

# GLOBAL PERSPECTIVES

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and Institute of Global Management Studies*

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## TEMPLE CENTER FOR INTERNATIONAL BUSINESS EDUCATION AND RESEARCH (CIBER) GRANT RENEWED



**Professor Arvind Phatak (left), executive director of Temple's CIBER and professor of international business, with CIBER director Kim Cahill (center) and CIBER assistant director Gloria Angel.**

Because of its excellence in academic research, curriculum development and outreach programs in international business, Temple University's Center for International Business Education and Research (CIBER) in The Fox School of Business has been renewed for four more years with a \$1.33 million award from the U.S. Department of Education.

"Our CIBER promotes international trade and commerce by spearheading extensive collabora-

tion within Temple and with other regional academic institutions, businesses and executives in eastern Pennsylvania, southern New Jersey and Delaware," said Arvind Phatak, executive director of CIBER and The Fox School's Carnell Professor of International Business. "This grant will enable us to continue our work linking this region to global trade and commerce," he added.

Temple University's CIBER is one of only 31 in

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## UNDERGRADUATE IB PROGRAM RANKED TOP 10

*U.S. News & World Report* just ranked The Fox undergraduate International Business (IB) program 10th-best in the nation. Also, for the third consecutive year, *U.S. News* ranked The Fox School of Business and Management's International Business graduate program in the top 20 (No. 18) in the nation in its 2007 "Best Graduate Schools" ranking.

"These rankings recognize The Fox School's outstanding one-year tri-continent international MBA program, cutting-edge faculty research and teaching, significant outreach efforts through our Institute for Global Management Studies (IGMS) and the important work of our Center for International Business Education and Research (CIBER)," said Arvind Phatak, executive director of the IGMS and CIBER. "And I'm proud that our already high rankings increase each year," he added.

Also, recently the *International Business Review* ranked Temple University #14 in the world and #6 in the U.S. for the research productivity of its international business faculty.



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## FOX HONORS STUDENTS TRAVEL TO DUBAI FOR WOMEN'S LEADERSHIP CONFERENCE

Temple's Center for International Business Education and Research (CIBER) sponsored three Fox School students as they ventured into the "Big Apple of the Middle East," Dubai in the United Arab Emirates, to participate in a five-day international leadership conference with young women from all over the world.



**From left: At a leadership reception, Fox students Erin Crist, Corrie Buff, and Priya Patel.**

Dubai Women's College and Civic Concepts International, an international organization that facilitates student dialogue and understanding of other cultures, sponsored the event, Insight Dubai, in February.

"The motivation for creating such a program was to enhance mutual understanding between our students and students in the Middle East," said Arvind Phatak, professor at The Fox School and executive director of the school's Institute of Global Management Studies (IGMS) and CIBER.

The trip was funded through CIBER's \$1.2 million grant from the U.S. Department of Education. One of Temple CIBER's main goals is promoting global perspectives, in particular, establishing a better understanding of the Middle East, North Africa and India.

At the conference, 50 students from the Dubai Women's College were partnered with 50 students from 24 different countries around the world, including Afghanistan, Australia, Bosnia,

Egypt, Italy, Kenya, Kyrgyzstan, Pakistan, Palestine, Portugal, Slovakia, Spain, South Africa, and the United States.

"The Emirati girls were extremely hospitable to the international participants and made us feel very comfortable," said Erin Crist, a Fox School senior majoring in international business administration and marketing. "I made excellent friends with two of the local girls from Dubai, who I plan to remain in contact with."

The students shared their perspectives on topics ranging from domestic abuse to politics, and the women engaged in interactive discussions, including a Shari'ah Court simulation and a United Nations simulation. The goal was to create greater awareness and cultural understanding.

"It was very interesting to see the different perspective each woman had, depending on the country which she came from," said Priya Patel,

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## INDIA'S WELINGKAR INSTITUTE OF MANAGEMENT EXPANDS PARTNERSHIP WITH TEMPLE AND FOX

Temple University recently took one more step to further its presence in one of the fastest growing economies in the world—India—through the creation of a collaborative undergraduate degree with that nation's Welingkar Institute of Management, Development and Research.

Welingkar has partnered with The Fox School in its International MBA (IMBA) Program since 2002. IMBA students complete the first sequence of Fox's tri-continent IMBA at Welingkar.

