



THE AHLERS CENTER FOR  
INTERNATIONAL BUSINESS  
ANNUAL REPORT  
2012-2013



## Letter from the Director

Another busy and exciting academic year for the Ahlers Center for International Business has passed. When reflecting upon and reviewing our activities, what comes to mind is that “it takes a village.”

Collaboration is nothing new. However, it is becoming increasingly important in the modern world, as we become more connected around the globe. Collaboration is something we do very well here at the University of San Diego. How we are able to work together as a supportive team with our immediate colleagues, other faculty, staff and Centers and Institutes within the School of Business Administration and across our campus is integral to the success of our center. Likewise we would not be able to accomplish what we do without the support of our alumni, locally and internationally, and our diverse network universities around the world.

It is through all of these collaborations that the Ahlers Center for International Business has organized these various events and programs - connecting and bringing people together to share experiences and to learn from one another. The fact that we are collaborating globally means that there is even more we can learn, share and experience together that will allow us to not only improve global business practices, but to use this enhanced understanding to improve the lives of others.

It is a privilege to be a part of this Center, the University, and the extended network that supports all of our activities.



Denise Dimon with Guest Speaker Roberto Servitje Sendra, Founding Member of Grupo Bimbo S.A.B. de C.V and served as its Chairman.

We are already looking forward to the 2013-14 academic year when we will celebrate the 20th Anniversary of the Ahlers Center for International Business, reconnecting with our collaborators while also extending our reach.

Thanks to everyone who has helped us along the way.

Denise Dimon, PhD  
Associate Provost for International Affairs and Director Ahlers Center for International Business

### CONTENTS

Letter from the Director	1
Building Global Mindsets	2-11
Transforming Student Experiences	12-29
Supporting Faculty Development	30-37



Building Global Mindsets

## International Business Speaker Series



Gopinath Parayil, Founder, The Blue Yonder



Pablo Belocopitow, CFO Walmart Argentina (USD MBA '98 in Buenos Aires)



Marty Parisien, Co-Owner, Singing Dog Vanilla



In keeping with our goal of designing programs that develop global business expertise amongst our faculty, students and the business community, we offer the Ahlers Center International Speaker Series. Each semester we invite leading industry professionals, researchers, and educators with extensive global business expertise to come to the USD campus to present on a topic of current interest in the global business arena. In addition, when we travel abroad with students we also host leading local executives to meet with our students. We were fortunate to have a captivating and diverse group of presenters come to the USD campus in the 2012-2013 academic year, including:

**Gopinath Parayil**, Founder, The Blue Yonder: *"Responsible Tourism: Creating Better Places for People to Live and Visit"* September 2012

**Stephanie Barry**, General Manager China, Shanghai Wu Di Trading Co. Ltd/WD-40 Company: *"Choices on the Path to Inspiring Leadership"* October 2012

**Roberto Servitje Sendra**, Chairman of the Board of Directors of BIMBO: *"Making Business Truly Efficient and Truly Humane: The Case of Grupo Bimbo"* October 2012 \*Event co-sponsored by USD's Center for Peace and Commerce, International Constituent Relations, Transborder Institute, and Provost Office.

**Marty Parisien**, Entrepreneur and Co-Owner, Singing Dog Vanilla: *"Business Model Disruption"* October 2012

**Michael Ahn**, Senior Advisor and former Corporate President, LG Electronics: *"Leadership and Global Brand Management"* November 2012

**Jorge Camil Starr**, Social Entrepreneur, Co-founder and Chief Development Officer, Enova: *"Innovating for Impact"* February 2013

**Vijay Kapur**, PhD, Faculty of Management Studies, University of Delhi: *"China and India: Models for Compassionate Socio-Economic Globalization"* February 2013

**Rachelle Snook**, Global Talent Acquisition Manager, WD-40: *"Global Hiring and the Brand that is You"* March 2013

**Hector Medina**, Former CFO and Chief Planning Officer, CEMEX: *"Business Strategy for Innovation and Global Growth: The Case of CEMEX"* April 2013

To view videos of past presentations, please visit:  
<http://www.sandiego.edu/AhlersSpeakerSeries>

## The 2013 NORTH AMERICAN CONGRESS ON SOCIAL and ENVIRONMENTAL ACCOUNTING RESEARCH 4<sup>TH</sup> North American CSEAR Conference

January 3 – 5, 2013 ~ University of San Diego ~ San Diego, CA

The University of San Diego hosted the 4<sup>th</sup> Annual Conference for the North American Congress on Social and Environmental Accounting Research (CSEAR) from January 3-5, 2013. The Ahlers Center for International Business and the School of Business Administration welcomed researchers, teachers, students, and practitioners from around the world for three days of highly-interactive discussions, debates, and paper presentations covering a myriad of accounting topics related to social, environmental, and sustainability theory and practice. This was the first CSEAR Conference held in California, with Dr. Jason Chen, Assistant Professor of Accountancy at USD, spearheading the conference organization as leader of the CSEAR San Diego Organizing Committee.

