MUDAMBI CHAIRS AIB ANNUAL MEETING

Dr. Ram Mudambi, of Temple University’s Fox School of Business, recently served as Program Chair of the 2015 Academy of International Business (AIB) annual meeting.

In his role, Mudambi developed the program and arranged a prominent lineup of scholars and global business leaders for the yearly conference, which was held June 27–30, 2015, in Bangalore, India. The event comprises the largest gathering of academics in the international business community, with more than 800 leading scholars from around the world in attendance.

“It certainly was a gratifying expression of confidence,” said Mudambi, the Frank M. Speakman Professor of Strategic Management at the Fox School. “This is the apex event put on annually by AIB, and it was truly an honor.”

Mudambi learned in September 2013 that he had been elected as Program Chair for the 2015 conference. As a precursor to managing this year’s marquee event, Mudambi served as Program Chair of AIB’s pre-conference in 2014 in Vancouver, Canada, organizing one day of programming prior to the AIB conference main program.

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HALF-DAY OF SERVICE AT APSA DREAM SCHOOL

Twice in their academic experience, Fox Global MBA students travel internationally for global immersion experiences. As part of their first global immersion, 22 Temple MBA students traveled to India in May 2015 to experience theory in practice.

In the midst of meeting with executives from companies like HDFC Bank and Philips, the students made time to learn more about a local non-governmental agency (NGO) that provides housing, education and opportunities to children in need: the Dream School run by the Association for Promoting Social Action (APSA).

The planned visit included a tour of the school, given by Padmaja Ramamurthi and her staff, and time to play with the children. My classmates and I met the day before the visit to map out our activities with the children, which included jewelry, sports, painting, and Legos. The enthusiasm and anticipation was palpable.

When we arrived at the Dream School, we first learned about a few of their 17 ongoing projects to serve different categories of vulnerable children. The school was founded as a night shelter for street children who worked as rag pickers, and it began to teach them basic principles of math and money that they could use while selling the rags to vendors. After a while, the children told of their dreams of attending regular school, and the Dream School was born.

The school has an informal curriculum and structure. For example, classes are not graded. Further, to accommodate migrant families, whose tents are only steps from the school grounds, they allow older students to bring their younger siblings to school with them, so they don’t have to stay home to watch them, and allow students to travel to and from home at will.
to perform chores and other tasks for their families. The school also offers shelter and education to children rescued from hard labor, teenage girls whose parents have pulled them from school, and any child who comes to their attention through Childline, a national rescue hotline whose Bengaluru branch the school handles.

Most impressively, the Dream School commits to each child through young adulthood, to ensure he or she has all of the tools necessary to start a productive life. Meeting the children was one of the highlights of our trip. It was thrilling to see my classmates divide and conquer the activities, and share snacks with them, to ensure they had a positive experience. I can only hope it was as positive as the memories with which they left us.

—Kerry Slade

CONFERENCE OFFERS GLOBAL MBA STUDENTS FIRST-HAND VIEW OF MOROCCAN ENTREPRENEURIAL ECOSYSTEM

Global MBA students from Temple University’s Fox School of Business received an understanding of Moroccan entrepreneurship from a first-person vantage point.

The Global MBA students took part in a one-day conference, titled, “Unlocking the Entrepreneurial Ecosystem in Morocco: Lessons for a Pan-African Model,” as part of their immersion trip to the Middle East-North African region in March 2015.

Held in Casablanca, Morocco, the conference brought together leaders from the academic, business and entrepreneurship sectors to diagnose the strengths and weaknesses of the entrepreneurial ecosystem in Morocco, in order to better define the nation’s role as a frontier market.

“With the rise of emerging markets, and the world moving south and east, it is critical to revisit our assumptions and values beyond what works and what does not, and what business is about and what it is not about,” said Dr. Rajan Chandran, Deputy Dean of the Fox School. “We at Fox believe that, in order to develop the next generation of global leaders, we need to learn from the innovative models that are being seeded in emerging markets.”

The conference was co-chaired by Dr. Wafa El Garah, Dean of Al Akhawayn University; Fox School’s Dr. M.B. Sarkar, H.F. “Gerry” Lenfest Professor of Entrepreneurship and Innovation; and Rebecca Geffner, the Fox School’s Director of International and Executive Programs.

In the Middle East-North Africa region, Morocco is widely viewed as the gateway between Europe, Africa and the Middle East. And with structural reforms incentivizing new venture formation in the region, Morocco has demonstrated a commitment to spurring entrepreneurial activity.

Three panels comprised the conference’s program. The first centered on the landscape of entrepreneurship in Morocco and the surrounding region. Among the panel’s guests were: Larbi Belarbi, Academic Committee President of Al-Akhawayn University’s Board; Omar Balafrej, President of Technopark; Rabia Al Alama; Director of the American Chamber of Commerce; Younes Sekkouri, Member of Moroccan Parliament, Budget and Economic Policies Committee; Samir Tamri, CEO of North African Game Distributors; and Deborah MacArthur, CEO of Global Lights.

The conference’s speakers and attendees included (from left) Dr. Rajan Chandran, Tayeb Sbihi, Samir Tamri, Mhammed Abboud Andaloussi, Dr. MB Sarkar, Khadija Janati, Driss Chajara, and Rebecca Geffner.

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FOX EXECUTIVE MBA PARIS COHORT ENGAGES IN PHILADELPHIA IMMERSION

The Fox School of Business hosted a cohort of Temple International Executive MBA students from the École des Ponts Business School (Paris, France) in July 2015 for a 10-day immersion program focused on the central theme of innovation.

Throughout the week, the cohort engaged with the entrepreneurial ecosystem of Philadelphia with visits to public and private sector entities on the front lines of Philadelphia’s rapidly growing innovation scene. To understand public sector efforts, the group visited Philadelphia International Airport, the Free Library of Philadelphia, and the Innovation Lab for the City of Philadelphia. Other highlights included meeting with leadership of the William Penn Foundation and engagement with the startup scene through meetings with the Project Liberty Incubator (hosted by the Philadelphia Media Network), NextFab, and DreamIt Ventures. Young businesses founded by Temple Alumni; Philly Foodworks and Honeygrow, also hosted the cohort and shared their successes in growing a business in the region.

During their immersion, the students also enrolled in two courses: Statistical Analysis for Management led by Dr. Pallavi Chitturi, and Economic Environment of the Enterprise, Economics, led by Dr. Amir Shoham, allowed for a truly unique learning opportunity as the group took the course alongside their Philadelphia EMBA peers, as well as exchange students from Temple’s Executive MBA programs in Singapore and Japan. The course contained significant team project work, allowing each team to enjoy a cross cultural perspective for their assignments.

Together the Fox International and Executive Programs team, along with their counterparts at École des Ponts Business School, are already thinking ahead to next summer. “We’re excited for what’s next,” says Fox’s Kristyn Palmiotto. “The enthusiasm and engagement of the Paris cohort was tangible throughout the week. We’re already discussing how to build on this immersion’s successes to further enhance the curriculum in the future.”

