy, critical pedagogy, and the use of technology, film and media in language teaching for our peer faculty and K-12 teachers in the region."

"Building ties between schools on campus is crucial for the Temple CIBER program," says Melynda Benlemlih, director of Center for International Business Education and Research and the Insti-

tute of Global management Studies. "The mission of the CIBER is to develop graduates who are ready to perform in the global marketplace by having both language and area studies knowledge and business acumen. I often say that the CIBER is only as strong as its language and area studies capacities on campus. We have a vested interest in supporting and developing language learning for business at all levels of education, from K-12 through university."

To this end, the Temple CIBER will provide competitive funding this spring for research on campus that includes a focus on international business. The CIBER Faculty Fellows Program provides grants that will lead to working papers on topics integrating language, linguistics or area studies with international business.

For more information on the Temple Virtual Language and Linguistics Center please visit www.fox.temple.edu/tlc. ■

ALUMNI PAUL GASPARI

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around the world. As an International Trade Specialist, Paul works with these overseas embassies to conduct market research and develop trading opportunities for his clients.

"Exporting these days is actually a lot easier than you would think," Paul says. "It's my job to help advise companies through the small bureaucratic steps and give them the tools they need to make an overseas sale." The Commercial Service can work with other Department of Commerce branches to make sure that needed export licenses are acquired and regulations for exporting are met. The Department of Commerce is a huge organization with many different agencies each with their own jurisdictions over different products entering and exiting the country. Paul points out that, "It can be intimidating for a person new to overseas exporting to figure out how their product should be classified under the guidelines of Commerce. A company may have a product that should fall under the BIS (Bureau of Industry and Security) and end up working with the State

Department for a shipping license because their device could have a military end use."

As an International Trade Specialist, Paul's industry focus has been on companies in the Aerospace, Defense, Construction, and Engineering industries. Things can get very complicated in regards to export licensing in these fields especially when it comes to shipping to the Middle East. "I'm working with one company that sends out tractors with a device that shoots out fertilizer," Paul mentions. "The company is trying to send it to Middle Eastern countries to assist in land development. There are various kinds of regulations associated with this machine, including export regulations for the tractor, for the chemicals in the fertilizer. The regulations have to be stringent because, in this example, the shooting device could potentially be used as a weapon in biological warfare."

While a student at the Fox school, Paul majored in International Business and Marketing with a minor in Japanese. He studied abroad at Temple University Rome as well as at Temple University Japan. Through the assistance of Fox School Professor Masaaki Kotabe, Paul obtained a summer internship with 7-11

Japan. "I took advantage of every international opportunity that Temple offered," Paul recalls. "Through living and working abroad, I developed a unique insight into particular countries which assists me greatly in my job."

Paul became acquainted with the Commercial Service through his International Business class with instructor Nicole DeSilvis, International Trade Consultant at Temple's Small Business Development Center (SBDC). DeSilvis is the International Trade Consultant at Temple SBDC and teaches the International Business capstone course. Paul notes, "It's interesting that in my international business classes here at The Fox School, I could do some basic market research into a company and just suggest in my papers that a company should do a joint venture. Now that's what I do every day!"

"I'm very proud of the work I am doing," says Paul. "There is a certain level of satisfaction you receive when helping these companies. They aren't huge corporations. Some of them operate out of their own homes! They are grateful for any help that the U.S. government can provide for them." ■

2005 DESIGNATED YEAR OF FOREIGN LANGUAGE STUDY: NATIONAL CIBER PROGRAM RECOGNIZED IN RESOLUTION

On February 1, 2005, Congress designated the year 2005 as the Year of Foreign Language Study. Spearheaded by Senator Christopher Dodd (D-CT), this resolution articulates the need for increased commitment to foreign language learning. According to the 2000 decennial census of the population, 9.3 percent of Americans speak both their native language and another language fluently. According to the European Commission Directorate General for Education and Culture, 52.7 percent of Europeans speak both their native language and another language fluently.

