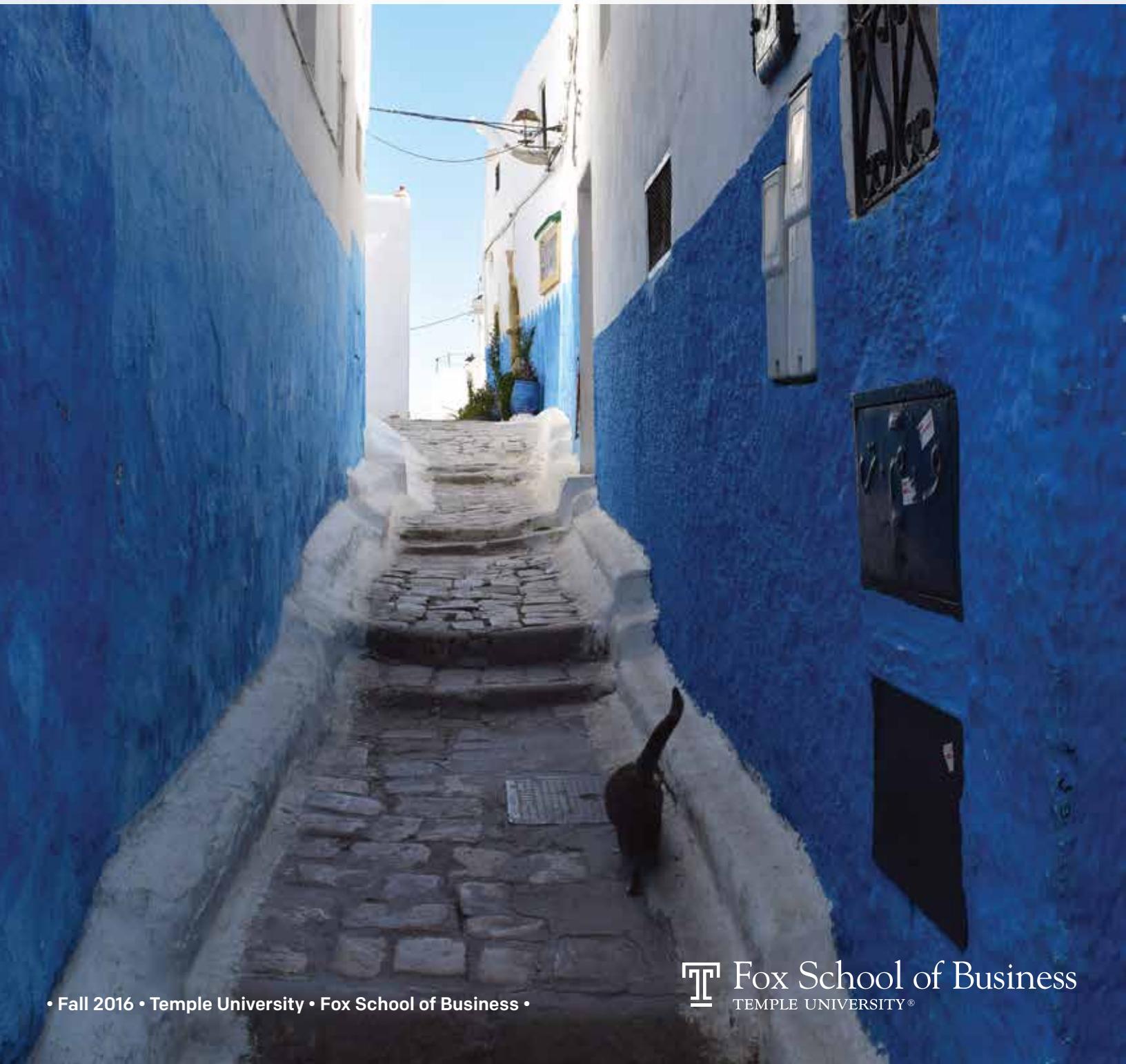


GLOBAL PERSPECTIVES

Published by Temple University's Center for International Business, Education, and Research (CIBER) and the Institute of Global Management Studies (IGMS) at the Fox School of Business

The intersection of business education and global innovation



GLOBAL PERSPECTIVES

Institute of Global Management Studies and Temple CIBER
701 Alter Hall
1801 Liacouras Walk
Philadelphia, PA 19122-6083
Tel: 215.204.3778
Fax: 215.204.1662
www.fox.temple.edu/igms
www.fox.temple.edu/ciber

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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.

Temple CIBER:
Christine M. Kiely
Associate Vice Dean, MBA & MS Programs

Rebecca B. Geffner
Director, International Programs

Jeffrey Conradi
Associate Director, International Programs

Lauren Letko
Finance/Accounting Specialist, International Programs



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Cover Photo Courtesy of Lauren Letko.

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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
Executive Director,
Temple CIBER, IGMS

Arvind Parkhe, PhD
Professor and Chair
Strategic Management Department

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

Bertrand Guillotin, PhD
Director, International Business Program

Christine M. Kiely, MBA
Assistant Dean
MBA & MS Programs

Rebecca B. Geffner, MIA
Director, International Programs, IGMS and Temple CIBER

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Message from the Dean



It has been said that the sun never sets at Temple University, because our global footprint is diverse and expansive. The Fox School of Business strengthens that statement with a substantial commitment to International Business excellence, including our activity and accomplishments over the last academic year.

The Strategic Management department at Fox, which houses our International Business programs, led a redesign of our undergraduate major, as well as the launch of an undergraduate minor. These programmatic changes leverage Fox's reputation, as a

nationally ranked provider of International Business education, and as a home to some of the world's most-productive IB researchers.

Temple University's Center for International Business Education and Research (CIBER) at the Fox School of Business is one of only 17 such centers in the country to receive federal funding from the United States Department of Education.

We continue to provide our graduate and undergraduate student populations with opportunities to study abroad. In the 2015-16 academic year, Fox undergraduates studied abroad in 16 countries during semester or summer programs. Our undergraduate and graduate students also participated in global immersion programs to Bermuda and London, Indonesia, China, Chile and Colombia, India, Israel and Jordan, and Morocco and South Africa.

This is at the forefront of our mission at the Fox School, where we have hosted International Business, Economic Geography, and Innovation (iBEGIN) Conferences each of the last two years. Dr. Ram Mudambi, the Frank M. Speakman Professor of Strategy, is renowned for his work in these areas. His research on international entrepreneurship and innovation led to his receiving a global research award. Our faculty's research and academic contributions do not end there. Dr. Masaaki Kotabe will serve a three-year term on the Academy of International Business executive board, as elected by his peers.

Globalization is the future of business, and we have made International Business a pillar at Fox. We continue to create new and impactful global partnerships, to both maximize the educational experiences we provide and leverage the networks our students are building with one another around the world.

Regards,

M. Moshe Porat, PhD, CPCU
Dean
Laura H. Carnell Professor
Fox School of Business
School of Sport, Tourism and Hospitality Management
Temple University

Corporate Outreach



Tourism, business leaders visit Temple to discuss impact of World Meeting of Families

Roughly 800,000 people flooded Philadelphia in late September for a visit from Pope Francis and the World Meeting of Families, a global gathering of Catholics.

