At the Fox School of Business and School of Tourism and Hospitality Management, PhD students work closely with world-renowned faculty to publish in top journals and to learn best practices in the classroom.
Message from Dr. William Aaronson, Associate Dean for Graduate Programs and Research

As an integral part of a major research university, the Fox School of Business is committed to creating, analyzing, and disseminating knowledge in the business disciplines. We believe that quality education derives from discipline-based, pedagogic and practice-focused research. At Fox we celebrate the accomplishments of our renowned research faculty, who are leaders in their respective disciplines. We also encourage our faculty to engage deeply with doctoral students and to lead them to the highest levels of excellence in research, teaching, and service.

Our doctoral programs are integrally linked to the research agenda of the school. Our students regularly collaborate with faculty and support them in their research. In turn, our faculty provide substantial mentorship and excellent research training to our students, many of whom go on to become leaders in their fields. Doctoral students benefit from the high-quality research produced by our faculty and, at the same time, act as catalysts and energizers for even higher levels of research output.

We are proud of the accomplishments of our PhD students. As you will see in this issue of On the Verge, our students are engaging in a high level of research and being published in the top journals. Research collaboration has further increased under the leadership of Dr. Paul Pavlou, Director of the PhD in Business program, who has initiated new requirements for research output by year of study, paper competitions and seed funding for interdisciplinary research by faculty-research teams.

These initiatives, among many others, have continued the momentum propelling us to be a top research business school. We have truly entered a virtuous cycle as our top researchers recruit stellar doctoral students, who in turn increase our ability to recruit the best faculty. World-renowned scholars and dedicated PhD students are attracted to our school because they know, at Fox, ideas and collaboration flourish.

William E. Aaronson, PhD
Associate Dean for Graduate Programs and Research

Where ideas and collaboration flourish

In the Fox School of Business’ PhD program, students are encouraged to collaborate across disciplines within, and outside of, the school to learn the theoretical underpinnings of various disciplines so they can begin building their research portfolios. Doctoral candidates obtain knowledge in various areas by talking to professors from other disciplines so as to build their own theories.

Faculty-student collaboration is vital for sharing the totality of domain knowledge and in refining the methodological expertise in analyzing and writing manuscripts. In addition, Fox PhD candidates learn how to position research articles via a strong command of both verbal and written communication.

“Our must be able to convey ideas and concepts in conferences and get others to buy in to your ideas,” said Fox School Vice Dean Rajan Chandran. “Knowledge dissemination is as important as knowledge creation, for if you’re not able to disseminate ideas and concepts well, then you have no standing.”

Chandran emphasized that the Fox School seeks to produce students who are not just stellar researchers and presenters but also independent thinkers who have the emotional and social skills to be good citizens in academe.

“That’s the totality of the person we seek, and that’s the person we hope to send out into the academic world,” Chandran said. “For us, the greatest accomplishment is if our students are placed at top-tier aspirant institutions.”

The following pages highlight four examples of successful faculty-student collaboration at the Fox School of Business and the School of Tourism and Hospitality Management.
As biologists continue to piece together the evolution of life, three Temple researchers are crossing academic boundaries to explore a novel concept: applying genetics and evolutionary theory to business management and technological innovation.

Dr. Youngjin Yoo, professor of Management Information Systems (MIS) and strategy at the Fox School of Business, partnered with Dr. Rob Kulathinal, assistant professor of biology, and Zhewei Zhang, a Fox PhD student, for this revolutionary research endeavor.

“I had been studying the evolution of technology and begun to have this fantasy about using biology and genetics as tools—these inspired methods that have been used by social scientists,” Yoo said.

The researchers are working to map today’s digital products and organization processes as a biologist would map present-day species to characterize “common ancestors.” From such mappings, the researchers hope to determine the origins of particular traits or innovations—a prominent challenge in evolutionary studies.

“They are hoping to open up a new interdisciplinary field called organizational genetics—a combination of organization theories and evolutionary genetics.