Since fall 2005, Temple University expanded this relationship to provide a unique undergraduate degree program aimed at bringing 25 Indian students to Temple's Main Campus every year.

Temple has agreed to accept two years of Temple 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 can complete the requirements for the bachelor's of business administration at The Fox School during their junior and senior years.

"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 Phatak, professor at The Fox School and executive director of the school's Institute of Global Management Studies (IGMS), and the Temple Center for Education and Research (CIBER).

All program applicants 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



**RANKED TOP 15 BUSINESS SCHOOL IN INDIA**

BY

**INDIA TODAY INTERNATIONAL**

progress toward their business degree," says Kim Cahill, IGMS/CIBER 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," Cahill said.

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. ■

## FOX IMBA ADDS TRINITY COLLEGE IN DUBLIN TO LIST OF INTERNATIONAL PARTNERS

Last spring, Trinity College in Dublin, often called the “Oxford” of Ireland, joined the ranks of international partner universities participating in The Fox School’s award-winning International MBA capstone, the Global Entrepreneurship in Technology Consulting Practicum (GET).

This year’s international teams included two groups of Trinity College students, as well as two groups of students from long-time Israeli partner, Ben Gurion University. The Trinity and Ben Gurion students collaborated with Fox students to develop U.S. market entry strategies for four early-stage international companies, and then presented those strategies at Temple’s Eighth Annual International Business Venture Fair. The Fox School’s Innovation and Entrepreneurship Institute sponsored the fair.

The consulting projects were designed to incorporate the challenges of international business, including multicultural communication and the gathering and analysis of foreign market data.

“The students in The Fox School’s International MBA program go from learning the basics of consulting, to setting the agenda, and managing and influencing their client, all while working with international partners,” explained professor T.L. Hill, the course and project manager.

“The companies who hire the GET teams get four things: high-quality consulting at a good price; access to experienced project managers; smart, motivated and creative students; and the benefit of Temple’s extensive network,” he added.

One of the companies that benefited from this international student-driven consulting was Cellix Ltd., a Dublin-based biological instrumentation company. Vivienne Williams, CEO of Cellix Ltd. commented, “As a young company gearing up to enter the U.S. market, the student team provided invaluable information about the market in the United States, saved us months of research, built us a network of contacts, and ultimately made some excellent recommendations regarding future operations for Cellix in the United States.”

A second successful GET team developed a plan for another Dublin company, cREME, a provider of software that assesses investment

risks. The cREME GET team suggested carving out a small niche market of independent financial planners for their software product. To create this strategy, this Fox School-Trinity College team conducted separate studies of both the American and Irish markets. The end result was a realistic, feasible marketing strategy.

cREME’s co-founder Cronan McNamara said, “The team’s work on the business plan exceeded what I would have expected from professional consulting firms.”

“I was so impressed with the amount of time the students devoted to the project,” said Eustace Kangaju, cREME project leader and director of the Small Business Development Center. “Their short final presentations at the venture fair did not even begin to capture the amount of work they did. They were able to learn a host of new skills and implement them right away.”

The cREME team’s plan was so well received that the company is planning to use it as its business plan. Jaclyn Ryan, a GET team member working for cREME, said, “It took us a while to get comfortable with our client, but we gained a lot of confidence, were able to apply what we had learned, and eventually were able to take a leadership role. It was really gratifying when our work and ideas were well received.”

The two other international GET teams worked for Israeli companies: Scientific Biopsy, which develops and manufactures robotic biopsy systems, and GRT Development Ltd., a young company that has created a new insulin pump.

Among the venture capitalists and angel investors at the fair were students visiting from the Ecole Nationale des Ponts et Chaussées (ENPC) School of International Management in Paris, another Fox International MBA partner. Next semester, along with previous international options, Fox IMBA students will have the opportunity to work with ENPC students on Paris-based consulting projects similar to this year’s start-up Israeli and Irish companies, and with students from Welingkar Institute of Management in India.

Summing up what he gained from the fair, IMBA student Will Tae, who worked with cREME said, “All the company had for us was step one, the product. It was up to us to figure out the rest.”

“We were the ones who came up a master plan, which was a great experience,” he added. ■



**Cellix CEO Vivienne Williams talks with potential investor.**

## **IB CAPSTONE COURSE HELPS LOCAL BUSINESSES EXPAND WORLDWIDE**

The Fox School International Business (IB) Capstone Course continues to build momentum and generate success stories for both IB undergraduate students and client companies alike.