—Jeffrey Conradi and Kristyn Palmiotto

FOX SCHOOL PROFESSOR APPOINTED TO AOM RESEARCH COMMITTEE

Dr. Seok-Woo Kwon, Assistant Professor of Strategic Management at Temple University’s Fox School of Business, has been appointed to a three-year term as a member of the entrepreneurship research committee of the Academy of Management (AOM).

Founded in 1936, the AOM is the preeminent professional association for management and organization scholars. Its membership spans 20,000 members in 115 countries.

“The organization sponsors many interesting sessions that can enable and advance future research. I am very honored to be invited to the group,” Kwon said of the opportunity.

In 2012, Kwon received the Academy of Management Review’s 2012 Decade Award, one of the discipline’s most-prestigious awards, which recognizes the most-influential AMR research paper of the last 10 years, for his 2002 work, “Social Capital: Prospects for a New Concept.”

Kwon, who joined the Fox School of Business in 2012, instructs Organizations and Management Theory, a core course at the PhD level, and teaches Managing Knowledge Networks at the MBA level.

Prior to his arrival at Temple, Kwon earned his PhD in Management and Organization from the University of Southern California, where he also attained his Master’s degree in Communication Management from the university’s Annenberg School for Communication. Previously, Kwon received his Master’s in Anthropology from the University of Chicago, and his Bachelor’s degree in Anthropology from the University of Michigan.

—Lora Strum
PROJECT-BASED INTERNSHIPS CREATE VALUE FOR BUSINESSES, STUDENTS, AND TEMPLE UNIVERSITY

The creation and implementation of the project-based internship program at the Fox School of Business at Temple University continues to draw considerable attention from both the academic and business communities for the value it brings to students, to businesses within the greater Philadelphia community, and to Temple University.

Originally designed for students at the Fox School, the program has since expanded the offering to all of Temple’s 17 schools and colleges.

The inception of the internship program at Fox, which was first launched in 2013, embraces the implementation of knowledge work values to empower students to develop autonomy and asset value within a 21st-century business environment. The program recognizes that there is no substitute for real-world experience, and that learning to be productive in this environment is best achieved through experience.

Built upon the foundation that project-based internships help interns develop skills while they create new value for the companies that they serve, the program highlights three key needs among its most important customers: Students need practical experience, building context, confidence, and credibility; businesses need informed workers to fuel growth, contributing an innovative mindset; and the university needs to be effective in understanding both its students and the workforce they are preparing to enter.

Essentially, knowledge workers seek to understand a task and its desired result while analyzing, assessing, and evaluating relevant data and information to get to that result. As the program continues to meet the needs of students, businesses, and the university, more and more recognition of the value of the knowledge-work approach impresses participants from all three contingencies with its underlying philosophy and its unquestionably positive and successful results.

The nature of projects continues to become more diverse, as students explore areas of their individual passions along with businesses needs.

Projects develop in contexts including international growth markets, growth ventures for emerging business, incubator and accelerator innovation for start-ups, and innovation strategies within existing businesses. After completing his project assessing the market environment in Korea and designing the best marketing strategy for its particular demographic, one student wrote that he “really enjoyed working with a diverse group of people and applying my work towards a real business. For the last four months, I became attached to this company. I worked as if this company was my company.”

Another student recently created a project that identified six potential international vendors in the Middle East and the Netherlands for a food equipment manufacturer. (Partnering discussions are ongoing with these vendors.) A third student built international awareness and presence for a water supply company through a LinkedIn profile, including industry information, discussions, and videos on the company’s current events. The student also provided training on how company members could maximize the use of this profile.

Reviews from supervisors within sponsoring businesses continue to reflect the positive contribution students are able to make when trusted to make a difference in an organization.

An intern sponsor from a humanitarian foundation commented that the weekly reports of her intern “included valuable insight” into the work of the organization and his work helped to “further their mission.” Another intern sponsor from a business offering technology solutions reported that his intern helped get their “social media accounts off the ground and growing,” which was something that the busy start-up company would not have been able to accomplish without the help of this intern, resulting in increased awareness of the value of their solutions.

The internship experience builds a competitive advantage for the student, building context for future work initiatives, confidence in their abilities, and credibility in that there are others who know what they can achieve. Based upon the correlating statistics, it is clear that employers greatly value the project-based experience when hiring. In the last two years, an average of 85 percent of Temple’s project-based interns received offers of continued work with the sponsoring companies.

Testament to the success of these internships is the sustainability they provide for students, businesses, and the University.

The internship program blends the renaissance concept of apprenticeship, the age-old means by which a master might pass along his knowledge to a new generation, with the trust to innovate and propel some element of a business. The project-based approach to experiential learning uses a real work experience to enable a student to carry out all elements of a professional engagement from...
In August 2015, 10 undergraduate students participated in an international study trip to Vietnam and Cambodia. Led by Professor Mary Conran and Vice Dean Debbie Campbell, the students explored how to do business in this part of the world through a combination of corporate visits, lectures, and cultural excursions. Two students, Jonathan of Community College of Philadelphia, and Capathia of Lincoln University, joined their Temple University peers on this exciting educational endeavor with support from CIBER funding. With this trip being the first international experience for each of these students, there was a bit to be anxious about, but certainly much more to look forward to. Here’s a glimpse into what was on their minds as they prepared to travel:

Q&A with Jonathan

Q. What is your name and what are you currently studying?
A: My name is Jonathan and I am currently studying business administration.

Q. Why are you interested in this field of study?
A: I am interested in business administration so I can pursue another major I’m interested in, Accounting, when I transfer to Temple.

Q. Why did you decide to apply for the opportunity to travel to Vietnam and Cambodia on an international study trip?
A: I come from North Philadelphia. I have never been out of the country or, really, the state of Pennsylvania, except for day-trips around the Philadelphia area. I am excited to see another business culture. I want to be able to experience another culture and, truly, to see how Vietnam and Cambodia operate. This is a huge opportunity for me.

Q. How do you think this opportunity will impact your future personal, academic or career goals?
A: Firstly, I believe this trip is going to help me academically. We have to write a 20-page paper on our thesis statement and I chose the history and changes Vietnam has made economically as my topic. So I am excited to see first-hand what Vietnam has done and to learn from their history and culture. This will be very useful.

Personally, I believe this trip is going to open my eyes to a whole new culture and different country from what I’ve known all my life. Instead of just seeing Philadelphia, I am going to see two new cultures and ways of doing business in Vietnam and Cambodia. Since I will be transferring from CCP to Temple, I will get the opportunity to meet with Temple students, which is another nice feature, and I will get the opportunity to familiarize myself with a new campus environment.

Ultimately, I plan on branching out from accounting to take on managerial positions, or to manage my own business. Like the title of the course, “Doing Business in a Foreign Country,” I want to know how to manage a business in a different country and different culture from what I have known in the United States. I could learn some pros and cons on establishing businesses in different countries or expanding my local business abroad. Also, I could learn how to respond to certain economic failures and find ways to always stay on point with managing and interacting with people from different cultural backgrounds.

Q. What are you hoping to learn while on this international study trip?
A: I’m hoping to learn another business culture. I know I keep repeating myself but really, when I first learned about the opportunity that was something I was very excited about. Before doing my own research, I thought most countries will do business similar to the way the United States does. But I realize that culture plays a very important role. For instance, in Vietnam, business practices are totally different. A situation we may consider inappropriate business practice in the United States, could be a show of respect and showing gratitude for a service rendered in another culture. When I discovered that, it kind of opened my eyes and let me know that if you ever want to do business in a foreign country, you have to research and understand the people in that country to know what works.