“A lot of the things we do in organizations, we do in sequences,” Yoo said. “Applying an organizational genetics approach allows us to compare sequences.”

Yoo and Kulathinal have been studying the evolutions of design processes at leading companies such as Intel, Ford, and Mortenson Construction. Using a similar method, Zhang is exploring variations in the unique combination of generative elements that lead to success or failure. They are hoping to open up a new interdisciplinary field called organizational genetics—a combination of organization theories and evolutionary genetics.

In this study, the authors seek to identify patterns of evolutionary change in emerging technologies to predict how the evolution of web services affects innovations that rely on them. By deconstructing each technology into constituent generative elements, the authors will test how digital artifacts, in their very nature, may be generative, highly evolving and consistent with evolutionary principles. The authors believe that the unique characteristics of digital technology allow for more digital entrepreneurs to alter and invent new mashups through constant recombinations of digital components.

“Evolution is no longer a topic found solely in science textbooks. Authors Zhang, Yoo and Kulathinal have designed a revolutionary study that utilizes principles of biological evolution to understand the evolution of web services and digital mashups. These web services—including Twitter, eBay and Google Maps—combine data and applications from more than one source to create new online and mobile tools.”

Dr. Youngjin Yoo and Zhewei Zhang, Management Information Systems
Dr. Rob Kulathinal, Biology

### Table 1: Base Elements Example

<table>
<thead>
<tr>
<th>Base</th>
<th>Possible Values</th>
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<th>Google</th>
<th>Twitter</th>
</tr>
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<td>f</td>
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<td>f</td>
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<tr>
<td>Interface</td>
<td>e.g., location, SaaS</td>
<td>f</td>
<td>f</td>
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</tr>
</tbody>
</table>

“EvoluTIoN of WEb SER vIcES: AN ORGANIZATIONAL GENETIC APPROACH”

Paper Presentation

May 2011

Zhewei Zhang, Youngjin Yoo, Rob Kulathinal

Temple University

Evolution is no longer a topic found solely in science textbooks. Authors Zhang, Yoo and Kulathinal have designed a revolutionary study that utilizes principles of biological evolution to understand the evolution of web services and digital mashups. These web services—including Twitter, eBay and Google Maps—combine data and applications from more than one source to create new online and mobile tools.

In this study, the authors seek to identify patterns of evolutionary change in emerging technologies to predict how the evolution of web services affects innovations that rely on them.

By deconstructing each technology into constituent generative elements, the authors will test how digital artifacts, in their very nature, may be generative, highly evolving and consistent with evolutionary principles. The authors believe that the unique characteristics of digital technology allow for more digital entrepreneurs to alter and invent new mashups through constant recombinations of digital components.

Drawing on evolutionary theory, they hypothesize that limited sets of base elements will ultimately produce a finite variety of higher-level digital innovations.

The study classifies five base elements of web APIs (application programming interface): the owner of the API, which can be an individual or a firm; the openness of an API, which shows if the source code is open or not; the licensing, which indicates if it needs to be paid for use; the service function, which represents what the API is designed for; and the service function, which represents the software function that the API provides.

Using a sample set of the top 100 most popular mashups and web APIs, the authors give each API a code based on its unique combination of base elements. By applying genetics tools to encode and analyze each web API, the authors aim to study the variation of web services, how they evolve, at which time points they change and, finally, to generate predictive models on how they may evolve in the future.
For Fox School PhD student Sargent Shriver, coming to Temple hinged on one key feature: Dr. Angelika Dimoka. “I came to Temple because Angelika is here,” Shriver said. She’s incredible.” Dimoka, an assistant professor of marketing and management information systems, is Shriver’s faculty adviser and the director of the Fox School’s Center for Neural Decision Making. The kind of practical, applied analysis of consumer decision making that takes place at Dimoka’s center was what originally drew Shriver—who previously worked as a research assistant in a neuroimaging lab at Harvard University and neuroscience lab at MIT—to the realm of marketing research.