Over thirty attendees gathered for morning and afternoon research paper presentations and moderated discussions on topics such as corporate social responsibility reporting, sustainability focused management controls, and environmental liability disclosures, amongst others.

The University of San Diego's Executive Vice President and Provost, Dr. Julie Sullivan, who has an extensive academic and professional background in accounting, auditing and taxation, addressed the audience and shared her appreciation for the work of CSEAR.

CSEAR, founded in 1991, is an international member organization based in St. Andrews, with conferences held in various international locations each year. The Centre publishes a quarterly newsletter as well as a Social and Environmental Accountability Journal to enable collaboration amongst members in a variety of universities and research institutions around the world.





### **Executive Education: Developing Leaders with a Global Mindset**

The Ahlers Center for International Business supports the development of global business expertise amongst members of our local business community through the Global Business Strategy (GBS) Certificate Program. Each spring and fall semester we offer a comprehensive collection of seminars across the major functional disciplines, providing participants with a system-wide approach to problem solving, and an ability to collaborate and manage complexity in an increasingly competitive international business landscape. Seminars are taught by esteemed USD Business School faculty, visiting scholars and industry experts, and incorporate practical tools and frameworks that can be immediately applied in the workplace.

This past year seminars were offered on topics such as:

#### **Managing Sustainable Global Supply Chains**

Seminar Leader: Simon Croom, PhD

#### **Global Branding Strategy**

Seminar Leader: Frank Pons, PhD

#### **Leading Cross-Cultural Teams**

Seminar Leader: Anne Randerson, PhD

#### **International Innovation Strategies**

Seminar Leaders: Carsten Zimmerman, PhD and Sebastian Kortmann, PhD

#### **East Asian Business Management**

Seminar Leader: Mansoo Shin PhD

#### **International Trade and Finance**

Seminar Leader: Marko Svetina, PhD

For more information on the GBS certificate, please visit [www.sandiego.edu/gbs](http://www.sandiego.edu/gbs)

## On-Site Programs with Global Partner Universities

The Ahlers Center for International Business provides custom academic programs for partner universities and institutions from around the world, offering visiting students a robust cultural and academic learning experience, and expanding the international impact of USD faculty.

Below are some examples of custom academic programs from 2012-2013.

### 2013 SUMMER TEC PROGRAM

In a partnership with Tecnológico de Monterrey, Campus Guadalajara, the Ahlers Center for International Business designed a month-long academic program for undergraduate students from Tec de Monterrey interested in studying at the University of San Diego. Students enrolled in one of four tracks: Engineering, Architecture, Business, and Humanities. Each track offered morning and afternoon classes, in addition to site visits to local organizations. Students were accompanied by their professors on these site visits, and saw first-hand how concepts from the classroom are playing out in the real world. Some of the site visit locations included Qualcomm, the San Diego Union Tribune, the Port of San Diego, the Scripps Institute of Oceanography, the San Diego Media Arts Center, DJO Global, the San Diego Museum of Contemporary Art and the Salk Institute. For many students, this program provided them with a unique opportunity to study abroad, and offered personal, social, academic, and cultural growth.



Students from Tecnológico de Monterrey attending a site visit at Scripps Institute of Oceanography.

### 2013 MUNICH PROGRAM

Over two dozen Executive MBA students from Hochschule Landshut in Munich, Germany, participated in a custom three-week executive education program at the University of San Diego in August 2012. The Ahlers Center for International Business crafted a program that included over a dozen seminars covering a diverse spectrum of globally-themed business topics, corporate site visits to WD-40 and Taylor Guitars, and networking opportunities with USD graduate business students, faculty and staff. With a combination of lively class discussion, case study analysis, student presentations and meetings with local industry executives, students left San Diego with fresh perspectives and valued global business insight.



Munich students and their program director, Dr. Richard Hofmaier (middle) visit Taylor Guitars

During the Munich program, fifteen graduate business students from CETYS University in Mexico took a two-day workshop on Strategy, Leadership and Entrepreneurship in a Global Context, alongside graduate business students from Hochschule Landshut in Munich. Cross-cultural teams of German and Mexican students developed new value propositions for their business ideas and drew up business plans for a friendly class-wide competition. Each team presented their findings, and the students benefitted from seeing business challenges and opportunities through new perspectives, developing cross-cultural team building and leadership skills, and forming lasting friendships.