Q. What are you most excited about?
A: Besides the culture, because I am definitely excited for that, I am excited to see Vietnam and Cambodia. I have seen videos and documentaries about...
Vietnam and the Vietnam War, so the only real images in my mind are about the Vietnam War, and the Saigon and Tet Offensive. So I am excited about the opportunity to go and have a new and better image about the country.

Q. Is there anything else that you want to share?
A: I want to thank Temple CIBER and CCP for giving me the opportunity to be a part of this experience.

Q&A with Capathia

Q. What is your name and what are you currently studying?
A: My name is Capathia and I am currently an accounting major with a finance minor.

Q. Why are you interested in this field of study?
A: I am interested in accounting and finance because I do really well when I am working with numbers. I like numbers because they are easy for me to relate to and compare to my day-to-day life.

Q. Why did you decide to apply for the opportunity to travel to Vietnam and Cambodia on an international study trip?
A: I decided to apply for this study trip opportunity so that I could start to build business connections in the future when I branch out into business. Also, I would like to get personal connections and understand how businesses work both in and outside of the United States.

Q. How do you think this opportunity will impact your future personal, academic or career goals?
A: Personally this opportunity will affect me because I have never travelled this far without my family. So personally, it will give me the opportunity to become more independent.

I believe this opportunity will also impact me academically. Currently, at the school I attend—Lincoln University—I am a little behind and this will give me the opportunity to catch up since the class that would be taken as part of the trip will count towards my degree. I also believe this will make me push my limits and put me on a better level amongst my peers.

Career-wise, it’ll give me the opportunity to build connections with others and help me learn the do’s and don’ts of business.

Q. What are you most excited about?
A: I am excited about visiting Liberty Mutual Insurance and Wells Fargo in Vietnam and see how different things are from back here in the United States, and how culture affects operations in similar businesses of interest in the United States of America.

Q. What are you hoping to learn while on this international study trip?
A: I am hoping to learn the genetics of business; how it works, what should be done, how to handle different people inside the business, how to handle different customers, and the like.

Q. Is there anything else that you want to share?
A: I am very excited and open-minded about going on this trip and I hope that it helps me in a positive way and I can gain and learn a lot. Thank you!

—Kristyn Palmiotto and Lydia Nettey
Mudambi chairs AIB annual meeting

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“The pre-conference presents a great opportunity for someone like myself to get my feet wet, by managing an event on a smaller scale, but on the same stage,” said Mudambi, a longtime AIB Fellow.

Attendees had access to eight plenary and special sessions, 33 panels, 121 competitive and interactive paper sessions, and many special events, like a breakfast for the editorial board of the Journal of International Management, of which the Dorothy S. Washburn Professor of International Business Dr. Masaaki (Mike) Kotabe serves as the editor. Dr. Kotabe is also AIB’s President-elect, effective Aug. 1, 2015.

Prominent Fox School faculty attended the AIB annual meeting, including: Dr. Rajan Chandran, Deputy Dean; Dr. Arvind Parke, Chair of the Strategic Management department; Dr. Mitabarun “MB” Sarkar, the H.F. “Gerry” Lenfest Professor of Entrepreneurship and Innovation; and professors Dr. Nandini Lahiri, Dr. Susan Feinberg, and Dr. Amir Shoham.

Mudambi’s election as program chair of the AIB annual meeting is the latest achievement in what has been a productive 12-month period. Outside of his published work, Mudambi has been quite active in the IB community.

Mudambi facilitated a high-level ministerial panel in March 2015 in Dubai at the United Nations-sponsored Annual Investment Meeting, the world’s premier meeting related to foreign direct investment. He also organized a roundtable discussion in October 2014 in Geneva, at the World Investment Forum, one of the flagship events of the UN Conference on Trade and Development (UNCTAD).

GUILLOTIN JOINS FOX AS DIRECTOR OF INTERNATIONAL BUSINESS PROGRAM

In July, Professor Bertrand Guillotin joined Temple University’s Fox School of Business, as Greater Philadelphia’s main point of contact for the undergraduate Fox International Business (IB) program, which is ranked top 15 in the nation by U.S. News & World Report.

Guillotin joins Fox from Duke University’s Fuqua School of Business, where he served for more than 10 years as director of the school’s international programs office.

At Fox, Guillotin’s main objective is to create strong momentum by engaging with the local academic and business communities. This momentum can unleash untapped value for that community, including the 500 Fox IB students he now represents.

While the Fox IB program has been built upon world-renown IB scholarship, Guillotin considers strong local engagement vital to the success of the IB program. Pragmatically, that engagement can materialize through consulting projects, internships, company visits, speaking engagements, and mentoring. Fox IB students are known for their strong work ethic and humility. They specialize in the six concentrations that employers deem mission-critical: international sales, international marketing, international entrepreneurship, international economics/consulting, international finance, and international supply chain management, transportation and logistics.

His research combines international business and strategic management. His recent publications include articles in the European Foundation for Management Development’s Global Focus, the Financial Times (London, UK), Les Echos, a prominent French economic newspaper, and the Thunderbird International Business Review.

Guillotin is a doctoral candidate from Grenoble Ecole de Management, in Grenoble, France. He plans to defend his dissertation and earn his Doctorate of Business Administration in March 2016. He holds a Master of Business Administration in International Management from Thunderbird (Arizona State University), a European Diploma of Higher Education in International Marketing from the European Federation of Schools in Switzerland, and a Manager du Commerce International diploma from ESARC business school, France.

—Christopher A. Vito

Project-based internships

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identifying a growth market opportunity to communicating, designing, and implementing a new efficiency for a business.

Temple is providing a differentiating value to its students and the business community with this project-based internship program, as students are better prepared for the workforce that they will enter and businesses are assisted in their growth imperatives with very tangible project outcomes. And now, because learning to be an effective member of a professional community is not specific to business students only, many internship opportunities are available to any and all Temple students. Learning to be autonomous and an asset at the same time is of universal value.

—Christopher A. Vito

—Jane Frankel

GLOBAL PERSPECTIVES

Temple Center for International Business Education and Research (CIBER) & Institute of Global Management Studies (IGMS)
Temple CIBER receives new round of funding
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“This grant renewal demonstrates Temple University and the Fox School’s place among the country’s leading centers of international business,” said Rebecca Geffner, Director of Temple CIBER. “The education, outreach and research opportunities afforded by this grant are immeasurable.”

The international business institute is scheduled to receive federal funding for four more years. The grant, announced in September, allows for $250,000 annually. This represents the fourth such grant for Temple CIBER, a fixture at the university since its inception in 2002.

“Temple won the CIBER grant in the face of increased competition, and a shrinking government budget that saw the number of CIBER institutes cut from 33 to 17,” said Dr. Ram Mudambi, Executive Director and Principal Investigator of Temple CIBER. “This award is a testament to Temple’s excellent performance over the last three grant cycles, as well as a good current grant proposal.”