Benefits of foreign language study are supported by the Elementary and Secondary Education Act of 1965 which names foreign language study as part of a core curriculum that includes English, mathematics, science, civics, economics, arts, history and geography along with the Joint Center for International Language which states that foreign language study increases a student's cognitive and critical thinking abilities.

The Higher Education Act of 1965 labels foreign language study as vital to secure the future economic welfare of the United States in a

growing international economy and recommends encouraging businesses and foreign language study programs to work in a mutually productive relationship.

According to the Centers for International Business Education and Research (CIBER) program, foreign language study provides the ability both to gain a comprehensive understanding of and to interact with the cultures of United States trading partners, and thus establishes a solid foundation for successful economic relationships. Report 107-592 of the Permanent Select Committee on Intelligence of the House of Representatives concludes that American multinational corporations and nongovernmental organizations do not have the people with the foreign language abilities and cultural exposure that are needed.

The 2001 Hart-Rudman Report on National Security in the 21st Century names foreign language study and requisite knowledge in languages as vital for the Federal Government to meet 21st century security challenges properly and effectively. The American intelligence community stresses that individuals with proper foreign language expertise are greatly

needed to work on important national security and foreign policy issues, especially in light of the terrorist attacks on September 11, 2001.

A study conducted by the National Foreign Language Center concludes that inadequate resources existed for the development, publication, distribution and teaching of critical foreign languages because of low student enrollment in the United States and a shortfall of experts in foreign languages has seriously hampered information gathering and analysis within the American intelligence community as demonstrated by the 2000 Cox Commission noting shortfalls in Chinese proficiency, and the National Intelligence Council citing deficiencies in Central Eurasian, East Asian, and Middle Eastern languages.

Temple University CIBER and its partners across campus are excited that this proclamation supports current initiatives and provides an opportunity to highlight strengths in foreign language learning throughout the region to meet the needs stated in the resolution. For more information on Temple's language programs, please visit www.fox.temple.edu/tlc. ■

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CIBER BOARD MEMBER SHARES INSIGHTS ON US-INDIA RELATIONSHIPS



Temple CIBER Executive Director, Professor Arvind Phatak recently sat down with new board member, Mr. M.N. Rao, Siemens Shared Services Pvt. Ltd., to discuss India's current role in the global economy. Speaking from his Bangalore office, Mr. Rao shares his insights on the future of U.S.-India business relations and the dynamic Indian market.

Q. Mr. Rao, much has been made in the U.S. media of U.S. outsourcing, or offshoring of services to Indian companies. How would you describe the benefits to the US and the global economy of this practice?

R. Outsourcing has been going on for a very long time in the manufacturing world. Outsourcing of software development and IT applications has also been going on for several years. The merits of Business Process Outsourcing are fundamentally not very different in my view. However, there seems to be a higher degree of alarm around BPO because the suspicion is that it may eventually impact more people, and because, unlike software outsourcing companies, BPO firms provide many kinds of services on a real time basis. Essentially outsourcing will make western companies more efficient and profitable and create higher investable surpluses. Such surpluses in the future may have a different investment/value creation focus. Often, this also means redeploying their shrinking workforces into more productive work.

Q. What do you see as implications of BPO outsourcing on US - India trade?

R. Beyond savings, outsourcing could help partially solve many vexing new issues. This is particularly true of

healthcare. Rich countries (where working populations are actually shrinking) have to meet increasing demand for care from ageing populations. Outsourcing IT, business and indeed even some clinical processes, is today possible. The surpluses needed to tide over this demographic challenge may actually come from savings generated from work sent to India.

Q. There has been some speculation about the formation of a free trade zone between India and China. Do you see this happening in the not too distant future? Do you see India becoming a member of ASEAN?

R. A free trade or a regional trade agreement will be obviously beneficial to both nations, facilitating not only economic growth through enhanced competitiveness, but also helping combat more insular nationalist tendencies.