So... now what? An event jointly sponsored by Temple University's School of Sport, Tourism and Hospitality Management (STHM) and Temple's Center for International Business Education and Research (CIBER) considered that very question.

Gathering Philadelphia's leading minds in tourism, international business, and government at its event, titled, "The World Meeting of Families is Gone: Now What?" STHM and CIBER aimed to address how Philadelphia could leverage the international exposure and media focus it received from the World Meeting of Families in order to further its status as an elite host for future global events.

"This was our finest hour and it can be again," said Pat Ciarrocchi, the event's keynote speaker and a longtime Philadelphia news anchor who covered the World Meeting of Families.

"The World Meeting of Families brought Pope Francis to Philadelphia and, along with him, more than 15,000 reporters representing media outlets from around the world," said Dr. Elizabeth H. Barber, STHM Associate Dean. "This

event generated an unparalleled level of visibility to viewing audiences that wouldn't have otherwise been exposed to what Philadelphia has to offer. In order to best capitalize on the tourism opportunity created by the World Meeting of Families, we as a city will need to maintain the open dialogue we're initiating today through this event."

We watched, we listened, and we helped tell Philadelphia's story...

designed a faith-based marketing strategy that invited those looking for love and family with the pope to experience it in Center City, too.

"We watched, we listened, and we helped tell Philadelphia's story," said Levitz.

For Brian Said, executive director of the Tourism Division of PHLCVB, Desiree Peterkin Bell, director of communications for the Office of then-Philadelphia Mayor Michael Nutter, Bell's efforts to remove the walls between the pope and those wishing to see him resonated with Philadelphia's foreign visitors.

Accessibility to Pope Francis, according to Said, was what put Philadelphia on the map as a global city that is welcoming to all.

"We cannot arm-wrestle New York, and we cannot arm wrestle D.C.," he said. "We have to work together to show Philadelphia is both safe and fun."

Zabeth Teelucksingh, executive director for Global Philadelphia, looks forward to that "next great event," as Ferguson called it. Global Philadelphia works to show foreign travelers the city's significance as a birthplace of democracy and innovation. Philadelphia has the potential to be the next World Heritage City, which Teelucksingh said is a highly marketable title in countries looking to experience a quintessentially America city. Should Philadelphia become the next World Heritage City, it will enjoy increased property value, stature and economic gains, Teelucksingh said.

All of the event's panelists agreed that the city's next steps must be geared toward reminding the world that Philadelphia has successfully managed a world-class event once, and is capable of doing so yet again.

"No one else could have been at the helm of this event," Bell said. "We've done big events and we do big events well. We're on the map."

-Lora Strum



Photo courtesy of Jeffrey Conradi

American exporting courses offered at Temple as part of Export University

Temple University's Fox School of Business partnered with the Philadelphia United States Export Assistance Center, U.S. Commercial Service, to offer a series of courses on American exporting.

In Spring 2016, Temple's Center for International Business, Education, and Research (CIBER) hosted Export University, a series of half-day exporting courses designed to help U.S. companies begin or expand an export initiative, and to gain increasing skills to promote international exportation.

The courses—delivered March 1 and May 10—served as an ideal learning opportunity for companies new to exporting that need the tools to begin and to avoid costly mistakes, as well as for companies that are currently exporting that needed guidance on developing or refining their export plans to further expand sales to foreign countries.

"Assessing export readiness, evaluating export potential, and implementing export strategies are essential elements of international business within today's global marketplace," said Dr. Arvind Parkhe, Chair of the Strategic Management department at Temple's Fox School of Business. "Export University addressed these areas, and so much more, which made these sessions, which were made possible through the Fox School's partnership with Philadelphia United States Export Assistance Center, U.S. Commercial Service, so unique."

More on Export University:

- The March 1 session, titled "Export 201: Fine-Tuning Company Operations," focused on overseas representation, financing strategies, and export compliance.
- The May 10 session, "Export 301: Developing Strategic Direction," was geared toward product adaptation, website optimization, and advanced topics.

Before attending Export University, executives with CAD Import Inc., a Delaware-based company that also has a private label manufacturing arm called Pharmadel, had drafted and presented an export plan in order to begin their sales outside of the United States.

"Export University helped us realize all of the different aspects and requirements that must be met before your company can even think about exporting," said Ana Sofia De Leon, operations director of CAD Import Inc. "Temple's Export University made all of the resources available, which—for a small company like CAD/Pharmadel—is critical."

-Christopher A. Vito

Student Focus:

International Business alumna Christina Lista

The undergraduate International Business program at Temple University's Fox School of Business is designed to prepare students for the professional rigors of careers in global business.

Shortly after the completion of her studies at Fox, Christina Lista earned appointment as the Director of the Greater Philadelphia Chilean & American Chamber of Commerce (GPCACC). Lista cited the quality of her work during an internship with the GPCACC, in which she served as a marketing and events coordinator, as the reason for being appointed the directorship only a few months after graduating.

During her undergraduate career at Fox, Lista received a scholarship from Temple's Center for International Business Education and Research (CIBER) to help fund her semester-long study in Rome in 2013. Lista also participated in a senior capstone course, in which she partnered with a company to evaluate its export opportunities in Latin America.

"New experiences, like ordering food in a different language at the market, provide important foundation that can be taken into the professional world," Lista said, reflecting upon the value of her time in Rome as it related to working today with other cultures.



At GPCACC, Lista's role involves improving the ease of doing business between the United States and Chile. In order to accomplish this goal, Lista

plans and attends networking events like the sixth-annual Summer 2016 International Business Networking Reception, which brought together members and friends across all of Philadelphia's international chambers, and the 2016 Pan-American Day, which featured Chilean Ambassador to the United States, His Excellency Juan Gabriel Valdez.

Lista's vision for the future focuses on the continued guidance of the GPCACC to success. And her training in this area started at the Fox School.

"In my classes at Fox," she said, "I was taught a comprehensive set of skills which I use on a daily basis to communicate effectively with members, establish and strengthen global partnerships, and perform operational tasks to keep the organization running efficiently."

-Jeffrey Conradi

IB Curriculum Updates

Fox School redesigns already top-ranked IB programs

With a mission to consistently strengthen and increase accessibility to its nationally ranked curriculum, Temple University's Fox School of Business has redesigned its International Business Administration programs.

The International Business major at the Fox School has been redesigned to incorporate six key concentrations, to provide its undergraduate students with numerous career paths that closely align with the needs of employers and trends within the market.

Also, in Fall 2016, the Fox School launched an International Business minor. This interdisciplinary minor will introduce international sales, marketing, finance, accounting, and more to students from all of Temple University's 17 schools and colleges.