Students benefit from job placements and internships with client companies, while the companies benefit from the professional level consulting services and market entry strategies developed by the student teams under the guidance of Nicole DeSilvis, adjunct professor and senior international trade specialist at Temple University's Small Business Development Center (SBDC).

The capstone course focuses on integrating theory and practice through the application of international business tools and methods.

"The unique nature of this course allows students to obtain first-hand, practical experience, which is essential to their professional development and success," explains Ms. DeSilvis. "This is often a missing element in many educational programs and a differentiating factor of The Fox School's International Business Program," she continues.

Students work in consulting teams to assist local client companies of the SBDC to explore new international markets by providing a detailed market research report and summary presentation to the client.

Students also complete corporate site visits and hear from guest speakers who are experts in various aspects of international trade, including representatives from the Small Business

Administration, international lawyers, freight forwarders, CEO's of international companies, financial institutions, and the U.S. Commercial Service.

"The capstone project completed by Fox students was very beneficial for LA Weight Loss," states Alicia Verleysen, international coordinator for LA Weight Loss Franchise Company.

"Our initial research indicated that both Australia and Mexico had market potential for our franchise system. The very thorough analysis and recommendations provided by Fox School students confirmed that we should proceed with initiatives to develop those markets – thus resulting in the sale of our franchise to a master franchisee in Australia that will develop an 80-center market over the next three years," she continues.

Senior Jack Cesareo summarized his experience in the capstone course. "We took a single product – whether it was chemicals or a cappuccino beverage – and examined its value and viable application to new markets."

"We developed a plan to incorporate the best attributes and potentials of foreign markets to build and expand these businesses. The result was a very successful collaboration of our many talents," he added. ■

Since 2002, IB seniors have worked with more than 40 local client companies in their worldwide expansion efforts, including:

- Women's kick boxing sports bra—Ireland and England
- Hip-hop streaming video—Japan and South Korea
- Weight loss company—Australia and Mexico
- Manufacturer of seamless roller covers for use on offset printing presses—Brazil and Russia
- Research and development company that develops an all wheel drive system for two wheel vehicles—Germany and Spain
- Automotive replacement parts company—Sweden, Poland and Russia
- Manufacturer of coin operated amusement games—Peru and Chile
- Company that is developing a machine that clears landmines—Angola and Cambodia
- Consulting company that links international patients with the finest U.S. physicians and surgeons—Dubai and Brazil
- Beverage company—Japan and Netherlands
- Manufacturer of self actuating valves for the temperature control industry—Czech Republic and Poland
- Manufacturer of metalworking lubricants—China and Mexico

### **TEMPLE CIBER GRANT RENEWED**

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the United States. Other CIBER grantees include the University of Pennsylvania, Duke, Columbia, Indiana, Michigan, North Carolina at Chapel Hill and UCLA.

"This highly competitive CIBER grant confirms the significant advances we have made to expand the depth and reach of The Fox School's international business programs and research, and it

recognizes the many achievements of our CIBER," said The Fox School's Dean M. Moshe Porat. "We look forward to the center continuing as a catalyst for international business, research and education within the Temple community and the region."

In its first four years of programming, the Temple CIBER has supported extensive research and outreach, including four annual international business research forums, developing international business faculty in community colleges, and developing women entrepreneurs for the global marketplace. The CIBER also created new inter-

national study abroad and student exchange partnerships with schools in France, India, Ireland, Mexico, and the United Arab Emirates.

Over the next four years, Temple CIBER will focus on building bridges with two regions of great importance to the United States: India and the MENA region, which consists of nations in the Middle East and North Africa. The center will also concentrate on research on global security, risk management and critical language development. ■

## JOURNAL OF INTERNATIONAL MANAGEMENT RECEIVES INCREASED RECOGNITION

The *Journal of International Management (JIM)* is fast gaining recognition and visibility in a competitive international business market and differentiates itself with one of the fastest review processes in the industry—an average 42-day turnaround on reviews and 24 hours on desk rejects. The quality and selectiveness of the editorial process is reflected in a 12 percent acceptance rate.