But as Shriver sought a place to earn his PhD, Fox proved to be the only business school with the infrastructure and support in place to do neuromarketing research independently, and what matters most to Shriver is conducting research. While most first-year PhD students are still finding their focus, Shriver knew what he wanted to do before he joined the program.

“In every way, being here enables me to do the highest quality work,” said Shriver, President of the Doctoral Student Association.

Already the first author of a research article scheduled to appear in the American Journal of Neuroradiology, Shriver is collecting data for a study that he expects to submit for publication before the end of the academic year. The project combines behavioral and fMRI methods to investigate the relationship between product information and purchase decisions, and may have implications for brand management and advertising.

Additionally, this spring Shriver was selected to participate in a National Institutes of Health-funded summer course on advanced neuroimaging methods at the Martinos Center, a Harvard and MIT institution. Considering his first-year status and marketing focus, Shriver deemed his acceptance to the prestigious summer program one of his greatest achievements.

“Sarge knows how to get things done,” Dimoka said. “He has very high goals and very high expectations, but I see him achieving them because I see how hard he works. “He picked us,” she added, “and we’re really, really happy that he came here.”

– Chelsea Calhoun


Shriver et al demonstrate that external, passive movement of the hand produces the same functional magnetic resonance imaging (fMRI) brain activations as self-generated active hand movement. This is an important contribution to cognitive neuroscience, and highlights the versatility of fMRI for real-world applications like presurgical mapping. As a PhD student in the Fox School’s marketing department, Shriver is conducting fMRI research with Assistant Professor Angelika Dimoka that has applications for brand management and advertising.

Functional MRI is used to map functional cortex around tumors for neurosurgical planning. Patients with lesions in or around the sensorimotor strip often have pre-existing weaknesses or difficulty during standard functional MR imaging tests such as finger tapping and hand clenching. These weaknesses increase head motion, which makes it difficult to acquire accurate fMRI data.

Using a custom-built manipulandum, the authors elicited the same fMRI brain activations as active hand movement, including contralateral activation in primary motor and primary sensory cortex in all 10 healthy volunteers and six patients, and supplementary motor area in all healthy volunteers and five/six patients. The reproducibility, absence of effort-related asymmetries of activation, and absence of task-correlated motion make this technique appealing for clinical application in patients with hemiparesis or poor overall task compliance.

– Julie Achilles

1 Department of Neurosurgery, Brigham and Women’s Hospital, Harvard Medical School
2 Department of Marketing, Fox School of Business, Temple University
3 Department of Radiology, Stanford University School of Medicine
Analyzing alternative energy in emerging markets

"Emerging markets present new challenges," Awate said. "Existing theories must be modified so they can be applicable to other markets and industries."

So far, Mudambi and Awate have completed one case study and have sent a paper to an academic journal for review. They are currently working on two more papers and using Fox's resources to their benefit.

"The biggest challenge now is to fully integrate wind power into the grid." – Julie Achilles

EMNE CATCH UP STRATEGIES IN THE WIND TURBINE INDUSTRY: IS THERE A TRADE-OFF BETWEEN PRODUCTION AND INNOVATION CAPABILITIES?

Global Strategy Journal
Snehal Awate and Ram Mudambi
Temple University
Marcus M. Larsen
Copenhagen Business School

This paper addresses a recent surge among emerging market multinational enterprises (EMNEs) within many industries, which has started to challenge the established multinational enterprises of developed market economies (DMNEs). EMNEs are catching up and competing on a range of world markets, including emerging high-technology industries. Catch-up so rapid, however, can be difficult to explain in high-tech industries, since it would appear that in such environments, the knowledge-based disadvantages of the EMNEs would be most severe.

In this paper, authors Awate, Larsen and Mudambi argue that EMNE strategies for acquiring knowledge are very different from those of the incumbent DMNEs. Their research finds that successful EMNEs focus on acquiring output capabilities, such as sub-component (driver) technologies, which allow them to compete for customers with incumbent DMNEs. This strategy facilitates catch-up in production, but not necessarily in innovation.