"The world is shrinking, at least regarding international business," said Dr. Bertrand Guillotin, Assistant Professor of Strategic Management at Fox, and Academic Director of its International Business Administration programs. "With United States' exports totaling \$2 trillion annually, demand is on the rise for graduates with skills in international sales, marketing, logistics, and supply chain management. And we at the Fox School can leverage our nationally ranked International Business curriculum as leading education providers in this area."

At Fox, International Business majors can tailor the program to their specific interests, offering the ideal platform upon which to learn, both in and out of the classroom, and better prepare themselves for a career in International Business. International Business students can choose from the following concentrations:

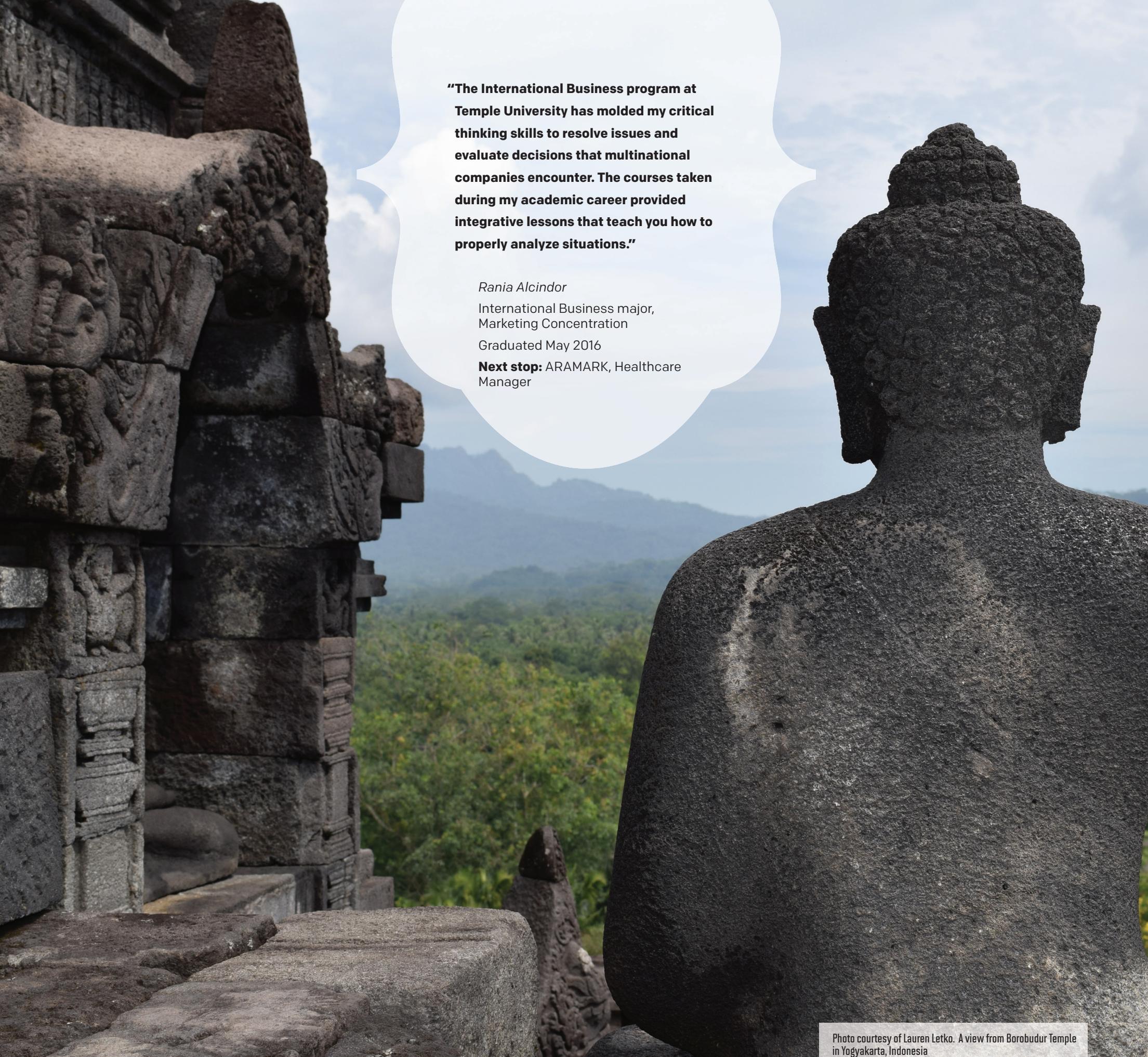
- International Marketing
- International Sales and Business Development
- International Economics
- International Finance
- International Supply Chain Management, Transportation, and Logistics
- International Entrepreneurship

These programmatic changes have the Fox School of Business poised to leverage its top-ranked curriculum and research-active faculty.

U.S. News & World Report ranked the Fox School's International Business undergraduate program among the top 15 in the United States, within its 2016 edition of Best Colleges. Also, the Fox School's International Business faculty rank No. 3 in the United States and No. 6 in the world for research productivity for publications in the Journal of International Business Studies over a four-year period, from 2012-2015, according to the University of Texas at Dallas' Top 100 Business School Research Rankings.

To complete the International Business minor, Temple students must complete four courses, including the required Fundamentals of International Business. Students also can choose from among a host of International Business, Strategic Management, Supply Chain Management, or Marketing courses, including Fundamentals of Asian Business, Fundamentals of Latin American Business, Fundamentals of European Business, and Doing Business in a Foreign Country, the latter of which is manifested as a short term global immersion.

CONTINUES ON PAGE 16



"The International Business program at Temple University has molded my critical thinking skills to resolve issues and evaluate decisions that multinational companies encounter. The courses taken during my academic career provided integrative lessons that teach you how to properly analyze situations."

Rania Alcindor

International Business major,
Marketing Concentration

Graduated May 2016

Next stop: ARAMARK, Healthcare Manager

Photo courtesy of Lauren Letko. A view from Borobudur Temple in Yogyakarta, Indonesia



International Business faculty rank No. 3 nationally for research output

The International Business faculty at Temple University's Fox School of Business have earned prominent national and global rankings for research output.

According to the University of Texas at Dallas' Top 100 Business School Research Rankings, Fox School's International Business faculty rank No. 3 in the United States and No. 6 in the world for research productivity for publications in the *Journal of International Business Studies* over a four-year period, from 2012-2015. Fox shared its global ranking with Australian National University, which received an identical score.

"This is a proud moment for the International Business faculty at the Fox School of Business," said Dr. Arvind Parkhe, Chair of Fox's Strategic Management department, which houses the International Business program. "International Business is one of Dean M. Moshe Porat's strategic pillars and one of Fox's historic core strengths. Exceptional, research-active faculty and doctoral students continue to add to our growing reputation as a leader in this area."

UT Dallas has published its Top 100 Business School Research Rankings since 1990. The rankings assess research contributions based on publications in the world's 24 leading academic journals and across all major business disciplines. Schools receive full-point scores for research papers produced by single authors, according to the ranking's methodology, with schools receiving fractions of a point for papers that feature multiple authors.

This marks the second time that Fox's International Business faculty have earned a top-5 ranking for research productivity. Previously, Asia Pacific Journal of Management has ranked the program No. 3 in the U.S. and No. 4 in the world for research output.