Temple CIBER has plans to implement more than 50 activities in areas such as the teaching of improved international business curriculum, critical language instruction, research in innovation, patents and new growth markets, study abroad, business outreach and partnerships with community colleges and minority serving institutions. All of the activities are designed to improve American competitiveness in the world marketplace and to produce globally competent students, faculty and staff.

“The renewal of this prestigious grant continues to affirm the Fox School’s vital role in producing cutting-edge international business research, promoting international ideas within our community and fostering worldwide learning among our students and faculty,” said Fox School Dean M. Moshe Porat. “Once again, the Fox School and Temple are being recognized as destinations for global engagement.”

The latest grant will help support expansion of short-term study abroad programming into parts of Asia including South Korea and Japan, where the Fox school currently has partnerships, as well as other emerging markets. Additionally, the grant will create opportunities for junior and senior faculty at Fox to enhance and expand their research within the international business field, either through international collaboration or travel.

Finally, the Center will create knowledge in international business education through two main research initiatives: Temple Knowledge Maps, a project conducted by Dr. Ram Mudambi, which seeks to geographically map the locales of innovation around the world and the connectivity of global innovation networks; and Advancing U.S. Competitiveness in the Context of Emerging Innovation Models, spearheaded by Dr. Mitabaran “MB” Sarkar, which studies how Western businesses shape their entry into emerging markets and how that entry in turn shapes them.

Grant renewal also will allow for continued external partnerships between Temple CIBER and the Philadelphia U.S. Export Assistance Center, the World Affairs Council of Philadelphia and the World Trade Center of Greater Philadelphia, among others, as well as with local community colleges.

“Our work with these and other partners in the region allows us to reach a large constituency to promote U.S. competitiveness overseas and international trade, to sponsor training programs on topics such as automated export compliance standards and intellectual property regulations and to develop impactful programming around current international business issues,” Geffner said, “This new round of CIBER funding will allow us to not only continue to foster those relationships, but expand upon them in even more meaningful ways.”

“The recent CIBER grant renewal for an additional four years both underscores and reflects Temple’s leadership in international business,” added Dr. Arvind Parkhe, Chair of Fox School’s Strategic Management department. “In international business research, teaching, external partnerships, and community impact, Temple continues to set the standard of excellence and innovation.”

Fox School’s Executive MBA program is ranked No. 2 nationally for international course experience by Financial Times, and U.S. News & World Report ranks Fox’s undergraduate program in international business No. 13 in the nation.

AWP Guests
As part of the U.S. Department of State International Visitor Leadership Program, African Women’s Entrepreneurship Program, female entrepreneurs from Egypt, Morocco, and Tunisia participate in a lecture and discussion with Ellen Weber, of Fox’s Innovation and Entrepreneurship Institute. In addition, two guests from Philadelphia’s Alliance of Women Entrepreneurs also joined in the conversation. When asked what obstacles female entrepreneurs face in their countries, a Moroccan participant responded, “I think all of us here can describe many obstacles we faced as female entrepreneurs in our countries. But we all overcame those obstacles to get to our successes today. So, in hindsight, I do not think we think of these as obstacles, but as experiences.”

Great Wall
Global MBA students in China soak up the sun as they climb the steps at the Great Wall of China.

—Christopher A. Vito
INNOVATION ON THE RISE IN LESS-TRADITIONAL LOCATIONS, ACCORDING TO FOX RESEARCHERS

Innovation in the United States is not lacking. It’s just that patents are being registered in less-likely locales, according to researchers from Temple University’s Fox School of Business.

The findings are part of an ongoing research initiative spearheaded by Dr. Ram Mudambi, the Frank M. Speakman Professor of Strategic Management.

The umbrella project is dubbed iBEGIN, or International Business, Economic Geography and Innovation. A segment of the project explores innovation hubs in the United States, undertaking detailed analyses of more than 900 metropolitan areas in the U.S. In one of the first published outcomes of this research effort, Mudambi and his team examined the evolution of Detroit, a mainstay of the global automotive industry for over a century. While Detroit, a downtrodden city, continues to experience manufacturing decline, it is doing well as an innovation center, he said.

“The beauty of innovation is that it never stops,” Mudambi said. “In 1960, the U.S. was the richest country in the world, and Detroit was its richest city. And while the city has been in a continuous state of decline, we found that Detroit’s innovation numbers are very healthy.”

iBEGIN researchers define innovation through patent output, and they say Detroit’s patent output since 1975 has grown at a rate of almost twice the U.S. average. Detroit’s innovative resilience, Mudambi said, is due to its continuing centrality in global innovation networks in the automotive industry. It has maintained this centrality through connectedness to other worldwide centers of excellence in this industry, such as Germany and Japan. Its innovative links to Germany have been rising steadily over the last three decades, while its association with Japan began more recently, but also shows a steep upward trajectory.

Their research also unearthed a clearer picture of the shifting lines of American innovation. Today, Mudambi said, the Sun Belt features the country’s leading innovation hubs like San Francisco; Seattle; Portland, Ore.; Raleigh, N.C.; and Austin, Texas. Though the more traditional centers of innovation excellence in the Rust Belt cities have generally maintained healthy rates of innovation output, they have seen their shares of national innovative output decline. These include cities like New York, Philadelphia, Baltimore, and Chicago.

“In the 19th century and for most of the 20th century, the innovation hotspots were co-located with centers of manufacturing mass production,” Mudambi said. “These were concentrated in the Northeast, the Mid-Atlantic and the Midwest. That’s not the case anymore. We’re seeing the lion’s share of patents being registered in regions dominated by high-knowledge industries. These industries create mainly white-collar positions for people with a bachelor’s degree, at minimum.

“However, what Detroit’s innovative success says about economies everywhere is that the roots of innovation are very deep. Policymakers spend a lot of time worrying about manufacturing. But manufacturing can be very ephemeral and firms often relocate manufacturing plants with very little... Continuated on page 19

FOX SCHOOL CO-HOSTS MULTINATIONAL CONFERENCE IN MOROCCO ON SOCIALLY CONSCIOUS BUSINESS PRACTICES

Temple University’s Fox School of Business co-hosted a multi-national conference in May 2015, geared toward socially conscious business, or the concept of doing well by doing good.

More than 240 participants from 12 nations attended the World Business Networking Congress in Marrakech, Morocco, which was organized in partnership with Paris-based Ecole des Ponts, Casablanca-based Ecole Hassania des Travaux Publics, and Brussels-based Solvay Business School, along with their respective alumni associations.

A variety of panel discussions during the two-day conference addressed the creation of more sustainable consumerism through collaborative consumption; emerging alternatives to traditional or outdated modes of business; and the introduction of new perspectives for the social and collaborative economy.

Dr. M. Moshe Porat, Dean of the Fox School of Business, served as a keynote speaker before introducing one of the panels of speakers.

“The business world is changing, and business leaders will need to change with it,” Porat said. “At Fox, we are educating our students to be aware of the social economy, and to maintain a standard of well-being within their business activities.”

International academic and business leaders, scholars and representatives of government and civil society gathered for the conference, including Dr. Tawfik Jelassi, Dean of Ecole des Ponts, and Alon Rozen, Executive Dean of Ecole des Ponts. “Current students and alumni from Fox and its partner schools gathered together for a thoughtful engagement around how business can impact society in a concrete way for a better tomorrow,” said Rebecca Geffner, conference committee member and Director of Fox International and Executive Programs. “Our students and alumni can change the world and together, they can have profound impact on the business community and society.”