The authors test their proposition through a comparison of the knowledge base of an EMNE entrant in the wind turbine industry (16-year-old India-based Suzlon Energy, Inc.) with the industry's innovation leader, an incumbent DMNE (32-year-old Danish firm Vestas Wind Systems A/S).

Their research suggests that the DMNE's knowledge base is deep and composed of a dense network through several different groups of technologies, while the EMNE's knowledge base is shallower and narrower. Ultimately, the findings indicate that, while an EMNE may have caught up with its incumbent DMNE in terms of output capabilities, it has not caught up in terms of innovation capabilities.

– Chelsea Calhoun
DR. SEOKI LEE AND YOON KOH
SCHOOL OF TOURISM AND HOSPITALITY MANAGEMENT

Exploring financial and strategic management in hospitality

When Yoon Koh, a PhD student at the School of Tourism and Hospitality Management (STHM), was looking to pursue her doctorate, she wasn’t sure where to go until she met Seoki Lee, an assistant professor at STHM.

“I met Dr. Lee at conferences in our field before coming here,” Koh said. “I had a lot of questions of whether I would pursue my PhD and, if so, in what area. He was the one who consulted with me, and I decided to pursue my studies focusing on hospitality.”

Lee said he realized the collaborative potential with Koh upon first meeting her.

“She initiated the whole process, and I was actually looking to see how she responded to my questions because I’m always looking for research students,” Lee said. “We started communicating more and more, and this was when she was a masters student, so that was collaboration even before she arrived at Temple.”

Lee and Koh have been collaborating ever since. In addition to nine refereed conference proceedings, Koh has had eight peer-reviewed journal articles accepted and published. She has co-authored many of them with Lee.

Koh’s research, which focuses on financial and strategic management issues in the hospitality industry, has appeared in the International Journal of Hospitality Management, Tourism Economics, Journal of Hospitality and Tourism Research and the Journal of Hospitality and Tourism Education.

“In this department, we really have a culture that values research,” Koh said. “We have Friday research seminars and invite prominent scholars, so that kind of culture really helps.”

Lee agreed.

“All the students and faculty members at Temple have very close relationships,” he said. “We are almost like family, and when we’re at conferences it really shows. Other programs, students of course know their advisers, but not like Temple.”

Koh, who has several years of professional experience in banking and hospitality, earned her master’s degree in tourism administration from The George Washington University. Her dissertation topic at STHM was strategic choice and cross-listing of restaurant companies. Koh said her collaboration with Lee has allowed her research to flourish.

“I’ve learned a lot because of his attitude toward students. He’s really open to discussions at any time, and his turnaround is amazing,” Koh said. “It’s not very common that professors treat students like that. It’s very inspiring.”

“Does the Market Care About RevPAR? A Case Study of Five Large U.S. Lodging Chains”

Journal of Hospitality & Tourism Research
November 2010
Jianan Chen, Yoon Koh, Seoki Lee
School of Tourism and Hospitality Management, Temple University

While there are many indicators that a lodging establishment is lucrative, the tourism and hospitality industry has continually relied on RevPAR, or revenue per available room, as a standard to determine performance.

Literature suggests that RevPAR is the most common financial indicator used by the lodging industry and Wall Street, but authors Chen, Koh and Lee argue that a limited number of sources actually test the validity of RevPAR against other performance measures.

In their report, the authors examine the market performance of Choice, Hilton, Marriott, Red Lion and Starwood during the course of eight years by comparing RevPAR with three traditional financial measures—earnings per share, return on assets and return on equity. The stock performance of the five lodging firms is determined by using total shareholder return.

To be more comprehensive, the study estimates the three traditional measures by using two earning figures—net income and earnings before interest, taxes, depreciation and amortization—and accounting for three sensitivity analyses—the time lag of quarterly reports, structural changes before and after 9/11, and risk-adjusted return.