# Transforming Student Experiences





## International Practicum Consulting Projects

The Ahlers Center for International Business coordinates business projects to be undertaken by its MBA (Master of Business Administration), IMBA (International Master of Business Administration) and undergraduate students for their international practicum experience. The purpose of these projects is twofold: to broaden the educational experience of our students and to benefit the participating company by providing consulting services.

Working under the guidance of a USD faculty member, students are able to gain an international consulting experience, develop their leadership skills, and enhance their cultural awareness in an international environment. The participating companies benefit from the analysis of a business problem by a multi-disciplinary team of undergraduate or graduate students with a wide range of professional backgrounds and skills.

In January 2013 the various teams completed 17 projects in five countries (Argentina, Brazil, China, India and the United Arab Emirates).



USD team members and colleagues at Lanxess after final project presentation in Buenos Aires  
January 2013



"I could never have predicted that I would have learned as much in 12 days as I did during my practicum in Shanghai, China. All of the knowledge and experience that I've gained since starting my MBA was put to the ultimate test as I came face to face with a real world project in a country that I have never been to before. I worked with a large and very energetic team that hit the ground running and didn't stop until we had a solid product to give to our client. Not only that, but the backdrop to all of this was one of the most incredible, dynamic cities in the world. I would do it all over again tomorrow if I had the chance!"

- Maria Brown, Evening MBA

"Studying in Rio and participating in the practicum in Buenos Aires were both incredible eye-opening experiences. It is truly amazing to not only learn about another culture but to actually experience it. My favorite moment during the practicum was when the president of our company invited us over to dinner at his house with four other key people from the company. When we walked into his home, he was already wearing an apron and preparing a huge asada feast. His daughter and young son were running around and he managed to be the warmest host, chef, father, and colleague all at once. It was truly special."

- Meghan Tracy, IMBA

### Qualcomm

While Qualcomm is primarily a semiconductor company that designs, manufactures and markets wireless telecommunication products and services, the company also has an extensive network of business development branches, focused on enhancing the entire mobile ecosystem, positioned throughout the world. The Dubai branch tasked the USD Team with developing effective “Sponsored Services” business models to increase data usage in critical Middle Eastern and Asian markets. “Sponsored Services” is the concept that a sponsor subsidizes data services for mobile phone users in return for the opportunity to interact directly with the consumer for marketing purposes. After closely examining the market characteristics and past “Sponsored Service” offerings, the Team delivered a comprehensive white paper, identifying key model success factors and recommending three specific “Sponsored Services” business models applicable to the region.



### AAETAV - Argentina's National Association of Adventure and Ecotourism

The USD consultants were charged with developing a strategy to increase the MICE (Meetings, Incentive, Conference, and Event) tourism industry in Buenos Aires and Argentina. They identified specific strategies targeting two key decision makers for business tourism: CEOs and intermediaries such as travel agents. The recommendations further split targeted industries into segmented markets so that communication with these markets would be strategically improved and customized to position Argentine travel agencies for success. An aggressive marketing plan was proposed that would involve the implementation of such things as an Ecotourism Fair to attract intermediaries in the event planning industry to come to Argentina.



### Perfashion

Perfashion, China was founded to supply trimmings to the international fashion market. The business grew with European clients via Canton Fair and Global Sources Magazine & website advertising. To help manage the growth an ERP system was adopted. During 2008-2010, Perfashion expanded to a new building and opened an office in Guangzhou. Revenues grew with international clients such as Inditex (Zara), Mango, Maxmara, and others. The MBA project was a strategic planning project, including the extrapolation of key capabilities and competitive advantage, a competitive position analysis, and the prioritization of major initiatives. The project was very successful and our MBA teams worked directly with the executive management on a positioning analysis and development of a long-term transformation roadmap.



### WD-40

Our undergraduate teams worked on two projects with WD-40, China. This San Diego based corporation is experiencing rapid growth in China and the student teams were asked to evaluate and examine the “industrials” segment for the firm in China. This included direct involvement with the top management team of WD-40 in China, including hypothesizing industries that are easy to target for WD-40 in the industrial consumer goods segment. In addition, the teams were asked to propose innovative methods for initially testing these hypotheses. Finally the teams made innovative recommendations to WD-40, China to increase short- to mid-term monetization in the industrials segment in China.



# Student Exchange Programs



Incoming exchange students visit the beach



MBA student Rig Lemmer in Argentina



Incoming exchange students at orientation

## INTERNATIONAL PARTNER UNIVERSITIES

The following list consists of USD's international partner universities where graduate and/or undergraduate business students are exchanged for a semester. In many cases our partnerships are very robust and also include joint courses, faculty teaching and research collaboration.