Devoted to advancing an understanding of issues in the management of global enterprises, global management theory and practice, the journal also provides theoretical and managerial implications useful for the further development of research. It is designed to serve an audience of academic researchers and educators, as well as business professionals.

The quality and popularity of *JIM* articles is evident in its electronic downloads—an increase of 500 percent in the last four years, with nearly 40,000 downloads in 2005.

The international editorial board helps further enhance the reputation of the journal by bringing their expertise from different research areas to the review process. The board represents more than 50 institutions, spanning 20 countries worldwide.

Top international business researchers are often featured as guest editors, including Arvind Parkhe, Preet S. Aulakh, Anoop Madhok, Stephen Tallman, Yadong Luo, Rabi Bhagat, and David Ralston. Masaaki “Mike” Kotabe, Washburn Chair of International Business and Marketing, is the editor of *JIM*.

*JIM* special issues include:

- Global Security Risks and International Competitiveness
- International Outsourcing of Services—Expanding the Research Agenda
- Third-World Multinational and Global Competition
- New Directions in Global International Strategy Research: Beyond the Transnational
- The Role of Corporate, Social, and Environmental Responsibility in International Business

For upcoming call for papers' topics, visit: [www.fox.temple.edu/jim](http://www.fox.temple.edu/jim)

Articles may be downloaded from the publisher, Elsevier, and are available in full text through [www.sciencedirect.com](http://www.sciencedirect.com) electronic reference databases, and are abstracted on EBSCO. ■



### UNDERGRADUATE IB PROGRAM RANKED TOP 10

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In this banner year for Fox School international rankings, The Fox MBA also received international distinction. *Financial Times* ranked The Fox MBA #1 for international mobility, and The Fox MBA was the only U.S. program ranked in the top 10 in all global categories: international experience, international board, international students and international faculty.

“In both Fox School’s international and full-time MBA, students work on real projects with top international companies from the United States, Japan, India, Ireland, China, Israel, Russia and France,” said Robert F. Bonner,

assistant dean of MBA programs. “This unparalleled multi-national environment prepares students for success in today’s global economy.”

M. Moshe Porat, dean of The Fox School, summed up The Fox School’s sentiment about rising international rankings. “Our increasing recognition and continued rise in international rankings is no surprise,” said Dean Porat. “Fox has exceptional students and faculty on the cutting-edge of research and innovative programs — all the ingredients that lead to top-ranked global M.B.A. and international business programs.” ■

## DELL FOUNDER GIVES MBAs ADVICE ON THINKING GLOBALLY

### 17 CIBERS PARTICIPATED IN FIRST-EVER “DELL UNIVERSITY DAY” VIDEO CONFERENCE

The Fox School of Business and Management is one of 17 universities to participate in the first-ever “Dell University Day” videoconference. Michael Dell, founder and chairman of Dell Inc. addressed MBA students at top business schools around the country on April 12th.

The International Business Center in the University of Pittsburgh’s Joseph M. Katz Graduate School of Business organized this real-time videoconference. Seventeen institutions with Centers for International Business Education and Research (CIBERs) took part in the conference.

The event began with Dell sharing thoughts on a series of topics, from the importance of being innovative and thinking globally, to holding oneself to a higher ethical standard in business and life. After his remarks, Dell fielded live questions from MBA students by videoconference.

“The emerging video conference technology allowed Fox students to learn first hand from a

leading entrepreneur in the technology field,” stated Kim Cahill, director of Temple CIBER.

“This forum demonstrated the growing importance of video conferencing and global business,” she continued.

Schools participating in the conference included: University of Pittsburgh, Duke University, Georgia Institute of Technology, Indiana University, Michigan State University, The Ohio State University, Purdue University, Temple University, Thunderbird-The American Graduate School of International Management, University of Colorado at Denver, University of Connecticut, University of Hawaii at Manoa, University of Kansas, University of Memphis, University of Michigan, University of South Carolina, University of Washington and University of Wisconsin—Madison.

In 1984, Michael Dell founded the computer company that bears his name. Eight years later,

he became the youngest chief executive officer to earn a ranking on the Fortune 500. He serves on the foundation board of the World Economic Forum, the executive committee of the International Business Council, the U.S. President’s Council of Advisors on Science and Technology, and the governing board of the Indian School of Business in Hyderabad, India. In addition, Dell is a member of the U.S. Business Council.