In September, U.S. News & World Report ranked the Fox School's International Business undergraduate program among the nation's top-15 such AACSB-accredited programs for the fourth consecutive year.

—Christopher A. Vito

Academy of International Business elects Fox School's Masaaki Kotabe to three-year presidential term

Dr. Masaaki (Mike) Kotabe, a Professor in the Strategic Management department at Temple University's Fox School of Business, was elected to serve a three-year term on the Executive Board of the Academy of International Business (AIB) as the President-Elect in 2015-16, the President in 2016-17, and the President-Immediate Past in 2017-18.

"Being elected president, I feel both a sense of destiny, as well as accomplishment," Kotabe said.

Kotabe has been an active member of AIB since the 1980s, while pursuing his PhD in Marketing and International Business at Michigan State University. In fact, he served as the Vice President in 1997-98 under Dr. Jeffrey Arpan, who had introduced him to the field of international business when he was a young college student in Japan more than 40 years ago.

Another faculty member from the Fox School, Dr. Bertrand Guillotin, received a high-profile appointment within AIB. Guillotin, an Assistant Professor of Strategic Management at Fox, is the chair of AIB's Northeast Chapter (AIBNE). Guillotin also serves as the Academic Director of the Fox School's International Business program, which is ranked among the top-15 programs of its kind by U.S. News & World Report.

As President of AIB, Kotabe said he has many goals he hopes to achieve. Some of the strategic work he plans to complete includes defining the future direction of research, developing journals to define the current and future state of the academy, encouraging research in international business and education in hard-to-reach parts of the world, and more.

"I know that I cannot get everything accomplished in just three years, but I hope to focus on a few goals in order to give back to the AIB community that has nurtured my research work over the years," said Kotabe. "I want to leave a legacy as my footprint to the AIB community."



In addition to his election, Kotabe also was elected a Fellow of the Japan Academy of International Business Studies (JAIBS) in 2016, for his significant contributions to international business research and education. Kotabe explained that JAIBS recognizes both business executives

and academics for their overall contribution to international business practice, research, and education in Japan.

With more than 100 scholarly publications and a wide array of research that has appeared in many top journals, Kotabe said his most-influential contribution to the international business field has been in the area of global sourcing strategy, as he said he was the "boundary-spanning researcher" for this line of research and defined the research domain as management of research and development, manufacturing, and marketing interfaces on a global basis.

"Today, most researchers talk about outsourcing and it has become an everyday term in business," said Kotabe. "In a way, it is nice to know that a little obscure research area that I had started with from a different angle some 30 years ago has become a major topic in today's business."

At Fox, Kotabe holds the Washburn Chair Professorship in International Business and Marketing. He attributes much of his success to the Fox School, as it has been a home to him for more than 18 years and has continued to provide him with an environment conducive to both research and teaching. He sincerely hopes that his career path will serve as an example that encourages younger researchers, as well as PhD students.

—Mary Salisbury

Fox's Ram Mudambi hosts NSF-sponsored iBEGIN Conference

Fox School of Business Professor Dr. Ram Mudambi and his team of researchers received a prestigious grant from the National Science Foundation (NSF) to host the second installment of the International Business, Economic Geography and Innovation (iBEGIN) Conference at the Fox School. It was preceded by workshops in 2013 and 2014, and an inaugural conference in 2015.

The four-day conference, held Oct. 27-30, 2016, at Fox's Alter Hall, was sponsored by the NSF, with support from Temple's Center for International Business Education and Research (CIBER) and the Fox School Institute for Global Management Studies. This installment of the conference will serve as a joint conference with the Academy of International Business—Northeast Chapter.

"Connectivity and Co-Evolution: Global Cities, Multinational Enterprises, and Value Creation" served as the theme for the 2016 conference. It built upon the work of the 2015 conference, which was aimed toward using research from his team's iBEGIN initiatives as the foundation for a long-lasting research community focused on the intersection of the three fields of international business, economic geography, and technology/innovation studies.

"In a very deep sense, all society is based upon human connections. We're social animals," said Mudambi, the Frank M. Speakman Professor of Strategic Management and Perelman Senior Research Fellow at Fox. "This conference applied that theory to the sphere, and business and economics. We developed the concept that the human experience is built on human socialization, and used it to understand how connections across space create value."

The 2016 conference welcomed the following keynote speakers:

- Dr. Saskia Sassen, the Robert S. Lynd Professor of Sociology at Columbia University, and Centennial Visiting Professor of Political Economy at the London School of Economics
- Dr. Keld Laursen, Professor of Innovation and Organizational Economics at the Copenhagen Business School, and President of the Technology and Innovation Management Division within the Academy of Management
- Dr. Sharon Belenzon, Associate Professor of Strategy at Duke University

Mudambi's ongoing iBEGIN initiative is a collaborative effort with professionals in centers around the world, including: Denmark's Copenhagen Business School, Italy's Politecnico di Milano and University of Venice Ca Foscari, the Indian School of Business, Henley Business School at the University of Reading (UK), and many others.

The next research project on the horizon for Mudambi and his globally dispersed research team involves battery power, a progression of yet another long-running iBEGIN segment on renewable energy and sustainability. The team has documented the important role that emerging economies like China and India are playing in the innovative landscape of the wind turbine industry, but batteries are the key to unlocking the potential of these renewable energy technologies.

"Batteries are the steam engine of our age," Mudambi said. "We have ways to produce energy, but we have no way to harness it and store it. Today, if we had to run our planet on stored battery power, we could run perhaps one percent of our power applications. Imagine if you could run the whole planet on batteries. It's a problem that, once solved, will revolutionize society."

—Christopher A. Vito



Fox Fulbright Scholar plans to take entrepreneurship lessons home to native Pakistan

The global phenomena of startup accelerators, incubators, and university labs have started to take hold in Pakistan. With a growing recognition of entrepreneurship as a driver of economic growth and social change, more organizations are investing in sustainable and socially responsible programs.

And at the forefront of it all is Sumbal Bashir, Fulbright Scholar and student in the Master of Science in Innovation Management and Entrepreneurship (MS-IME) program at Temple University's Fox School of Business.

Despite advances in and a growing acceptance of entrepreneurship in Pakistan, Bashir has seen firsthand that there exists a gap in the knowledge base and a need for skilled professionals in the country's startup landscape. This is where she said she plans to make a difference.

"I will bring home my knowledge and experiences from the MS-IME program to fill in that gap and drive the growth of entrepreneurship in Pakistan," she said.