The findings indicate that neither RevPAR nor the three traditional financial measures significantly explain variations in total shareholder return. The most noteworthy indicator of a lodging firm’s equity performance is found to be earnings per share estimated by using earnings before interest, taxes, depreciation and amortization.

Chen, Koh and Lee suggest that industry and financial analysts re-evaluate the validity of RevPAR by slowly shifting analytical weight to different indicators.
The Fox School and School of Tourism and Hospitality Management’s institutes and centers are dedicated to promoting educational goals and working with students in the classroom, in the community and in the research arena.

Centers of collaboration

Temple’s Fox School of Business and School of Tourism and Hospitality Management (STHM) are home to 16 research institutes that support students, faculty, staff and the community.

The Fox and STHM institutes and centers attract high-caliber PhD students who are looking to develop connections within academia and industry, work closely with premier faculty on research projects, and present their findings at conferences or in top journals.

Many of the centers provide space for collaboration and opportunities for interdisciplinary research around a common theme, such as international business, entrepreneurship, design, information systems, tourism and sport, among others.

The prestigious research born within Fox and STHM would not be possible without administrative support from the Cochran Center for Research and Doctoral Programs.

The Cochran Center manages doctoral admissions and recruiting, and organizes and maintains grants for all of Fox and STHM’s research projects. In addition to assisting with proposal development, the center publishes Grants Mondays, a weekly listing of research-funding opportunities.

“This center is unique in that it provides strategic development initiatives for the Fox School and STHM, and we aid in the shaping of the vision, mission and new directions of the schools,” said Julie Fesenmaier, associate research director of the Cochran Center. “Through our strategic initiatives, we also support important university-wide initiatives, such as sustainability and technology.”

Assistant Professor Florian Zach joined Temple’s School of Tourism as a PhD candidate. After being hired as a full-time faculty member, he assumed the position of assistant director of the National Laboratory for Tourism & eCommerce (NLTeC), a center that provides solutions and market research to industry partners in the field of tourism impacted by technology.

Working closely with NLTeC Director Daniel Fesenmaier, Zach said he was able to balance his academic interests with professional consulting experience as a PhD student. Through labs and centers such as NLTeC, which provide support for travel, Zach said PhD students have opportunities to travel to world-renowned conferences and network with key players in the field. Zach said applied research partnerships in industry also can create valuable learning experiences—and open doors in the future.

“One of the benefits of doing this is you generate revenue that allows you to hire more students and give back to the community here at Temple University,” to the student population,” he said. “And the second thing is it opens our doors for access. Because they know you, they trust you to do studies for your own academic purposes. When presenting innovative research ideas to our industry partners, I don’t think I’ve ever heard no.”

In the Fox School, the Temple Center for International Business Education and Research (CIBER) encourages similar partnerships among students and faculty members through PhD assistantships, which pay for students to gain experience in international business research. CIBER also accepts proposals for grants to fund international business dissertations and provides support for PhD students to present their research at international conferences and participate in faculty development programming.

When a faculty member receives a research grant from CIBER, he or she will often use it to fund a PhD student to assist in the research project. The students are able to work directly with faculty in reviewing journals or co-authoring articles. For example, Maasaki “Mike” Kotabe, Washburn professor of international business and marketing, collaborates with PhD students in his seminar class as ad hoc reviewers for the Journal of International Management, which he edits. Students learn first-hand how to critique and improve articles by observing the reviews of senior faculty.

“When he delegates the job of reviewing articles for the journal to PhD students, they are learning from the master of how to research, how to publish. That’s a big advantage for students,” said Arvind V. Phatak, who is retiring as Temple CIBER’s executive director. “It’s a very competitive job market, and unless you have publications, you can’t get good jobs. So it’s very valuable to have someone like Kotabe on the faculty.”