There are 31 CIBERs nationwide, which are funded by grants from the U.S. Department of Education authorized under the Higher Education Act. These centers are national resources for teaching improved business techniques, strategies, and methodologies that emphasize the international context in which business is transacted. The funding allows the institutions to develop curricula and conduct research and training on issues of importance to the United States trade and competitiveness. ■

## CHINA FIELD STUDY ENRICHES MBA EXPERIENCE

Fox School Professional MBA student Kathleen Kohler — who is also a Facilitator, Sterile Supply at Merck & Co., Inc — left for China with preconceived notions about the country, communism and doing business in China.

However, she returned with “a greater understanding and appreciation of the culture and the people of China, along with the foreigners who do business there, I also left with something unexpected ... a new group of friends,” said Kohler.

Kohler was one of a group of professional MBA students to spend one week in August in Shanghai and Beijing as part of the first Professional MBA International Field Study. The trip exposed students to a variety of corporate settings, business disciplines and cultural experiences.

Corporate visits included Data Color\Shanghai Micro, China Pacific Life Insurance, Caterpillar, SAP, Towers Perrin and an entrepreneurial business Dragonlinkage.com. There were also

visits to Tsinghua and Renmin universities where the students had the opportunity to learn about China directly from Chinese students.

“Our professional MBA is one of the few in the country that provide this kind of option for part-time MBA students,” said Sandra Sokol, director of executive and professional MBA and MS programs at the Fox School.

“The learning experience was outstanding and has surely provided knowledge of China that could not be gained elsewhere,” she continued.

The launch of the International Field Study was made possible by Temple CIBER who sponsored the program with support of \$15,000.

“The students returned with such enthusiasm that we expect the field study to become a regular component of the Professional MBA program,” said Arvind Phatak, executive director of Temple CIBER. ■

**China Field Study Tour of Data Color at Shanghai Micro.**



## FOX AND ENPC HOLD ALUMNI EVENT IN PARIS



From left: Dean M. Moshe Porat, Deputy Chief of Mission Karl W. Hofmann, and Dean Twafik Jelassi.

The Fox School of Business, in association with its French IMBA partner, Ecole nationale des ponts et chausees (ENPC) School of International Management, one of the Grands Ecole's in France, hosted an alumni and current student event at the ENPC campus adjacent to the Latin Quarter in Paris in spring 2006.

The occasion was the first anniversary of the transatlantic alliance between Temple University's Fox School of Business and ENPC. The Fox ENPC partnership commenced with the Tri-Continent International MBA Program—a one-year MBA Program where students study and live in the world's top business centers of Paris, or Mumbai, Philadelphia, Tokyo, Shanghai, or Beijing.

The Tri-Continent Program has been in existence for over 10 years and has been ranked among the Top 20 International Business Specialty Programs by *U.S. News and World Report* in the United States for the last three years.

Students who graduate from the Tri-Continent Program earn both a U.S. MBA as well as a European MBA. In addition to participating in the program, the two schools have also begun implementing faculty exchanges and are exploring executive programs and education seminars.

Dr. Twafik Jelassi, dean of the ENPC School of International Management, and Dr. M. Moshe Porat, dean of The Fox School of Business, welcomed graduates of both programs as well as current students.

Dr. Jelassi introduced the event's keynote speaker, Karl W. Hofmann, deputy chief of mission at the U.S. Embassy in Paris, who provided a provocative perspective on US-Franco relations and the importance of globalization for economic expansion and world peace through prosperity.

The Tri-Continent MBA program enrolls one of the most diverse student bodies in graduate management education, and the ENPC MBA

provides a dynamic learning community for international MBA students seeking significant exposure in Europe.

Both the ENPC MBA and the Fox MBA have been ranked among the best programs in the world. ENPC has been ranked by the *Economist* and the *Financial Times* while Fox has been ranked by *U.S. News and World Report*, the *Financial Times* and *Forbes*.

In Fall 2004, the *Financial Times* European B-School ranking listed ENPC among the Top five in Europe for the quality of its teaching faculty, and in 2006, the Fox MBA was ranked in the Top 10 in all international categories among U.S. programs by the *Financial Times*. The global strength and recognition of both schools offers a strong combination for students, alumni and corporate recruiters. ■

## INTERNATIONAL OUTSOURCING OF SERVICES: EXPANDING THE RESEARCH AGENDA

“Outsourcing is redrawing the boundaries between a country and its supply base. In the past, outsourcing was mainly restricted to the manufacturing sector,” remarked Arvind Parkhe, professor of strategy and international business at The Fox School and chair of the 7th Annual International Business Research Forum.