There are also a few lingering suspicious about each other that tend to currently hinder a more dynamic engagement, but the border disputes are being addressed now and politics permitting, China and India have very interesting economic prospects working together. Even though the two countries are aggressively seeking oil, capital and markets, they actually seem to be good at different sorts of activities, often in a complementary sort of way. One sees an increased buoyancy in bilateral investments and joint ventures have a very compelling logic right now.

Q. What are the most crucial challenges facing your industry today?

R. Certainly protectionism in the West is a continual challenge. The popular opinion in the western world is still not in favor of outsourcing. While people negatively impacted cannot be expected to appreciate the larger economic benefits, there are also misplaced worries concerning the scale and manner in which outsourcing and offshoring impacts the west (particularly the US), and not enough appreciation of its merits. Another challenge is the perceived need for assurance. There was a misguided rush of

entrepreneurship in this area, particularly in India, but there is also consolidation going on now. Given a growing requirement for compliance it is now clear that only large and serious players may have what it takes to provide assurance with respect to event free process migrations, and adherence to complex service requirements and reporting needs, besides operating within the stringent legislative frameworks that guide industries such as banking or healthcare. India is enacting the necessary legislations and driving compliance. Popular opinion in the west remains a little out of step with this situation.

In the human resource area, we struggle with wage inflation and employee attrition rates. The vast under performing liberal education system in India has not kept up with the talent needs in the industry. It should foster the skills needed for this industry and dramatically increase the supply of appropriately trained talent.

Q. Speaking of educating the workforce, what should we teach in our undergraduate and graduate business curricula in order to produce globally competent managers?

R. Often overlooked in U.S. business schools is a study of world history. Incorporating selected readings on world history will provide invaluable context for students interested in international business. Certainly, my view is that learning a foreign language will help students succeed in their careers as well.

Traveling and undertaking projects overseas can also be immensely useful. Each year, the university can also organize an 'India Week' or a 'China Week' and so on, and through workshops, projects, cuisine and art, bring a specific region into sharper focus.

There can be many non-traditional sources from which help is usually available, typically using NGOs, quasi-government bodies, diplomatic missions and so on could add interesting new dimensions to a student's understanding of the cultural/social/historical and political framework of global business. ■

INTERNATIONAL BUSINESS RESEARCH FORUM



In attendance at the 6th Annual IB Research Forum (L-R) Jim Portwood, Temple University, Session Chair Rob Grosse, Thunderbird, Presenter Christine Nielson, University of Baltimore, Presenter Alan Rugman, Indiana University Presenter Rob Spich, UCLA, Presenter Sali Li, University of Utah, Presenter

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Over 45 faculty and PhD students attended the 6th Annual I.B. Research Forum, Global Security Risks and International Competitiveness, chaired by Professor Masaaki “Mike” Kotabe and co-sponsored by the other 29 Centers for International Business Education and Research (CIBERs) at universities across the nation. The U.S. Department of Education, which funds the CIBER program, encourages the CIBER to be responsive to national needs regarding this topic which is of great significance to the U.S. at this time. Forum co-chair and Temple CIBER Executive Director, Professor Arvind V. Phatak, identified this annual research forum as a way to showcase research in this area and was instrumental in facilitating collaboration and sponsorship from all schools in the CIBER network.

The focus of the forum was to discuss current research addressing issues of how security threats, terrorism-induced or otherwise, have entered directly and fully into the business strategy equation. How will new costs of protection affect multinational firms? How does the increase in boarder controls affect U.S. imports, immigration of skilled foreign nationals, and other aspects of U.S. international business?

Scholars addressed these and other issues related to maintaining competitiveness in an era of new

security threats and regulations and their implications on international business strategy and theory development. “Through research presentations and lively discussions that followed, forum participants came away not only with what kinds of global security topics to examine but, more importantly, with how to conceptualize those issues,” said Professor Kotabe. Fundamental issues such as defining terms like “terrorism”, “business security” and “risk” were also discussed.