First-year PhD student Zhiwei Zhang found a supportive network at Fox’s Center for Design Innovation. Innovation, directed by Youngjin Yoo, professor of management information systems and strategy. Zhang partnered with Yoo to turn abstract ideas about digital products into a tangible research study on why some revolutionary web services—such as Google Maps—succeed and other similar models do not.

Through connections at Fox and Temple, Zhang joined the Young Scholars Forum, which connects PhD students from North America and Europe.

“There are many distinguished professors that are helpful in collaborating—most right at our school,” he said.

-Arul Achiluv

The Fox School of Business
Advanta Center for Research in Financial Institutions
Biostatistics Research Center
Center for Competitive Government
Center for Design Innovation
Center for Healthcare Research and Management
Center for Innovation in Teaching and Learning
Center for Statistical Analysis
Center for Neural Decision Making
Cochran Center for Research and Doctoral Programs
Innovation and Entrepreneurship Institute
Institute for Business and Information Technology
Institute of Global Management Studies
Small Business Development Center
Temple Center for International Business Education and Research

School of Tourism and Hospitality Management
Sport Industry Research Center
National Laboratory for Tourism and eCommerce
Question: What do you hope to accomplish with the PhD program?

Answer: I’m generally interested in helping improve the institution—the Fox School and Temple University. Of all the administrative positions, I believe PhD program director was the most relevant to me. I’m immersed in multi-disciplinary research, and I like working with PhD students, so directing the PhD program was a natural fit for me.

It’s definitely a lot of work, both strategically and dealing with the administrative details of the program. So, for the first few months, it was a steep learning curve for me. Nonetheless, I think we’re doing very well. The program is on a trajectory of continuous improvement. But there are still many things we can further improve upon and do even better.

Q: What are some immediate opportunities for improvement?

A: In the bigger picture, what I would like to accomplish is encourage even more hands-on faculty-student collaboration. We want to go out there and say, “The reason you should come to Temple is because we offer you the best possible personalized program and face-to-face collaboration with our world-class faculty.” We want to provide personalized, hands-on support to our PhD students.

We want to compete to identify the best master’s and graduate students and try to bring them here. Then, during the course of the PhD program, have faculty take them under their wing and produce a high-quality researcher who can land a position at a prestigious university. We want to further embed collaboration into the culture of faculty. We want to say, across the board, “Fox PhD students are an integral, fundamental part of our PhD portfolio.” At the end of the day, PhD students are part of the school’s research program, and we want to make sure they are carefully hand-picked.

Q: Approximately 75 new faculty members have joined Fox in the past four years, bringing the full-time total to 175. Is that a major draw for PhD students?

A: Absolutely. A PhD program is a very individualized experience, and students come here to work closely with our faculty. As we continue to bring world-class faculty to the Fox School, the job of recruiting and training top PhD students becomes easier.

Q: What parts of the world do Fox PhD students come from?

A: We get a large percentage of PhD students from across the world. In terms of domestic applications, they’re not only from the Philadelphia region but from the entire country.

There are many reasons to come here. Throughout the university, there is very strong support for research. This becomes tangible when dealing with resources and funding for PhD students, and it is readily reflected in the classes we offer. We offer high-quality classes with a small number of students, and our top-notch faculty members are in the classroom, teaching PhD students research methods and training them to conduct stellar research.

In addition, we offer a lot of courses—especially in terms of specialized electives—ensuring that PhD students get the best possible training.

Q: Why does Fox have that level of commitment to graduate education and research?

A: To be a top business school, you really need to have a very strong research portfolio, and that’s something the deans, the faculty and the university understand. If you want to go to the next level, and be recognized as a top business school or a top institution, research is a fundamental component you want to stand out.

Q: What excited you the most about the PhD program when you took the job?

A: The PhD program is one of the most important long-term ways to improve the reputation of the business school. You’re taking PhD students and placing them in high-profile research institutions around the world, and these people carry the Temple University and Fox School brand throughout their career.