“In the increasingly service and knowledge based economies of advanced countries, we are now witnessing more international outsourcing of these activities, including sophisticated IT operations, medical diagnosis and treatment, legal work, and computer animation software,” he continued.

Several forces have converged in recent years to generate this exponential growth in the international outsourcing of services (IOS): the Y2K scare; worldwide spread of communications and computing technologies; increasing competitive pressures to trim costs, improve quality, and shorten product development cycles; tight labor markets in the west, coupled

with a talented, motivated, low-cost, highly-educated, almost bottomless pool of labor in certain countries; and so on.

This growth in IOS is applauded by some (many corporate executives, business scholars, free-trade economists), and opposed by others (many unions, employees in affected industries, and politicians).

Despite the manifest importance of this phenomenon for the global economy of the 21st century, the discussion largely remains mired in anecdotal evidence and political expediency. Surprisingly little academic research has systematically addressed the economic, technological, financial, political, and cultural aspects of IOS. What are the competitiveness implications of IOS? For the overall U.S. economy, for particular industries, and for individual companies, is IOS beneficial, harmful, or both? What policies must the U.S. government promote to capture economic value through IOS, while minimizing the downside?

Scholars addressed these and other issues related to IOS and international competitiveness, and their implications for international business (IB) strategy and theory development at the 7th Annual International Business Research Forum: International Outsourcing of Services - Expanding the Research Agenda.

“This is a very relevant area and I believe that much more research is needed,” stated Nikhilesh Dholakia, professor of business administration from the University of Rhode Island.

“American students need to have a deep understanding of the unfolding outsourcing phenomenon. They are likely to get blindsided by the changing nature of globalization if they ignore the world outside,” he continued.

The research forum was sponsored by Temple CIBER. Best papers from the forum will be published in a special issue of the *Journal of International Management (JIM)*. For more information on the forum and *JIM*, visit [www.fox.temple.edu/ibrf2006](http://www.fox.temple.edu/ibrf2006). ■



Forum participants discuss international outsourcing of services.

## DUBAI WOMEN'S CONFERENCE

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a junior honors student majoring in marketing and international business.

Insight Dubai also sponsored special events for the students such as a desert safari, which included a Middle Eastern buffet. Participants also absorbed the culture by visiting the Dubai Museum, the Jumeirah Mosque, the Sharjah Ladies Club and the Global Village, a marketplace in which countries from around the world sell commodities—everything from spices to jewelry—in huge tents and buildings.

“I loved the Global Village,” said Corrie Buff, a junior honors student majoring in economics and political science. “I bargained for lots of good stuff, and ate fantastic food. I also made friends.”

“There is a lot of misunderstanding among our people about the Arab world, and vice versa,” said Phatak. “We are trying to help undergraduate students at Temple understand the culture in the Middle East, and we want them to understand us.”

“This was definitely an eye-opening experience and made me more aware of the international issues that exist,” said Patel.

Buff added, “I have gained so much respect for their culture and the role that the family plays. My opinion of the Muslim world has been completely reshaped.”

Additional collaborations with Dubai Women's College are in the works. Together with Temple's IGMS and CIBER, the women's college created in spring 2006 three cross-national, cross-cultural teams to participate in a senior business policy class in which 10 students from The Fox School worked with nine students at the Dubai Women's College through Blackboard. The class analyzed the environment, economics and markets in the United Arab Emirates (UAE) to determine if and how Ben and Jerry's ice cream company could successfully enter the UAE market. On May 2, the women from Dubai came to The Fox School to present their projects with their Temple teammates.

Phatak said, “I think this is just fantastic—for both sides—to get women from the Arab world to come here and meet with our students.” ■

## BREAKING INTO THE INTERNATIONAL TRADE GAME

Since 96 percent of the world's customers live outside the United States, U.S. businesses must identify ways to access this large potential market share.

Temple CIBER and the Temple Small Business Development Center (SBDC) collaborate with Montgomery County Community College and the U.S. Export Assistance Center to offer a six-session series entitled *Breaking into the International Trade Game* each fall.