Participants also addressed the need for case studies to use as educational tools for business management classes focusing on these topics. “Many faculty at the forum have mentioned their interest in incorporating these issues in the classroom. If case studies were formally written, there would be demand by educational institutions.” observed Julie Fesenmaier, Director of the Cochran Research Center at The Fox School of Business.

PhD in International Business candidate, Ms. Sonia Ketkar, took away many points from listening to the presentations. “I think the forum raised many important questions as to how this research should proceed. For example, how do existing international business theories hold when examining global security issues? Also, does dealing with these issues by firms come under the umbrella of risk-management or does it mean

going beyond mere contingency management to more specific measures,” said Sonia.

Funded by Title VI grants from the Department of Education, the Center for International Business Education and Research (CIBER) program increases the competitiveness of U.S. businesses in the global marketplace through funding research projects like this Forum, by broadening student international business and foreign language learning, and by providing outreach services to the business community.

The CIBERs have responded to this current need in international business, developing this research stream and similar projects. Program leaders believe that continued initiatives in this area will produce valuable contributions to national policy dialogue and practical business strategy on a global basis and disseminate knowledge on the international and management aspects of these issues.

Best papers will be published in a Special Issue of the Journal of International Management (JIM).

For more information on the forum and JIM, please visit www.fox.temple.edu/ibrf2005. ■

STUDY ABROAD IN IRELAND: BUILDING NEW RELATIONSHIPS FOR THE FOX SCHOOL



Students on Study Abroad at Quinn School of Business

Fox students now have the opportunity to learn about Irish business and culture through a series of courses, excursions, and field trips across Ireland accompanied by Irish students, or 'cara', the Gaelic word for friend. Ireland's rich and complex history has left a remarkably artistic legacy while modern Ireland continues to be the global center of artistic and cultural excellence. Due to high education levels, the natural use of English, and the EU, Ireland now has the fastest growing economy in Europe and is one of the world's high tech centers.

The Fox School of Business & Management and Temple IGMS/CIBER have recently developed a partnership with The Quinn School of Business, University College Dublin, to include study abroad opportunities and summer internships for business majors.

University College Dublin (UCD) was founded in 1851 as the Catholic University of Ireland. Today, it is Ireland's largest university with 22,000 students and 2,500 academic staff. More than 2,000 international students from 80 different countries are currently studying at UCD and are welcomed for the valuable international dimension that they add to campus life. UCD is a dynamic, modern university. It is committed to becoming one of the top thirty research universities in the European Union, where cutting-edge research and scholarship will create a stimulating intellectual environment, the ideal surroundings for learning and discovery. The Quinn School of Business, UCD, is the only business school in Ireland to hold both the AACSB and EQUIS accreditation – the quality mark for top ranking business schools in the U.S. and Europe.

The Quinn School of Business has one of the most advanced information technology infrastructures in Europe. Laptop computers are a required and integral part of the learning process. As part of their new learning environment, the vast majority of classes are taught in groups of approximately thirty to fifty students. This small group teaching environment enhances the learning experience by facilitating closer interaction between lecturers and students and encourages class debate and personal development. Since its inception, UCD has established a long and distinguished tradition of service to scholarship and to the community; succeeding generations of graduates have played a central role in the shaping of modern Ireland and in the conduct of international affairs.

Kristin Farra, a Business Honors student and Human Resource Management major who spent a recent semester at Quinn commented, "I found my classes to be challenging, informative, and valuable to my business experience at Temple. I think that learning from a perspective other than American will be advantageous to every business student as the business world becomes more international every year. I feel that I have gained valuable knowledge and experience that will help throughout my entire professional career."