The World Business Networking Congress was part of a series that included a conference held in Philadelphia in May 2014. —Staff report

GLOBAL PERSPECTIVES Temple Center for International Business Education and Research (CIBER) & Institute of Global Management Studies (IGMS)
DESTINATION WESTERN EUROPE STUDY-ABROAD PROGRAM

At the conclusion of the Spring 2015 semester, 16 undergraduate students from the Fox School of Business boarded a flight to London to begin the Destination Western Europe program.

Led by Michael McCloskey, Assistant Professor of Risk, Insurance, and Healthcare Management, and Jeffrey Conradi, Associate Director of International and Executive Programs, over the course of 11 days, the students traveled to London, Rome, and Munich while enrolled in a course titled, “Doing Business in a Foreign Country.” The program, partially sponsored by Temple CIBER, helped the students learn various aspects of the worldwide insurance marketplace in each of their stops.

Temple University alumni located in London served as hosts for the corporate visits in England’s capital city, and acted as cultural guides during a full-day tour of the South Bank of the Thames and an orientation to the after work networking scene at Leadenhall Market. Program participants met with underwriters, brokers, and executives at the offices of Advent, AIG, Aon, Price Forbes, and Willis, receiving an overview and engaging in dialogue about London’s insurance and reinsurance marketplace. Specialists offering products such as terrorism insurance, kidnap and ransom insurance, and various types of marine insurance were among those featured. Among the highlights of the entire program was a tour of Lloyd’s of London, where the group saw historical documents from throughout its 325-year history, and witnessed how transactions take place in a modernized approach to Lloyd’s origins as a collaborative entity that was the solution to underwriting marine insurance and unusual risks.

Temple’s campus in Rome, which is just one year shy of its 50th anniversary, served as the next destination for the cohort of students. Lecturers from Marsh & McLennan Italy and FM Global delved into the topic of loss control, and also discussed the challenges of navigating the varied regulatory environment when operating in international markets. Assistant Vice President of Risk Management and Treasury at Temple University Lisa Zimmaro scheduled her visit to Rome to coincide with the arrival of the students, in order to co-lead discussions regarding loss control. Students also had time to enjoy the culture of Rome, Italy’s capital city, completing an extensive walking tour led by McCloskey, who has twice lived in Rome during the summer and while teaching courses at Temple’s Rome campus. The tour included such iconic destinations as the Colosseum, the Pantheon, the Roman Forum, Saint Peter’s Square, and Spanish Steps, along with stops at some of the city’s best pizza and gelato shops.

The program concluded in Munich, Germany’s third-largest city, with a focus on reinsurance. Temple alumni living in Munich led the group through the city’s modern, historic, and culinary sites, including the Marienplatz and Hofgarten. The students enjoyed the opportunity to visit Munich Re, the world’s largest reinsurer, for a full day. Experts, including Temple alumni, discussed the past, present, and future of the reinsurance marketplace, and Munich Re’s role as a dominant company in the industry.

Through their coursework, networking opportunities, and intense travel schedule, the students gained valuable cross cultural skills that are highly valued in the modern business world that they will continue to build upon throughout their careers.

—Jeffrey Conradi

Globally connected, fox.temple.edu/igms www.fox.temple.edu/ciber
STUDENTS VISIT USTDA, IDB, AND CHINESE EMBASSY

A group of International Business majors from the Fox School of Business didn’t have to travel far to have an enriching international experience. In April 2015, the undergraduates visited Washington, D.C., to engage with professionals who hold internationally oriented careers. Temple CIBER co-sponsored the event, along with the International Business Association, one of the Fox School’s 24 student professional organizations (SPOs). The students made the trip with Program Director Nicolas Dahan, and Jeffrey Conradi, Associate Director of International and Executive Programs.

The first stop for the students was the United States Trade and Development Association (USTDA), where Leila Aridi Affas, Director for Export Promotion, provided an overview of operations and cited specific examples of the USTDA’s effectiveness, given their relatively small size. The USTDA has contributed toward $51.7 billion in U.S. exports since its inception in 1961, and according to a recent USTDA study collecting 10 years of data, $76 in exports are generated for every $1 programmed. With the study of emerging markets as an important element of the curriculum at Fox, the students particularly enjoyed learning more about the USTDA’s innovative approaches to leveraging government resources for private sector development.

Next, the group traveled to the Embassy of China, where they were hosted for a panel discussion by four economic ministers. The ministers provided statistics and insights on the current state of U.S.-China relations, and an overview of the benefits of future collaborative partnerships. The students also took part in an art and architectural tour of the I.M. Pei-designed building, learning how the physical space of the building, and its adherence to the principles of feng shui, play an important role in the operation of the Embassy.

In the afternoon, the students visited the Inter-American Development Bank (IDB), with Knowledge Management Attorney Bernardita Saez Rojas serving as their host. Students were engaged in a dialogue on how to solve global infrastructure challenges and improve health and education while reducing poverty and inequality, with the facilitators explaining the IDB’s role in the process. The IDB lends to central governments, provincial governments, municipalities, private firms and non-governmental organizations (NGOs), and among many other initiatives, has distributed $5.1 billion in soft loans since 1995, according to the IDB, to help with poverty alleviation. The organization has a strong interest in innovative solutions that can have a major transformational effect on the communities in which they invest, a topic quite familiar to the Fox students.

Program attendee Erica Shear, a Senior at Fox, noted several benefits from attending the program. Upon graduation, she is seeking a career in international healthcare administration. The opportunity to engage with the Chinese government was a highlight for her, as entering the healthcare space in China is challenging for U.S. entities. In her summer internship at a major provider of health insurance, what she learned at the IDB about the investment in international communities trying to rise out of poverty has assisted her with contributing to a global healthcare investment initiative. Other students gave feedback that the trip helped them gain confidence to work with high-level executives in the international space, and that it helped frame some of their career goals.

—Jeffrey Conradi
INTERNATIONAL EDUCATORS ACADEMY CELEBRATES 5TH YEAR

The International Educators Academy (IEA) has reached a milestone. During the Spring 2015 semester, the IEA celebrated its fifth year. The certificate program, administered by Temple University’s Department of Human Resources and co-sponsored by Temple CIBER, is in place to support Temple University’s internationalization efforts by supporting and promoting international education, research, cultural competence, and entrepreneurialism that enhance the University’s international and global leadership capacity.

This year, 22 faculty and 16 staff participated in the Academy’s largest class yet, bringing the total number of participants in the last five years to 62 faculty and 103 staff.

The Academy serves a key role in furthering the objectives of the CIBER program by building a campus culture of innovative internationalization. A diverse group of participants have the opportunity annually to network with their Temple colleagues in other schools, colleges and departments, with whom they may not normally interact, to better leverage collective resources. Together, participants receive training that can be passed along to support students through an enhanced skill set they need to be successful in a globalized economy.

Training sessions covered topics like: Cultivating Cultural Competence, Globalizing Temple University, International Risk Management, Curriculum Development, Funding Research and Initiatives, and an Overview of all Study Abroad and incoming International Student Activity.