“*Breaking into the International Trade Game* caters to business professionals, teaching from a business approach but in an academic setting. Participants learn step-by-step how to gain key contacts, research their countries, and how to expand their business internationally — everything they need to succeed,” reports Nicole DeSilvis, senior international trade specialist with the Temple SBDC and adjunct professor at The Fox School of Business.

Instructors are international trade experts from the private sector and the government who lend their experience and valuable advice on “in the trenches” global tactics. Some of the topics covered include:

- resources for use in maximizing market penetration and analyzing competition in the global marketplace
- methods of exporting for locating agents, distributors, and strong joint ventures
- development of a detailed international contract
- creation of strategies to combat high tariffs and value added taxes
- outline of documentation and procedures from how to prepare export documents for payments, collection methods, and cash handling for international transactions to an analysis of financial statements and spread sheets

All participants followed a business self-assessment tool throughout the seminar series which allowed them to identify aspects of the export process that were most crucial to their companies. The final output was a customized blueprint for export development designed for each participant.

### SUCCESS STORY

*Who:* George Ajjan, president of Ajjan Associates, a business growth solutions company based in New Jersey.



**George Ajjan**

*What:* Interested in exporting cars to Senegal, West Africa.

*Need:* New to exporting. Seeking the appropriate background information to be able to successfully export to Senegal.

*Solution:* Attended *Breaking Into the International Trade Game* Series in fall 2005

*Result:* He purchased his first vehicle and shipped it to Dakar, applying the legal and logistical guidelines learned during the course. In March of 2006, George went to Senegal to accept his first car shipment. Within his six week stay, he not only made his first sale, which generated enough money to cover his costs, but he also gained invaluable first hand knowledge of the market and made additional contacts in a number of lucrative industries.

With the encouragement of Nicole DeSilvis, he contacted the U.S. Department of Commerce employees affiliated with the U.S. Embassy. As a result, the embassy sends Ajjan leads on a regular basis.

*Next steps:* Ajjan is looking to secure an export express loan and obtain Gold Key Service from the U.S. Commercial Service in efforts to expand his car exporting business into the neighboring West African nations.

To register for the next session of *Breaking into the International Trade Game*, visit <http://fox.temple.edu/bitg>. ■

## THE UNIVERSITY OF ROME PARTNERS WITH FOX TO OFFER GRADUATE IB CERTIFICATE PROGRAM



University of Rome “La Sapienza” graduate students at Temple University’s main campus in Philadelphia.

The Institute of Global Management Studies (IGMS) and The Fox School of Business welcomed 20 graduate students in July from the University of Rome “La Sapienza” as part of a new partnership with “La Sapienza” to offer an international business (IB) certificate program.

The program begins at the Temple Rome campus and is completed in Philadelphia at Temple University’s main campus during a three week summer session. Students take courses on e-commerce, e-marketing, and international business. The e-commerce course gives students a better knowledge of Internet advancements and how technology can be applied to online trade. In the e-marketing course, students learn about the integration of e-marketing and the mass-marketing media in a firm. The globalization and international business course teaches the management of organizations that operate in two or more countries.

“The agreement with the University of Rome “La

Sapienza” is our first formal agreement with an Italian university, and a breakthrough for the Temple Rome campus,” states Kim Strommen, dean of Temple Rome.

“With the possibility of more initiatives involving other units at Temple, the Rome Campus could become a busy hub between Temple and “La Sapienza,” he continues.

In addition to the coursework, students were treated to corporate site visits at Campbell’s Soup Company’s Pepperidge Farm manufacturing facility in Downingtown, Pa., and the Comcast Network Philadelphia Studio CN8; a cultural/historical tour of Philadelphia; and a visit to the Italian Consulate.

“This was my first time in the U.S. and surely one of the most important experiences of my life,” said La Sapienza student, Oscar Ricci.

“During the three weeks, I learned a different culture, took interesting courses, and toured

Philadelphia. I am very thankful to have been a part of this certificate program,” he continued.

Founded in 1303, the University of Rome “La Sapienza”, a comprehensive public university, is one of the oldest universities in the world and also one of the largest with more than 150,000 students, 10,000 faculty and staff, and 130 departments and institutes. ■

## 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.

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- 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.

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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.

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