One of the essential elements of the study abroad experience at Quinn is for the international students to fully understand and appreciate the richness of Irish society and culture. Ms. Farra adds, "I want to stress the importance of support and encouragement while being abroad and away from everything familiar. The Junior Year Abroad team provides that along with caring and enthu-

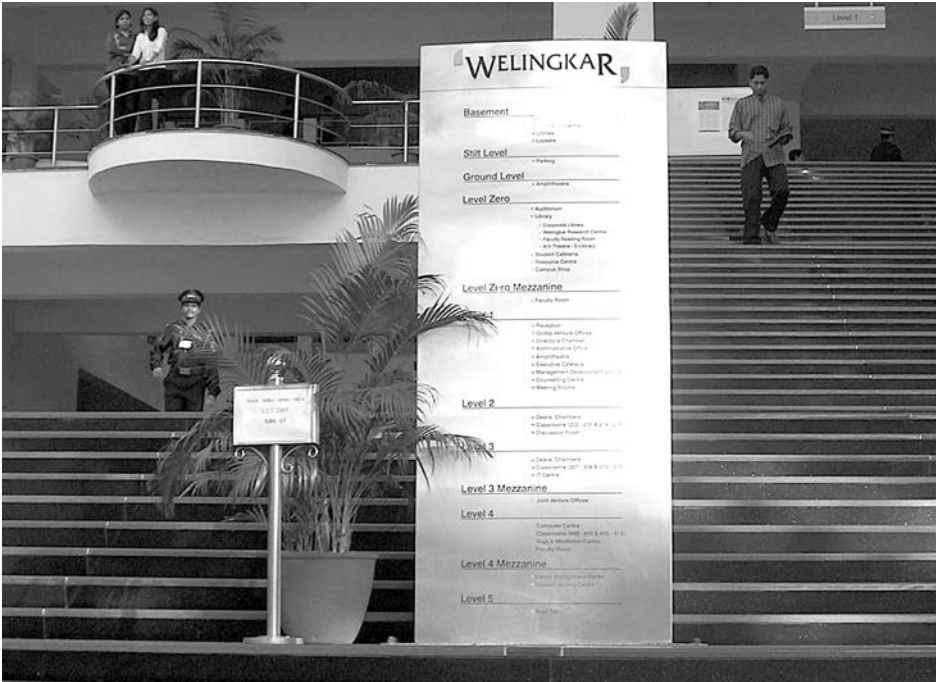
siastic people who through trips and Irish cultural experiences greatly enriched my stay in Ireland."

The Quinn School of Business Summer Internship Program provides students with a challenging international business experience in the modern European city of Dublin. The eight week program consists of a one week intensive course in Irish history, politics, and culture and a six week internship placement at a leading Irish/International company of choice in one of five different areas: financial institutions, international business and management, HR, MIS/IT, or marketing.

The campus is located in Belfield, three miles south of Dublin's city center. Dublin, the capital city of the Republic of Ireland, is a cosmopolitan and youthful city, bustling with energy and excitement. Roughly half of the Irish Republic's population of 3.6 million people resides in Dublin and its suburbs. You can practically hear the roar as this old city on the western shore of the Irish Sea transforms itself into Western Europe's fastest-growing urban tourist destination, a center of new construction and restoration. Even though it has shown recent signs of slowing down, "the Celtic Tiger" has turned Dublin into a boomtown. The city is a cultural center with fine museums, art galleries and theatres. Dublin is also home to a great literary tradition, its native sons include Shaw, Yeats, Wilde, Joyce and Beckett (James Joyce is a UCD graduate).

Contact: Kim Cahill, Associate Director, IGMS/CIBER, 349 Speakman Hall, 215-204-3778, kcahill@temple.edu or visit our website at <http://sbm.temple.edu/ciber/abroad.htm> ■

TEMPLE'S PRESENCE IN INDIA EXPANDS: GRADUATE AND UNDERGRADUATE OPPORTUNITIES AVAILABLE



**Welcome to Welingkar Main Campus,
Mumbai, India**

Temple University is taking one more step to further its presence in one of the fastest growing economies in the world. India's economic growth is second in the world after China and will continue to maintain this momentum in the future. The US Government recently reported that by 2015, the three major economies in the world will be the United States, China and India.