This gives you a long-term reputation as a great institution, because your graduates become recognized faculty, they assume other important positions in institutions around the world, and they will always say, “My PhD came from the Fox School at Temple.” That’s important in continuing to build our reputation around the world, and the PhD program serves as the foundation to accomplish that long-term objective.

Q: What personal philosophy drives or informs your decision-making as PhD program director?

A: In general, the motto is to treat PhD students as junior faculty colleagues. They have important jobs, and we need to provide them with the support and guidance to succeed. We treat each and every PhD student with the respect and support that we offer to any faculty member. With faculty members, you ensure that they succeed in their program, you try to give them mentor-ship and guidance, and I like to apply similar principles when dealing with PhD students. We make sure they’re hand-picked, that they receive personalized attention in their departments and that they have a PhD mentor throughout their tenure at the Fox School.

In turn, we expect many great things from them, as Fox has high expectations for all of its PhD students. We want them to succeed, publish in top journals and hopefully be placed in a top-caliber institution upon graduation.

Extending the information asymmetry literature from seller to product, the authors first theorize the nature and dimensions of product uncertainty. Second, they propose that product uncertainty is distinct from, yet shaped by, seller uncertainty. Third, they speculate that product uncertainty negatively affects price premiums in online markets beyond seller uncertainty. Fourth, they describe how information signals—online product descriptions and third-party product assurances—reduce product uncertainty. Validated by a dataset of secondary transaction data from used cars on eBay Motors matched with primary data from 3,371 buyers who bid on the used cars, the results of the study distinguish between product and seller uncertainty, show product uncertainty’s stronger effect (contrasted with seller uncertainty) on price premiums, and identify the most influential information signals that reduce product uncertainty. Within the authors’ findings, implications for product uncertainty’s emerging role in online markets are also discussed.

—Chélou Cahun

13
T.L. Hill has been with the Fox School for nearly a decade-and-a-half, since he was hired as a management consultant for the Temple Small Business Development Center in 1997. Today, he is an associate professor of strategic management and the managing director of Fox’s renowned Enterprise Management Consulting Practice (EMCP), a required capstone consulting experience for MBA students.

And when it comes to the Fox PhD program’s emphasis on student-professor collaboration, Hill’s experience is a prime example of the rich advantages that interdisciplinary research partnerships can provide. Hill’s PhD research is not just a product of his hard work and self-described curious nature. His mentors—professor of strategic management Ram Mudambi, professor of finance Jonathan Scott and assistant professor of strategic management Arun Kumaraswamy—played a fundamental role in the completion of Hill’s dissertation, “Longing to Belong: Identity and Organization Theory.”

The paper is defined by three parts: The first illustrates the thrust of Hill’s dissertation, which argues that, in Part 1, Hill completes a case study analyzing tensions between identity groups within chemical company Rohm and Haas.

Part 2, which has been working together since Fall 2008. When it came to describing Hill as a PhD student, Scott called his achievements “incredible” in light of Hill’s numerous EMC responsibilities.

“The was amazed at his work ethic and ability to manage all of the moving parts involved in the EMC and still carve out time, be it intermittently, to work on his thesis,” said Scott, who also praised Hill’s efforts to “explore new ground” with his PhD work.

“From a student’s point of view, it’s up to us to build relationships and enter into an intellectual exchange with professors, and if you do that, it’s really rich,” Hill said. “But you do need to be a little assertive about it.”

Hill has collaborated with Temple professor of political science Barbara Ferman, professor of strategic communication Priscilla Murphy and associate professor of urban education Erin Horvat, as well as other professors across various disciplines within the Fox School, such as associate professor of human resource management Lynne Andersson.

The relationships Hill has built with professors in and outside the business school represent more than just stepping stones to his doctorate. Hill said the collaboration is all about gaining intellectual peers and having fun working with one another—something Hill says he’ll continue.

“T.L. has the uncanny ability to pull together theory from diverse disciplines like sociology, economics and management and weave them together to form a seamless tapestry that advances our understanding of human behavior at the most basic level,” said Mudambi, also a Perlstein Senior Research Fellow. “His level of understanding often outpaces the more mundane boundaries of research disciplines.”