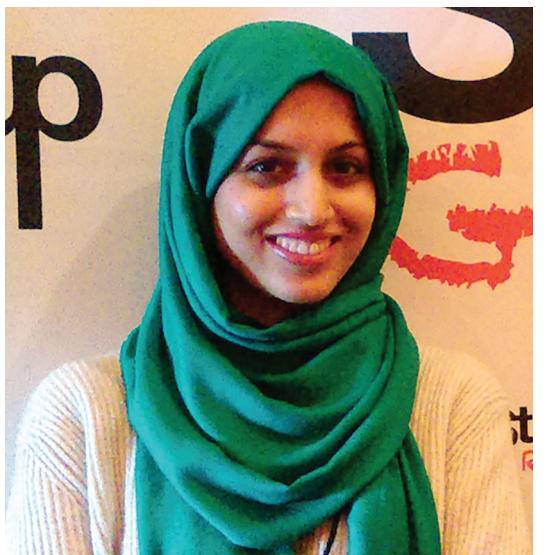
To be fair, Bashir already has had quite an influential role in Pakistan's startup scene. While earning a bachelor's degree in accounting and finance from Lahore University of Management Science (LUMS) in Lahore, Pakistan, Bashir interned with Ernst & Young, Barclays, Shell, and Akhuwat.

SMSall, a small, Lahore-based tech startup working to improve mobile communications in Pakistan, hired Bashir immediately after she graduated. There, she worked in business development and contributed to some of the company's most-noteworthy projects, including the launch of SMSall messaging app. The app went on to be featured in the APICTA Awards in Hong Kong and the BlackBox Connect accelerator program in Silicon Valley.

"The most challenging and rewarding project was the launch of SMSall's messaging app," she said. "It was the first mobile-based communication application developed in Pakistan."

Much of Bashir's interests lie in supporting other young, female entrepreneurs. During her internship with Akhuwat, one of the largest micro-financing organizations in Pakistan, Bashir interacted with female micro-entrepreneurs and came to realize how vital their financial earnings were to their families. At the same time, she participated in a Shell program to promote entrepreneurship in Pakistan. Again, she found herself consulting with female entrepreneurs.

"The one thing I learned from my experiences was that the



women from low-income communities are really ambitious and talented, and very much into entrepreneurship," she said. "The only thing they need is more training and access to capital and markets. I want to be a part of the process that takes out this constraint for them."

Last year Bashir worked with The Citizens Foundation, a non-governmental organization in Pakistan that offers affordable schooling to students from low economic backgrounds. She spent her time providing educational and personal counseling to female students.

"At the end of the program, a number of students told us how life-changing the experience was for them, and that for me was a very rewarding moment," she said.

Bashir is in the midst of her own life-changing experience now, as she completes her MS-IME degree program. She was drawn to the Fox School's program by its holistic approach to teaching entrepreneurship — and the emphasis on real-time projects, internship opportunities, guest speakers, and personal coaching for students who want to start their own businesses.

Last semester, as part of her independent study project with Assistant Professor of Strategic Management Jane Frankel, Bashir interned with Dreamit Health Philadelphia, a 16-week boot camp for health-focused startups. Under Dreamit Health, Bashir worked with VizExcell, a startup that is developing a personalized breast cancer risk assessment platform for radiologists and their patients.

"It was one of the most-interesting experiences for me so far, as it provided me with an exposure to the startup accelerators environment and the healthcare ecosystem of the United States," she said.

Bashir's commitment to entrepreneurship and her potential to make a real-world impact have not gone unnoticed.

"She really seemed to embrace the innovation strategies and tools being taught, and I was able to see her apply them to many real-world situations," said Dr. Michael Rivera, Associate Professor of Strategic Management and Director of the Fox School's Executive MBA program, who counted Bashir among his students in his Business Model Innovation and Innovation Adoption and Diffusion courses.

"She is on the path to future success."

—Christine Fisher



Undergraduate students explore Southeast Asian business culture on immersion program to Indonesia

In May 2016, a group of undergraduate students from the Fox School of Business participated in a 12-day immersion program to the Republic of Indonesia.

The trip was part of the course titled, "Doing Business in a Foreign Country," designed to introduce Indonesia as a key contributor to the global economy and provide an experiential learning experience for students. Sponsored by Temple's Center for International Business Education and Research (CIBER), the group included Fox undergraduate students as well as three students and two faculty representatives from Temple CIBER's partners – Community College of Philadelphia, Delaware County Community College, and Lincoln University.

Led by Omario Kanji, Adjunct Associate Professor, and Lauren Letko, Finance Specialist for the Fox School's International Programs team, the Destination Indonesia program provided students with a firsthand look at commerce in Indonesia by incorporating a mixture of corporate visits, academic work, and cultural activities into the trip.

Student participants noted that the corporate visits served as the cornerstone of the program's learning component as they offered students access to learn about workplace culture abroad and to explore potential career paths. Diverse company



visits included large multinational corporations such as Google and Cosmopolitan magazine, a briefing from the U.S. Commercial Service, and smaller, local companies. The highlight of the trip, according to students, included a presentation from Farina Situmorang, Managing Partner at Catalyst Strategy.

"Destination Indonesia reinforced my desire to work in an Asian country once I obtain my Bachelor's degree," said Fox Student Lara Omar Zerbo. "The professional visits were very enlightening, in that they gave me a firsthand experience of how business is conducted in Indonesia and what an expatriate should expect to encounter when working in Indonesia, in particular, or in Southeast Asia, in general."

Cultural activities also contributed an important element to the overall learning experience, as they were designed to give students a holistic understanding and appreciation of Indonesia's unique environment. The majority of the program took place in Jakarta, where, apart from their academic work, students found time for a city tour and immersed themselves in Indonesia culture by shopping in Old Batavia, the original downtown area of Jakarta that was settled by the Dutch. During the final days of the immersion program, students travelled to Yogyakarta in Central Java, where they toured cultural landmarks such as Borobudur, a 9th-century Buddhist temple, and Prambana, a 9th-century Hindu Temple.

When participants returned to their classrooms in the fall, they brought with them a wealth of knowledge gained from the program that has prepared them to take on the unique challenges of the modern interconnected economy.

—Lauren Letko



Rankings

Global MBA, Online MBA programs highlight banner rankings period at Fox

The Global MBA program at Temple University's Fox School of Business continues to climb the worldwide rankings for full-time MBA programs.

The Fox School Global MBA improved four places to reach No. 53 among all full-time MBA programs internationally, while retaining its No. 33 ranking among U.S. programs, as ranked by *The Economist* in its annual "Which MBA?" rankings.

The Economist's Which MBA? rankings recognize the top-100, full-time MBA programs worldwide, according to three years of data (2013-2015) 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.

According to *Forbes*, the Fox Global MBA boasts a job-placement rate that is "better than the vast majority of schools in the country," and ranks the program in the top 65 nationally for return on investment, according to *Forbes'* 2015 Best Business Schools ranking.

"At some schools, less than 50 percent of graduates accepted jobs within three months of matriculation," wrote Kurt Badenhausen, in *Forbes'* release announcing the publication's Best Business Schools ranking.

—Christopher A. Vito



Fox Global MBA students visit Valparaiso during their immersion program to Latin America. Photo courtesy of Phyllis Tutora.

This marked Fox's second consecutive appearance in Forbes' biennial survey.