In Year 5, and for the first time, some of Temple’s partners in the community, from Global Philadelphia and the World Affairs Council of Philadelphia, were invited to address the cohort. The partners shared how the participants can become more involved in international activities in the greater Philadelphia area.

One of IEA’s cornerstones of the curriculum is a group project that is developed for the duration of the academy and presented in the final session. Seven teams each were assigned to create a project designed to improve internationalization for either students, faculty, or the institution as a whole. One of these projects, titled Optimizing International Partnerships was led by a faculty group, and focused on investment in projects beyond existing internationalization grants to include teaching, research partnerships, clinical partnerships, and a mentoring program.

The project will soon be presented to Temple University’s Office of the Vice Provost for Research.

Each year, the IEA will continue to grow and evolve, as it has in the years past, to meet the demands of the changing international landscape. The IEA is just one example of how Temple University will remain a leading university in internationalization efforts.

—Jeffrey Conradi, Towanda Record and Kimberly Sakil

LANGUAGE, LINGUISTICS, AND LIFE

For a second consecutive year, the Graduate Students of Language at Temple University (GSOLT) arranged a one-day conference geared toward interdisciplinary studies of language.

The conference—Language, Linguistics, and Life—took place April 10 at the Howard Gittis Student Center at Temple University, providing students with networking and career-building opportunities, as well as a platform upon which to present their research. Nearly 150 graduate and undergraduate students and faculty attended the conference, demonstrating strong interdepartmental and interdisciplinary participation at Temple.

The Center for International Business Education and Research (CIBER) at the Fox School of Business, the Shimada Speaker Series fund from Temple University’s College of Education, and the Senate Lectures and Forums Committee co-sponsored the event.

Poster sessions, in which Temple undergraduates presented their research, kicked off the event. Next, graduate students from Temple and the University of Pennsylvania followed with research presentations of their own, into the following topics: language ideologies in second language education; language in the linguistic marketplace; language in politics; and language in K-12 education.

Dr. Betsy Rymes, an associate professor from Penn’s Graduate School of Education, delivered a featured talk, titled, “Citizen Sociolinguistics and Internet-Circulated Language Wisdom.”

—Raquel Mattison-Prieto and Grace Cooper

Where in the World Is Global Perspectives? Where are you reading your Global Perspectives newsletter? Take a picture of yourself holding your copy of Global Perspectives and tweet it at foxintlprograms or send it to ciber@temple.edu! We’ll be showcasing some of the best and most creative shots in our next edition of the newsletter! Can you guess where our 2016 MS Finance candidate Lydia Nettey is? Happy photo-taking!
FOX SCHOOL’S MBA PROGRAMS CONTINUE ASCENT IN NATIONAL, INTERNATIONAL RANKINGS

The Fox School of Business’ full-time Global MBA program continues to climb in national and international rankings.

In March, the Fox Global MBA improved seven places to reach No. 41 nationally, earning its highest U.S. News & World Report ranking in program history. The distinction was part of U.S. News’ 2016 Best Graduate Schools rankings, which were released March 10. Among full-time MBA programs nationwide, the Fox School and the University of Pennsylvania’s Wharton School are the only business schools in the Greater Philadelphia region to have been ranked in the top 50.

Additionally, the Fox Global MBA’s 95.2-percent job placement rate within three months of graduation ranked seventh-best in the nation, and its 3.61 average GPA rated fourth overall, according to the U.S. News report. In the same report, U.S. News ranked Fox School’s Executive MBA program No. 15 nationally for International Business.

“The latest rankings by U.S. News serve as reaffirmation of Fox's commitment to delivering a globally recognized business education and premier management training,” said Dean M. Moshe Porat. “The continued ascent of our Global MBA in both national and international rankings demonstrates the marketplace value of a program deeply rooted in experiential learning.”

The Global MBA’s rank in U.S. News follows up the program’s unprecedented 20-place improvement in The Economist’s “Which MBA?” international ranking of MBA programs, which was released in Oct. 9.

The Fox School was ranked No. 33 nationally, a nine-spot improvement upon last year’s rankings by The Economist. More impressively, the program leaped 20 positions to be ranked No. 57 among all programs around the globe. The Fox School’s 20-spot improvement in the global rankings marks the biggest jump of any full-time MBA program featured in both the 2013 and 2014 reports.

The Economist’s rankings recognize the top-100, full-time MBA programs worldwide, according to three years of data (2012–2014) drawn from questionnaires of business schools, students and recent graduates in areas such as quality of faculty and career services, student diversity, breadth of alumni network, and salary increase following graduation.

Fox School’s Global MBA features five components: a curriculum designed to develop competencies identified by employers; two global immersion experiences, one in each year of the program, that focus on emerging markets; experiential-learning opportunities for real clients within the Fox Management Consulting (Fox MC) Practice, accompanied by a structured internship; dual-degree options with the school’s array of specialized master’s programs; and an individualized professional-development plan.

Fox’s Global MBA is one of four distinct MBA programs offered by the school. The others are the Online MBA, Executive MBA and Part-Time MBA.

—Christopher A. Vito

GLOBAL PERSPECTIVES

Temple Center for International Business Education and Research (CIBER) & Institute of Global Management Studies (IGMS)
GOING GLOBAL: DOING BUSINESS IN GHANA, KENYA, AND TANZANIA

A number of high-profile guests visited Alter Hall and the Fox School of Business in June for what has become an annual event. Temple University’s Small Business Development Center (SBDC) hosted the Going Global series event, “Doing Business in Ghana, Kenya, and Tanzania.” Like previous events, the Going Global series is intended to promote business and investment opportunities in emerging markets. Nearly 50 small-business owners, interested in learning about in-country export and investment opportunities, attended the June 18 event, which was co-sponsored by Fox’s Center for International Business Education and Research (CIBER) and the Philadelphia-based U.S.-Ghana Chamber of Commerce.

The day’s speakers included: Kenneth R. Charette, Esq., of Fitzpatrick Lentz & Bubba, P.C., Attorneys at Law, who discussed contractual considerations when engaging in cross-border business relationships; Dale Foote, of the World Trade Center of Greater Philadelphia (WTCGP), who covered export and important bank trade financing solutions; and Anna Humphrey, of the United States Trade and Development Agency (USTDA), whose talk centered on the promotion of U.S. exports and advancing economic growth in emerging markets and connecting U.S. companies with international buyers.

His Excellency, Lieutenant General Joseph Henry Smith, CV, LM (USA), Ambassador of the Republic of Ghana to the United States, delivered the keynote address. Accompanied by the Minister of Trade and Investment from his office, Ambassador Smith spoke about the growth of the Ghanaian economy and its newly attained status as a lower-middle income country, as determined by the World Bank, and the advantages Ghana offers in respect to exports and foreign direct investment opportunities. The future for Ghana, he said, is bright, and that the country favors trade, especially with United States businesses. The Ambassador closed by telling business owners that the doors of his Washington, D.C., office are open to assisting U.S. businesses that are looking to do business with Ghana. His Excellency remained during the networking portion of the event, and spoke one-on-one with business owners who approached him with questions or comments.