Hill has 12 research ideas lined up, including two for which Scott, Mudambi, Ferman or Horvat are possible collaborators. First on his list, though, is a paper that would apply theories about understanding education to strike a balance between goal and structure in schools. Hill said the research stems from concepts about education developed by William Ouchi, the noted business management professor whose early work on the idea of clans inspired Hill’s dissertation topic.

“He still hasn’t cracked the code,” Hill said, “and I’d like to go after that.”

Gaining the rich rewards of interdisciplinary collaboration

T.L. Hill PhD STUDENT PROFILE

Far from Silicon Valley: How Emerging Economies are Re-Shaping Our Understanding of Global Entrepreneurship

Journal of International Management
September 2010

T.L. Hill and Ram Mudambi
Fox School of Business, Temple University

Entrepreneurship is a process that relies on and contributes to disequilibrium. While much research on entrepreneurship itself, authors Hill and Mudambi propose that the study of entrepreneurship in emerging markets suggests a new emphasis on the larger processes that facilitate, hinder and shape entrepreneurship in particular contexts. Whether studying spillovers, catch-up or brokering, it is important to focus on process.

In this paper, the authors describe three distinct but interrelated processes—spillover and catch up, brokering, and bottom up—that link globalization to entrepreneurship in emerging economies. The authors then outline an ambitious research agenda concerning entrepreneurship within the emerging economy context and current trends, which indicate that emerging economies will become dominant within the world economy over the coming decades. Will these processes in emerging market economies eventually converge to those in the advanced market economies?

Or will they converge to a new orthodoxy influenced by both emerging and advanced economies? Alternatively will entrepreneurial processes develop along a fundamentally different trajectory, changing the organization of entrepreneurship forever?

Citing contemporary research on labor flows, and the networks and norms that structure them, the paper emphasizes the varying roles influential individuals play at varying times and the notion that cluster boundaries might be as much social as geographical. The authors propose that such a focus on people and social structure suggests the usefulness of paying attention to the role of networks, associations and government interventions in the evolution of clusters.

Far from Silicon Valley: How Emerging Economies are Re-Shaping Our Understanding of Global Entrepreneurship

T.L. Hill and Ram Mudambi
Fox School of Business, Temple University

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In this paper, the authors describe three distinct but interrelated processes—spillover and catch up, brokering, and bottom up—that link globalization to entrepreneurship in emerging economies. The authors then outline an ambitious research agenda concerning entrepreneurship within the emerging economy context and current trends, which indicate that emerging economies will become dominant within the world economy over the coming decades. Will these processes in emerging market economies eventually converge to those in the advanced market economies?

Or will they converge to a new orthodoxy influenced by both emerging and advanced economies? Alternatively will entrepreneurial processes develop along a fundamentally different trajectory, changing the organization of entrepreneurship forever?

Citing contemporary research on labor flows, and the networks and norms that structure them, the paper emphasizes the varying roles influential individuals play at varying times and the notion that cluster boundaries might be as much social as geographical. The authors propose that such a focus on people and social structure suggests the usefulness of paying attention to the role of networks, associations and government interventions in the evolution of clusters.

Far from Silicon Valley: How Emerging Economies are Re-Shaping Our Understanding of Global Entrepreneurship

T.L. Hill and Ram Mudambi
Fox School of Business, Temple University

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PHD STUDENT RESEARCH

SUMMARY 2011

• 24 journal articles
• Five publications in conference proceedings
• Two presentations at national conferences

JOURNAL ARTICLES


22. Wang, D., Park, S., & Feineman, D.R. (In Press). The role of mobile applications in addressing tourist information needs. 16th Annual Graduate School and Graduate Student Research Conference in Hospitality and Tourism, Houston, TX.


CONFERENCE PROCEEDINGS


NATIONAL PRESENTATIONS