The Welingkar Institute of Management Development and Research has been a partner of The Fox School since 2002 where students complete the first sequence of the tri-continent International MBA Program. Beginning in the Fall of 2005, Temple University will expand this relationship to provide a unique collaborative undergraduate degree program aimed at bringing 25 Indian students to Temple's main campus every year.

Temple University has agreed to offer two years of core courses at Welingkar's Mumbai campus, taught by Welingkar faculty. This

agreement allows students to then come to Temple's main campus where they complete the requirements for the Bachelors of Business Administration degree at The Fox School during their junior and senior years. Specialized programs including Entrepreneurship and International Business may require additional time. This program will further internationalize an already ethnically and culturally diverse student population at Temple University.

"This 2+2 undergraduate program will enhance Temple's reputation in India while serving as a catalyst to build the Temple brand in that country. The demand in India is high for American education and as such, we could leverage the Temple brand to develop other collaborative educational ventures in India as well," says Arvind V. Phatak, Professor of Management and International Business, and Executive Director of the IGMS/CIBER. All applicants for this program must meet Temple's admissions requirements before entering

their first year at Welingkar. Faculty from each institution will collaborate on issues of curriculum and student development.

"Once this program is underway, we hope to provide additional opportunities for Fox School students to study abroad at Welingkar. With pre-approved curriculum and core transfer of credit, our students would be able to spend a semester or academic year in India while making progress toward their business degree," says Kim Cahill, IGMS/CIBER Associate Director. "This exciting opportunity will allow students to personally experience the expansion of Indian commerce in the center of India's financial hub at one of the most modern campuses in the country." The Welingkar Institute utilizes its outstanding connections in the academic and corporate worlds to create a stimulating mix of challenging business lectures, company visits, and workshops tailored to individual student interests and needs.

BROOKS TWINS TALK ABOUT LEADERSHIP IN THE GLOBAL MARKETPLACE



(l-r) Dr. Donna L. Brooks and Lynn M. Brooks, Brooks Consulting

“People should be led by your enthusiasm,” said Dr. Donna Brooks explaining what she sees as one of the key tenets of entrepreneurship.

Donna and her twin sister, Lynn, both experts in international sales and marketing, spoke to area entrepreneurs, government trade representatives and Fox School faculty and students on February 16 as part of Temple CIBER’s Developing Women Entrepreneurs for the Global Marketplace Project.

Their talk, “Developing a Leadership Style for Today’s Global Organization,” instructed students and entrepreneurs on how to be successful, grow their businesses and attract global clients.

The Developing Women Entrepreneurs (DWE) Project aims to connect women entrepreneurs with resources such as national women’s business organizations, government trade organizations and research on women in international business and entrepreneurship. Past speakers have included Joanna Savvides, president of the World Trade Center of Greater Philadelphia and Suzanne Sears, President of Global Do-It-Yourself (a division of Kimberly Clark). Presentation topics have included cross-cultural communications, marketing your products overseas and developing an international business strategy.

“Over the past three years of the Developing Women Entrepreneurs Project, we have estab-

lished a network of experienced women in international business from diverse areas of business and industry,” said Melynda Benlemlih, Director of Temple’s Center for International Business Education and Research (CIBER), which sponsored the event. “We hope to have three to four events in this year’s speaker series, which will provide more opportunity for attendees to build relationships.”

As part of their talk, the Brooks twins explained just how important relationships are for successful entrepreneurship. “To be a successful entrepreneur, you need to see the big picture, meet people and create meaningful relationships,” said Donna Brooks.

Lynn Brooks went on to explore some of the challenges specific to global entrepreneurship. “There is a shrinking talent pool of people with a global perspective,” she said. “The next generation of entrepreneur should be innovative and able to think differently; they should be responsive and flexible. Most importantly, they should understand culture and the importance of incorporating a global perspective into their business.”

Other advice the Brooks sisters brought to Fox School students and recent alumni was to be aware of what values and contributions they can bring to an organization. They suggested that graduates should be nimble and able to “turn on a dime.”