"We work tirelessly to ensure that the value of a Fox degree continues to appreciate," said Fox School Dean M. Moshe Porat. "Our ascent in national and international rankings shows that our programs offer very strong returns. We take great pride in providing students with a superb education, incredible services, and strong industry connections so that our graduates find the best match to advance their careers."

Fox's Global MBA—one of four distinct MBA programs offered by the Fox School—is not the only graduate-degree program that is excelling in the rankings.

- The Online MBA program at the Fox School was ranked No. 1 in the nation for a second consecutive year, by *U.S. News & World Report*.
- The Fox Part-Time MBA achieved a No. 16 national ranking from *U.S. News & World Report*, its highest ranking in program history.
- The Fox Executive MBA program earned a No. 28 national ranking, and a No. 45 global ranking, by *The Economist*.



Israeli innovation on display at Fox

Israel Ideas selected the Fox School of Business as one of 15 hosts for a fair titled Startup Nation, which visited colleges and universities across the United States and throughout February and March 2016.

Entrepreneurs representing more than a dozen early-stage startups with ties to Israeli showcased their technologies, products, and services during an all-day event Feb. 23 at Temple University's

Alter Hall. The event featured an exposition floor to exhibit the startups, a career fair for students seeking internships, and professional sessions with successful entrepreneurs who shared with students their first-hand experiences about launching tech companies.

A seminar over lunch offered executives from the finance, banking, real estate, retail, and technology sectors an opportunity to speak to students, as well. Student professional organizations Alpha Kappa Psi business fraternity, Temple's Association for Information Systems chapter, the Temple Real Estate Organization, and the Alpha Epsilon Pi fraternity acted as the event's co-sponsors.



Immersions Overview



1) Undergraduate students, faculty and staff from Temple University, Lincoln University, Community College of Philadelphia, and Cheyney University visit the Danone Factory in Jakarta, Indonesia as part of the CIBER Destination Indonesia Program. Photo courtesy of Lauren Letko. 2) Fox Global MBA students on safari in Pilanesburg, South Africa during their global immersion program to Africa. Photo courtesy of Rebecca Geffner. 3) Fox Global MBA students on safari in Pilanesburg, South Africa during their immersion program to Africa. Photo courtesy of Lauren Letko.

4) Alessandri Law Firm, Chile. Photo courtesy of Phyllis Tutora. Fox Global MBA Students at the Alessandri Law Firm. 5) Fox Global MBA students on safari in Pilanesburg, South Africa during their immersion program to Africa. Photo courtesy of Lauren Letko. 6) Fox Global MBA students dine at Leopold Café during their global immersion to India. Photo courtesy of Barry Griffith. Below) Courtesy of Rebecca Geffner

The Fox School of Business' commitment to proven high-impact learning experiences is reflected through its Global Immersion programs, through which Fox undergraduate and graduate students have the chance to walk into boardrooms and classrooms across the globe. Opportunities to learn from industry leaders in new environments are essential in helping students understand the complexities of an interconnected economy.

During the 2015-16 academic year, the Fox School's Office of International and Executive programs conducted eight overseas programs:

Graduate

- Israel's Innovation Economy (November 2015)
- Executive MBA South Africa (April 2016)
- Global MBA Emerging Market Immersions (March 2016)
- China, India, Chile & Colombia, South Africa & Morocco

Undergraduate

- Destination Vietnam and Cambodia (August 2015)
- Destination Indonesia (May 2016)
- London/Bermuda



and entrepreneurship. Philadelphia's rapidly growing startup scene serves as the perfect destination for shared educational exchange, with venues such as co-working spaces, incubator, and accelerators full of talented leaders interested in making new global connections.

In the 2015-16 academic year, Fox hosted visiting Professional and Executive MBA from the following colleges and universities:

- University of Technology, Sydney, Australia (November 2015)
- University of Ghana, Accra, Ghana (February 2016)
- University of Jyväskylä, Jyväskylä, Finland (April 2016)
- Pontificia Universidad Javeriana, Bogotá, Colombia and Al Akhawayn University Ifrane, Morocco

The Fox School also welcomed students from a number of institutions for Philadelphia-based immersion programs. Companies and organizations from the Greater Philadelphia region opened their doors to host Fox students, engaging them in dialogue of mutual benefit. Many immersions carry the theme of innovation

Fox School and its IB program rank among best in the country, according to U.S. News & World Report

Temple University's Fox School of Business is ranked among the top-50 business schools in the nation, according to *U.S. News & World Report*. And for the 10th consecutive year, *U.S. News* has included Fox's International Business Administration program in its rankings of the top specialty business programs.

The Fox School earned a No. 48 national ranking in *U.S. News'* 2017 edition of "Best Colleges," placing it among the top-10 percent of all AACSB-accredited undergraduate business programs in the United States. The ranking, the highest in the Fox School's history, marks a 13-spot surge since last year's *U.S. News* ranking.

"The Fox School continues to ascend the rankings of prestigious publications like *U.S. News*," said Dean M. Moshe Porat. "It's a tremendous accomplishment to have been ranked among the top-50 business schools in the country, and it serves as testament to the quality of our programs."

The business school rankings featured in the 2017 edition of "Best Colleges," which were released online Sept. 13, are based on peer assessment of deans and senior faculty at each AACSB-accredited undergraduate business program in the United States over a two-year period, including a Spring 2016 survey.

Fox's International Business Administration program earned a No. 13 national ranking from *U.S. News*, marking a full decade in which this program has been lauded as one of the best in the United States.

Fox's International Business Administration program is supported by a robust study-abroad program, through Fox and Temple University, as well as from the Institute of Global Management Studies and the Temple Center for International Business Education and Research (CIBER), which are based at Fox. Temple CIBER is one of only 17 such elite centers in the nation to have had its grant-renewal

proposal approved for federal funding from the United States Department of Education. Temple is the only university in Pennsylvania to have received federal funding for CIBER.

"Our International Business program's sustained ranking by *U.S. News & World Report* is the result of committed work from our dedicated team of faculty and administrative officers," said Dr. Bertrand Guillotin, Assistant Professor of Strategic Management, and Director of Fox's International Business programs. "Our curriculum innovation and enrollment growth within the program go hand in hand, and the research productivity of our world-class scholars is top-notch."

For the fourth consecutive year, three of Fox's undergraduate programs earned top-15 rankings from *U.S. News*. Joining the International Business program were the Risk Management and Insurance (No. 6) and Management Information Systems (No. 14) programs.

The Fox School of Business is the largest and most-comprehensive business school in the Philadelphia region, with more than 8,500 students, 200 faculty, and 65,000 alumni worldwide. Fox offers 15 undergraduate majors; more than 20 student professional organizations; the Fox Honors program; cutting-edge technology and stellar student services, including a Business Communications Center and the Center for Student Professional Development (CSPD), which has a 94-percent job-placement rate for undergraduates who use its services.

—Christopher A. Vito

Fox School's Online MBA again ranked No. 1 in nation by *U.S. News & World Report*

For the second straight year, the Online MBA program at Temple University's Fox School of Business was ranked No. 1 in the nation.