“Feedback from attendees on events such as these indicates that they are necessary, and not only provide business owners with information about exporting opportunities, but also provide information on resources that can assist them to identify and enter foreign markets successfully,” said Darlene Atta, International Business Consultant at the SBDC. “We will continue to plan and hold similar events in the future.”

—Staff report

Moroccan Conference
continued from page 3

The second panel covered individual accounts from entrepreneurs in Morocco. Mhammed Abbad Andaloussi, CEO of Injaz Al Maghrib; Driss Chajara, of Eigen Value; Khadija Janati Idrissi, CEO of KMK Group; and Tayeb Sbihi, founder of iTaxi participated in the discussion.

“The conference was very rewarding and I learned a lot by sharing my journey with the students,” said Tayeb Sbihi, founder and CEO of iTaxi. “They helped me better analyze the issues and challenges of iTaxi. ma that I raised and also identified other risks that I didn’t think of before.”

The conference’s final panel covered steps business schools can take to help foster entrepreneurship. El Garah and Chandran presided on the discussion, along with Fatima Zahra Oukacha, Director of CEED Morocco, and Mohsine Bouya, Director of the Technology Transfer Office at Universite Internationale de Rabat.

Approximately 150 attendees arrived for the single-day conference, including MBA students from both the U.S. and Morocco, as well as academics, industry leaders, entrepreneurs, and policy makers.

“The conference allowed for an engaging discussion on Morocco’s strategic role in the larger dialogue of entrepreneurship in Africa,” Geffner said. “We are greatly looking forward to hosting a follow-up conference in 2016 with the support of our partner Al-Akhawayn University.”

—Staff report

Exploring Morocco

On their second international immersion, Global MBA students take a break from corporate visits to enjoy a camel ride in Marrakesh, Morocco.
Mudambi published twice in Harvard Business Review
In the past six months, Dr. Ram Mudambi, the Frank M. Speakman Professor of Strategic Management and Perelman Senior Research Fellow, has been published twice within Harvard Business Review. Both articles pertain to his latest research project, dubbed iBEGIN, or International Business, Economic Geography, and Innovation. The publications:

- “Local R&D Won’t Help You Go Global” (R. Mudambi, T.J. Hannigan, June 2015)

Lahiri to be featured in Strategic Management Journal
Dr. Nandini Lahiri’s paper, “Agglomeration and Choice Between Acquisitions and Alliances: An Information Economics Perspective,” has been accepted for upcoming publication in Strategic Management Journal. (N. Lahiri, B. McCann, J. Reuer, 2015)

Lahiri is also serving the second year of a two-year term on the Executive Committee of the Business Policy and Strategy Division at the Academy of Management. Additionally, she has served the final year of a three-year term for leadership with the Global Strategy Interest Group at the Strategic Management Society.

Sarkar speaks at Innovation Land conference
H.F. “Gerry” Lenfest Professor of Entrepreneurship and Innovation Dr. Mitabrarn "MB" Sarkar led a keynote address and workshop of international attendees at the Innovation Land 2014 conference, in Medellin, Colombia—ranked by Wall Street Journal in 2013 as the world’s most-innovative city. Sarkar, caricatured in a Spanish-language publication, discussed in his lecture the divide between innovation in the Western world and that of emerging markets, where access, affordability and agility are essential.

Productive year for Fandl
Dr. Kevin J. Fandl’s paper, “Putting States Out of the Immigration Law Enforcement Business,” has been accepted for upcoming publication in Harvard Law and Policy Review. (K. Fandl, 2015)

Fandl’s highlights extend beyond his recent research paper. He is serving the second year of his appointment as the Vice Chair for Immigration of the American Bar Association. He also was elected as President of the Western Association of Legal Studies in Business.

This year, Fandl was awarded a CIBER grant to research intellectual property enforcement in Latin America and its effect on American businesses. In June 2015, Fandl delivered a panel presentation at the Sorbonne Faculty of Law, in Paris, France. Six months prior, in December 2014, he gave a panel presentation at the American Bar Association’s International Law meeting, in Buenos Aires, Argentina.

Kotabe publishes article in Journal of Management
Congratulations to Dr. Masaaki “Mike” Kotabe, the Dorothy S. Washburn Professor of International Business, whose article, titled, “Examining Complementary Effect of Political Networking Capability with Absorptive Capacity on the Innovative Performance of Emerging-Market Firms,” has been accepted for publication in the prestigious Journal of Management. (M. Kotabe, C.X. Jiang, J.Y. Murray, forthcoming)

Conran’s students studying abroad
Professor Mary Conran’s International Business and Marketing students spent a month in Spain during Summer 2015. The students lived with host families, taking intensive language courses in partnership with the University of Oviedo, while participating in a variety of cultural immersion experiences. Six students—Melissa Bleiman, Mackenzie Bonner, Tatiana Drye, Tishara Grayson, Elaina Prudente, and Alexander Voisine—supplemented their studies by taking business courses taught by Fox School faculty during their trip to Spain.

Choi earns four publications
Congratulations to Laura H. Carrell Professor of Finance Dr. J. Jay Choi, who has had four research papers accepted for publication in the last academic year:


Kwon published in AMR
Dr. Seok-Woo Kwon’s research paper, “Social Capital: Maturation of a Field of Research,” has been published in the Academy of Management Review. (S.W. Kwon, P.S. Adler, 2014)

Winston Smith presents at SMS
Dr. Sheryl Winston Smith presented her paper, “So Near and Yet So Far: Corporate Venture Capital, Distant Knowledge Search, and Knowledge Recombination Across Geographic and Technological Distance,” at the 2014 Strategic Management Society (SMS) Annual Meeting in Madrid. She was selected to present through a peer-review process.

Her collaborative research, with Charles Williams and Nilanjana Dutt, of Milan’s Bocconi University, was accepted for presentation at the upcoming 2015 SMS Annual Meeting, in Denver. The paper, “Getting off the Starting Blocks: Who & When Do Startups Hire First?” analyzes the microfoundations of growth in startups using the lens of entrepreneurial accelerators.

Globale Perspectives Temple Center for International Business Education and Research (CBER) & Institute of Global Management Studies (IGMS)
Parkhe wins best paper award
Laura H. Carnell Professor and Chair of the Strategic Management department Dr. Arvind Parkhe received the 2014 Best Paper Award from the Academy of International Business Southwest Chapter, Strategic Management track, for "How Do International Acquisitions Affect the Competitiveness of Companies?" (A. Parkhe, J.J./uni00A0Choi, O. Genc, 2014)

Di Benedetto makes his mark at global conference
Dr. Anthony Di Benedetto chaired a Meet the Editors session and presented the two journals for which he serves as editor-in-chief (Journal of International Consumer Marketing and Journal of Global Scholars of Marketing Science) during the 2015 Global Fashion Marketing Conference, in Florence, Italy.

Fox School trio wins best paper award
Dr. Elizabeth Gordon, Dr. Steven Balsam, and Dr. Xi Li received the Best Paper Award at the Annual Midyear Meeting of the International Accounting Section of the American Accounting Association, in Palm Springs, Fla., in January 2015, for their paper, “Mandatory Disclosure Reform, Monitoring, and Executive Compensation.”