They also described how their research shows that larger multinational organizations often initiate entrepreneurial ventures and need employees with entrepreneurial skills to change with today’s fast-paced market demands.

Tina Haydu, BBA, a 1981 graduate of The Fox School (international business), commented that “students need to have a more open mindset about the importance of language in schools and they need the ability to have a taste of what is out there and how they can become more involved in the liberal arts. This can open up many wonderful opportunities for both students and graduates.”

Dr. Donna L. Brooks and Lynn M. Brooks are the authors of *Seven Secrets of Successful Women* and *Ten Secrets of Successful Men That Women Want to Know*. They are currently working on their third book, entitled *Ten Secrets of Successful Leaders*, in which they outline and detail ten essential characteristics that leaders should possess. The sisters both have extensive educational training in numerous languages and have lived, worked, and traveled abroad.

More information about the Developing Women Entrepreneurs project is available at <http://sbm.temple.edu/dwe2005>. ■

INSTITUTE OF GLOBAL MANAGEMENT STUDIES

—fostering innovation and developing alliances to advance international business research, education and outreach

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

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

TEMPLE CIBER

—increasing U.S. global competitiveness through education and research

The 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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The Fox School of Business, at Temple University, is the largest, most comprehensive business school in the Greater Philadelphia region and among the largest in the world, with more than 5,500 students, 150 full-time faculty and 45,000 alumni. Recently, The Fox School's MBA program was ranked No. 1 in the U.S. for "Value for Money" by Financial Times and as one of the top 50 MBA programs in the nation and top 75 MBA programs in the world. Accredited by AACSB International (The Association to Advance Collegiate Schools of Business), The Fox School's programs are also ranked internationally and nationally by other leading business publications, including *Forbes*, *U.S. News & World Report* and *Entrepreneur* magazine.

Temple University's Fox School of Business and Management is responding vigorously to the forces shaping the New Economy – globalization, information technology and entrepreneurship

The largest, most comprehensive business school in the Greater Philadelphia region and one of the largest in the world, The Fox School provides degree programs at campuses in Philadelphia, Rome, Paris, Tokyo, Mumbai; an EMBA program in Tokyo; an innovative International MBA (IMBA) program with study in three economics regions; centers for international study and research; and executive training programs throughout Europe and Asia.

Our highly respected international business faculty provides expertise in accounting, economics, finance, healthcare management, human resources, marketing, management operations, risk management and insurance, and strategic management. Fox faculty actively research and publish in international business publications and conduct executive programs for major corporations worldwide.

Global Perspectives

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TEMPLE WORLD LANGUAGES DAY

Temple World Languages Day is an annual program developed in 2000 to encourage continued language learning of high school students as they consider academic and professional careers. Each fall semester over 300 area high school teachers and foreign language students converge on Temple's main campus to experience "a day in the life" of a university language student.

Geared toward junior and senior high school language students and teachers, sessions cover topics such as Developing Language Skills through Study Abroad, Leveraging Career Development with Foreign Language, and Innovative Uses of Technology in the Language Classroom.

All program topics are developed from a student-centered approach. Temple undergraduate students serve as hosts and present wherever possible, giving high school students an "inside look" at university programs, faculty, and activities. Participants have an opportunity to observe mini-language classes taught by Temple students.

This year's event on November 16, 2005, is especially important. Congress recently designated 2005 as the Year of Foreign Language Study (see related article). Designed and hosted by Temple University's Foreign Language Departments, Office of International Programs and Center for International Business Education and Research

(CIBER), the intent of the program is to reinforce the values and opportunities that come with language learning at the university level and to promote understanding through communication among peoples and cultures. Moreover, with the support of this congressional resolution, efforts will be made to capture and articulate not only the national need of foreign language study but career opportunities in new areas.

Visit Temple's Virtual Language and Linguistics Center for information on Temple's World Languages Day and other programs for area K-12 language teachers, www.fox.temple.edu/tlc ■