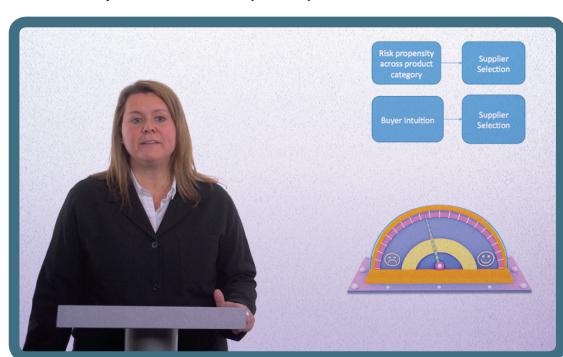
The Fox Online MBA earned another perfect score of 100 in *U.S. News & World Report*'s 2016 ranking of the country's best online MBA programs. Fox's program held sole possession of the top spot, after having shared the honor in 2015 with the University of North Carolina and Indiana University.

In the same *U.S. News* ranking report, Fox's Online Bachelor of Business Administration (BBA) program received a No. 6 national ranking, jumping 25 spots to earn the highest ranking in program history.

U.S. News scored online MBA and BBA programs based upon student engagement; peer reputation; faculty credentials and training; and student services and technology. MBA programs were additionally scored for admissions selectivity.

"The Fox Online MBA and BBA programs connect cutting-edge technology and accredited, high-impact curriculum with an internationally recognized faculty to foster a dynamic learning community," said Fox School Dean M. Moshe Porat. "It is with great pride that *U.S. News & World Report* has awarded our Online MBA program a No. 1 ranking for a second consecutive year, and also ranked our Online BBA among the nation's best. These recognitions speak to the work of our Online and Digital Learning team, which delivers the best advancements in technology to a quality, online-format education."

In the Fox Online MBA program, which first launched in Fall 2009, students benefit from a flexible curriculum carousel with multiple entry points. The Fox School's Online MBA program opens with a weeklong residency at Temple University's Main Campus in Philadelphia. The residency features a leadership course, networking, team building, professional development and special events. Each subsequent online course is delivered one at a time over four weeks, and the program can be completed in as quickly as 20 months.



The program employs a flipped-classroom approach, a 24/7, on-demand format that allows students to learn



content at their leisure and collaborate with their peers and professors through digital dialogue. Then, in an integrated, synchronous online classroom setting, they are able to put what they have learned into practice. Fox School's Video Vault, a collection of more than 1,800 academic videos produced by Fox faculty, is a vital resource of the program, said Dr. Darin Kapanjie, the Academic Director of the Fox School Online MBA and BBA programs. The Video Vault features a searchable archive with HD-quality, mobile-friendly, transcribed videos that are engaging for the student.

The same technological support, award-winning faculty, educational prestige, and career development resources are available to students enrolled in Fox's Online BBA program. Launched in 2012, the program's No. 6 national ranking by *U.S. News*—its highest in program history—marks a 25-spot improvement from last year.

"These rankings by *U.S. News & World Report* would not have been possible without Fox's commitment to providing exceptional online education within a dynamic and flexible learning environment," Kapanjie said. "Our support staff, which includes instructional designers, video production specialists, and tech support, deliver invaluable resources to the school that make possible our Fox Video Vault and so much more. The reputation of our online programs at Fox is on the rise, and we couldn't be more proud."

Merit scholarships are available, as are scholarship-incentive programs for Temple alumni and for corporate partners that have two or more employees simultaneously enrolled in the Fox Online MBA program. Financial aid counseling, professional development, and career counseling are offered to all students, and the Fox School and Temple University support the Yellow Ribbon Program for military personnel and veterans. In 2015, *U.S. News* ranked Fox's Online MBA program the best in the nation for military veterans.

—Christopher A. Vito

IB Curriculum Updates

IB Curriculum Continued...

CONTINUED FROM PAGE 6

"In two years, we have revamped our International Business curriculum, established an International Business minor, and our faculty have achieved top recognition nationally and globally for their research quality and productivity," Guillotin said. "With this combination, momentum is trending in the right direction at both the Fox School and Temple University."

Students of the program agree.



Fox EMBA students meet the CEO of MTN South Africa in Johannesburg during their immersion program. Photo courtesy of Rebecca Geffner.

"The Fox School provided me with innumerable opportunities," said Mina Pashaveva, an International Business major who graduated in May 2016 with a Finance concentration and a minor in Arabic.

After graduating from Fox, Pashaveva earned employment as an investor analyst with international bank BNP Paribas.

"During the interview process," Pashaveva said, "I shared my experiences during a consulting project as part of my capstone. I spoke of my leadership in group work, and what worked for me, and the areas in which I still wish to learn and grow. I know I would not have achieved this job offer without the many technical and interpersonal skills I learned at the Fox School."

-Christopher A. Vito

"The International Business program at Fox not only taught me knowledge and skills of business on a global scale, but also provided me with the connections and networking opportunities that are so integral to life after graduation," said Liming Hong, an International Business major who works as a sales manager with Securitan Group after graduating in May 2016.

Within industry, the demand for professionals with international business training could not be greater.

In April 2016, the Economy League of Greater Philadelphia (ELGP) published, "Selling to the World: Greater Philadelphia Export Plan," within which it laid out a metropolitan export plan for the Philadelphia, southern New Jersey, and northern Delaware regions. The report found that increases to the region's export intensity to the average for the United States' 100-largest

metropolitan areas "would translate into \$6.3 billion in new economic activity every year, and 35,000 additional jobs."

And because export jobs require specialized knowledge, the U.S. Department of Commerce estimates that exports contribute an additional 18 percent to workers' earnings on average in the U.S.

"Rather than remain idle within an incredibly competitive environment, we at Fox have redesigned our curriculum and mapped it against the competencies that recruiters are asking of our students," Guillotin said. "This strategy enables us to improve upon an already strong International Business program, while better preparing our students for the job opportunities that await them."

-Christopher A. Vito

Here is what recent graduates of the Fox School of Business are saying about its International Business program:

"My experience as an International Business major at the Fox School of Business has no doubt shaped me into a better individual. Through various key courses and projects, I've learned how to effectively apply business concepts and applications, work in a team, network, speak in public, and present myself professionally. I was able to use these skills to land several interviews and job offers. I am currently working at Cigna as part of the Social

Center of Excellence team, an experience beyond my expectations. My academic foundation, combined with my strong international business knowledge provided to me through the IB program, has prepared me to enter the professional world confidently."