FOX MANAGEMENT CONSULTING STUDENTS PARTNER WITH PEERS IN TEL AVIV, ISRAEL

The Fox Management Consulting (Fox MC) practicum is considered the capstone of the graduate programs at the Fox School of Business.

Fox MC, a semester-long consulting project, provides students with an opportunity to apply, integrate, and demonstrate business training by assigning them to complete consulting projects for actual, paying clients in industry. The students act as a mid-size consulting firm for clients of all backgrounds - big, small, non-profit, corporate, and beyond.

The students are given 15 weeks to address a complex business problem for their clients. With guidance from an experienced executive, each team conducts primary and secondary research, analyzes findings, and shares results via a presentation to the client’s leaders.

In addition to local business, at least one project each semester has an international focus. For the Spring 2015 Fox MC course, a group of students had the opportunity to work with an Israeli startup to launch a new product into the U.S. market. Additionally, the students were paired with a team of MBA students from the Recanati School of Business at Tel Aviv University. Students from both Israel and the U.S. participated in two International programs, which were held for one week in January and one week in May at Tel Aviv University.

A student from the Temple University team, Megan DeMarco, attended both the January and May International programs in Israel. The experience, she said, was extremely positive.

“My travel to Tel Aviv was a great learning experience and instrumental in building the foundation to allow both teams to work together as a cohesive unit,” DeMarco said. “While I was in Israel I had the opportunity to meet high-level executives at the Israeli firm, as well as multiple faculty members and business professionals. Along with my Israeli teammates, I met with the client, conducted in-depth research, drafted a consulting proposal and subsequently presented this proposal to the firm.”

In May, four members of the Temple University team traveled to Israel to attend the final International week. The students presented their findings and recommendations to the Israeli startup and had a question-and-answer session with faculty.

Continued on page 19
Temple CIBER

—Increasing U.S. global competitiveness through education, outreach and research.

Temple CIBER is dedicated to furthering academic and business success by:

- Supporting international business development in the region through partnerships with government and non-government organizations.
- Incorporating international business curricula into the Fox School’s global business programs.
- Providing overseas educational experiences and foreign language and culture study for students.
- Developing collaborative programs within Temple and across other regional academic institutions, organizations and businesses.
- Expanding the depth and reach of the Fox School’s international business programs and research.
- Organizing and hosting conferences, seminars and workshops on global business and economic issues.

Christine M. Kiely
Assistant Dean, MBA & MS Programs

Rebecca B. Geffner
Director, International and Executive Programs

Kristyn Palmiotto
Associate Director, International and Executive Programs

Jeffrey Conradi
Associate Director, International and Executive Programs

Lauren Letko
Finance/Accounting Specialist, International and Executive Programs

Fox Administration

M. Moshe Porat, PhD, CPCU
Dean, Fox School of Business
Laura H. Carnell Professor

Rajan Chandran, PhD
Vice Dean, Fox School of Business
Professor of Marketing and Supply Chain Management and International Business

Ram Mudambi, PhD
Professor, Perelman Senior Research Fellow and Executive Director, Temple CIBER, IGMS

Arvind Parkhe, PhD
Professor and Chair, Strategic Management Department and CIBER Research Director

Masaaki “Mike” Kotabe, PhD
Washburn Professor of International Business and Marketing; Editor, Journal of International Management

Bertrand Guillotin, MBA
Director, International Business Program, Fox School of Business

(From left) Fox International and Executive Programs Team: Lauren Letko, Jeffrey Conradi, Rebecca Geffner, Christine Kiely and Kristyn Palmiotto

GLOBAL PERSPECTIVES

Temple Center for International Business Education and Research (CIBER) & Institute of Global Management Studies (IGMS)
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 communities in the Greater Philadelphia region and throughout the world by:

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

IGMS Faculty Council

J. Jay Choi, PhD
Laura H. Carnell Professor of Finance and International Business

Mark Cohen, PhD
Adjunct Instructor of International Business, Asian Studies, and Political Science

C. Anthony Di Benedetto, PhD
Professor of Marketing and Supply Chain Management; Washburn Senior Research Fellow

Robert D. Hamilton III, PhD
Professor of Strategic Management

Masaaki “Mike” Kotabe, PhD
Washburn Professor of International Business and Marketing; Research Director, Temple CIBER; Editor, *Journal of International Management*

Anthony Sexton, EMBA
Assistant Professor (Practice)
Strategic Management

Ram Mudambi, PhD
Professor of Strategic Management and International Business; Perelman Senior Research Fellow

Arvind Parkhe, PhD
Chair and Professor of Strategic Management and International Business
Laura H. Carnell Professor

James D. Portwood, PhD
Professor of Human Resource Management and International Business

Laureen Regan, PhD
Associate Professor of Risk, Insurance and Healthcare Management

Elizabeth Gordon, PhD
Associate Professor and Merves Fellow
Accounting

Fox MC in Israel

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and high-level executives. Both the Israeli and U.S. students spent many days and nights during the week to finalize the presentation and paper.

After the final presentation to the client, the students had the opportunity to explore Tel Aviv and relax with their Israeli counterparts. The students formed lifelong business connections, as well as friendships with their Israeli teammates.

The international scope of the project created both challenges and opportunities for the US team. The seven hour time difference was a struggle at times for both sides, but with the help of modern technology, the groups were able to communicate as if they were next door. Additionally, the travel to Israel was a great learning experience for the students and highlighted the importance of working across cultural lines and the role international business will play in the future.

—Megan DeMarco and Christopher Bentley

iBEGIN research initiative

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notice. Innovation is more deeply rooted and, once an innovation center roots itself in an area, it’s much more likely to stick.”

Mudambi said the ongoing iBEGIN research initiative is a collaborative effort, with professionals in centers around the world, including: Denmark’s Copenhagen Business School, Italy’s Politecnico di Milano and Ca’Foscari University of Venice, the Indian School of Business, and many others.

In addition to studying innovation in American cities, iBEGIN has ongoing research exploring other contexts. These include country contexts like China, India, Brazil, Portugal, Greece and Korea as well as specialized industry contexts like automobiles, renewable energy and pharmaceuticals.

—Christopher A. Vito
Temple University’s Fox School of Business is the largest, most comprehensive business school in the Greater Philadelphia region, and among the largest in the world, with close to 7,000 students, nearly 200 full-time faculty members and almost 60,000 alumni.

The Fox School of Business is accredited by AACSB International (The Association to Advance Collegiate Schools of Business). For more information, visit www.fox.temple.edu.

**Rankings**

U.S. News & World Report: Online MBA Program
- No. 1 in the U.S.

U.S. News & World Report: International Business Undergraduate Programs
- Top 15 in the U.S. for nine consecutive years

The Economist: MBA Program
- Top 35 in the U.S.

The Economist: Executive MBA Program
- Top 45 in the World

**Financial Times: Executive MBA Program**
- Top 15 overall in the U.S.
- Top 5 in the U.S. (#2) for international course experience

Asia Pacific Journal of Management
- Ranked Top 5 for Productivity of International Business Research Faculty in the U.S. and in the World

Institute for Scientific Information
- Essential Science Indicators:
  Top 1% of institutions worldwide cited for research in the field of business and economics

**Global Perspectives**

Published by the Fox School of Business’ IGMS and Temple CIBER.