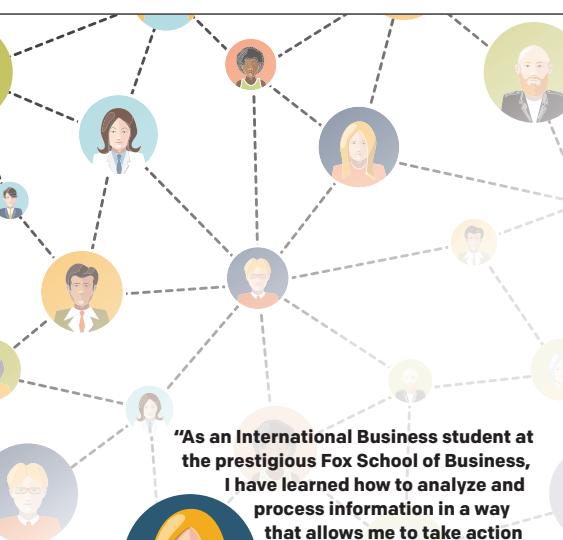
Anh Nguyen
International Business major,
International Marketing
concentration
Graduated May 2016

Next stop: Cigna, Social Media
Marketing Specialist

"The International Business department at Temple University challenged my world view and shaped my analytical and critical thinking skills. Through a variety of courses, I gained a great understanding of all aspects of business along with individual cultures and people from around the world and how they each play into the world economy. I will take the skills with which the program has afforded me and continue to push and expand my boundaries through the legal environment."

Thomas Barrett Sternberg
International Business major,
Spanish minor
Graduated May 2016

Next stop: Pursuing a law degree at Nova Southeastern College of Law



"As an International Business student at the prestigious Fox School of Business, I have learned how to analyze and process information in a way that allows me to take action and solve the top problems facing business managers. Classes such as Global Business Policies and the International Business practicum make the business students at Temple more well rounded, and give us hands-on experience in our fields of interest. In addition to this, the personal relationships that I have developed, and the networking events that I have attended have made my college experience unforgettable."

Jazmin Ford-Bey
International Business major
Graduated May 2016

Next stop: ReminderMedia, Marketing Advisor



"The International Business curriculum at the Fox School of Business is revolutionizing the way business is being taught. The program is so hands-on. We were given a number of domestic and international client projects in which we were expected to generate real business solutions that could evoke change in a firm's trajectory. Without the support and motivation of our professors to conduct more analysis and to remain innovative, I do not know how well my job search would have gone."

Asante Abdullah
International Business major,
International Marketing
concentration
Graduated July 2016

Next stop: The Clorox Company, Sales Analyst, Kroger Team

IGMS and CIBER

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.

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Associate Professor and Merves Fellow
Accounting



Fox International and Executive Programs Team from left: Lauren Letko, Finance Specialist; Dr. Bertrand Guillotin, Assistant Professor and Director of International Business Programs; Christine Kiely, Associate Vice Dean of MBA and MS Programs; Dr. Rajan Chandran, Deputy Dean; Rebecca Geffner, Director of International and Jeffrey Conradi, Associate Director of International Programs.

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MB Sarkar, founder of Fox's Global Immersion Program, passes away

Dr. Mitrabaran "MB" Sarkar, a renowned educator and researcher at Temple University's Fox School of Business whose pedagogical work garnered national, international, and university awards, died June 7, 2016. He was 54 years of age.

Sarkar, who joined the Fox School faculty in 2008, was founding Academic Director of Fox's Global Immersion Program in Emerging Markets, leading the charge for experiential-learning curriculum of this kind.

Sarkar was the H.F. "Gerry" Lenfest Professor of Entrepreneurship and Innovation within the Strategic Management department at Fox. He also had served as a visiting professor of strategy at the Indian School of Business, Hyderabad.

"MB was an innovator at every stage of his career," said Dr. M. Moshe Porat, Dean of the Fox School of Business. "His passion for teaching and empowering students, and his thirst for knowledge were tremendous. MB's passing brings great sadness to our Temple and Fox communities. My thoughts and prayers at this time are with his wife, their two daughters, and his family and close friends."

Added Dr. Rajan Chandran, Fox School's Deputy Dean: "MB was passionate in everything he did, whether it was teaching, research or service. Most of all, he found his calling as a teacher and mentor. His passing is a great loss to all of us at the Fox School. He was a man for all seasons and truly one in a million."

In 2013, Sarkar received Temple University's Great Teacher Award, the highest honor conferred by the university on faculty. On seven occasions, he was named Outstanding Professor of the Year in Fox's Global, Executive, Online, and Part-Time MBA programs. Sarkar also was a five-time recipient of Fox's Crystal Teaching Award. Last November, he received the Musser Award for Excellence in Teaching, which recognizes a Fox School faculty member who challenges students to think imaginatively and creatively.

As the founding Academic Director of Fox's Global Immersion Program in Emerging Markets, Sarkar led the initiative of building partnerships and experiential programs for Fox MBA students in several countries, such as Chile, China, Colombia, Ghana, India, Israel, Morocco, South Africa, and Turkey. In this issue of Global Perspectives, we are highlighting several of these immersion programs that Dr. Sarkar led, including India and South Africa.

"MB believed that every Fox student should have the opportunity to participate in a global immersion program," said Rebecca Geffner, Director of International Programs. "He had an indefatigable passion and infectious charisma that inspired both his colleagues and his students to understand and experience the complex but exciting world we live in. He wanted us to conduct business in a global world with empathy, humility, and ethics, and develop our contextual intelligence. MB left us an amazing legacy for the global immersions and we will strive to foster these values as we continue to build and grow our programs."

Graduate student Kerry Slade, Esq., who came to know Sarkar well in pursuit of her Global MBA at the Fox School, said she and her fellow classmates were "inspired" by Sarkar.

"MB was first and foremost a family man, then a professor, and last, a student himself," she said. "What I most admired about MB's teaching was that he made an effort to get to know each student on an individual level. He pursued lofty goals, and he never let reality get in the way of his vision. We were lucky to be inspired by him in the classroom and abroad."

Sarkar's internationally recognized research on innovation, industry emergence, and technology entrepreneurship was published in several premier scientific journals. He served on the editorial review boards of several leading journals in the field of strategic management, and as associate editor at the Strategic Entrepreneurship Journal. In 2004, he received the Best Paper Award from the Academy of Management Journal, in addition to research-related awards from the Academy of Marketing Sciences and the American Marketing Association.

Sarkar earned his Bachelor's degree in Economics from St. Stephen's College in New Delhi, India; an MBA from the Indian Institute of Management, in Ahmedabad, India; and a PhD from Michigan State University.

He is survived by his wife, Tanu, and their daughters, Mohenna, who lives and works in Brooklyn, N.Y., and Aeshna, who attends Tulane University.

—Christopher A. Vito



Temple University honored Dr. Mitrabaran "MB" Sarkar as a 2013 recipient of the Great Teacher Award, the highest honor conferred by the university on its faculty. "I think it's because I really believe that every class should make a difference," Sarkar said at the time. He often referred to teaching as his "calling".

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1801 Liacouras Walk
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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

The Economist: MBA Program

- Top 15 in the U.S. for 10 consecutive years

The Economist: Executive MBA Program

- Top 35 in the World

Financial Times: Executive MBA Program

- Top 20 overall in the U.S.
- Top 5 in the U.S. (#2) for international course experience

U.S. News & World Report

- International Business Undergraduate Programs
Top 15 in the U.S. for eight consecutive years

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

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Global Perspectives

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