### Argentina

- IAE Business School in Buenos Aires

### Brazil

- COPPEAD, Federal University of Rio de Janeiro
- PUC-Rio

### China

- Fudan University, School of Management in Shanghai
- The Guanghua School of Management at Peking University in Beijing
- Nanjing University in Nanjing

### Colombia

- Universidad de los Andes in Bogota

### Finland

- Aalto University School of Economics in Helsinki

### France

- EDHEC in Lille and Nice
- KEDGE Business School (formerly Bordeaux Business School) in Bordeaux
- EM Strasbourg in Strasbourg
- NOEMA Business School (formerly Reims Management School) in Reims and Rouen



Incoming exchange students on Coronado Island

### Germany

- WHU, Otto Beisheim School of Management in Vallendar

### Greece

- ALBA Graduate Business School outside of Athens

### India

- Institute of Management Technology in Delhi

### Italy

- LUISS Business School in Rome
- Bocconi University in Milan

### Korea

- Korea University Business School in Seoul

### Mexico

- EGADE - Tecnológico de Monterrey, campus locations vary

### Morocco

- Al Akhawayn University in Ifrane
- ESCA Ecole de Management in Casablanca

### Philippines

- Asian Institute of Management in Manila

### Portugal

- The Lisbon MBA and the NOVA School of Business and Economics in Lisbon

### Spain

- Escuela de Alta Dirección y Administración's (EADA) in Barcelona
- IE Business School in Madrid
- ESADE in Barcelona
- Universidad Pontificia Comillas, ICADE Business School in Madrid

"My semester at USD was a unique experience at a phenomenal university campus with great people. I would recommend every exchange student experience a semester at USD, most especially for the wonderful opportunities regarding professional development."

Philipp Herz from EADA in Barcelona, Spain, Fall 2012 at USD

"USD's MBA program has given me the chance to work in a diverse business environment and has greatly enhanced my business skills. It was a rare and unique privilege to have the time and space to reflect, grow and think about the future in new ways. Of most value to me is the friendships and the network I have built. My mind keeps reflecting on all those memorable USD moments – what a great semester!!"

Shikhar Singh from NEOMA Business School (formerly REIMS School of Management) in France, Spring 2013 at USD

## Dual Degree Programs

The USD School of Business offers students an opportunity to earn a dual degree from two of our partner universities abroad: Tecnológico de Monterrey (Tec) in Mexico and WHU, Otto Beisheim School of Management in Germany. Dual Degree candidates from the Tec campuses throughout Mexico and from WHU in Germany spend one year of study at USD, and USD MBA and IMBA students experience living and studying in Mexico or Germany for a year.

This program allows students to receive two masters degrees, one from USD and another from Tec or WHU, in approximately twenty two months of full-time study.



## Americas Competitiveness Center: A USD and Tecnológico de Monterrey Partnership

The Americas Competitiveness Center (ACC), a collaboration between the University of San Diego and the Tec de Monterrey Western Zone, helps facilitate the flow of talent and resources to accelerate innovative thinking and enhance the competitiveness of individuals, organizations and companies in the Americas. At the University of San Diego, the Ahlers Center for International Business coordinates partnership activities.

Activities in 2012-13 included:

- Professor Veronica Banos (Tec Campus Guadalajara) taught courses in Family Business, Cross-cultural Management and International Negotiations at USD in Spring 2013. In her Cross-cultural Management course she connected USD students with students in Guadalajara via skype and google hang-out to participate in hands-on activities working in multicultural teams. She presented her experience using these technologies at a conference in May 2013 on “Best Teaching Practices.”
- Professor Patricia Marquez (USD) gave seminars in Guadalajara on social entrepreneurship.
- Collaborated for the second year on offering the five session certificate program “The ABCs of International Trade” for USD and Tec students in San Diego.
- Sixteen Tec de Monterrey students successfully completed the Americas Competitiveness Business certificate, offered at the USD campus from January to July 2013. Students enrolled in USD courses during the spring semester, and performed an international business internship in San Diego in June and July under the supervision of Eileen Daspro, the ACC Director from the Tec de Monterrey.
- 99 Tec de Monterrey students spent the month of June on the USD campus in an intensive cultural and education program organized by the Ahlers Center.
- 1522 Tec de Monterrey faculty members enrolled in a one month intensive English program specially designed for Tec faculty by USD’s English Language Academy (ELA) in June, 2013.
- In August 2013, the Ahlers Center for International Business organized a customized, one-week educational program for Masters of International Business students from Tec de Monterrey Campus Guadalajara. The program included lectures from business school faculty and a number of site visits to local companies with important ties to Mexico.



Students from the Tec Campus Guadalajara enjoying a dinner cruise on the harbor at the close of their summer program.

### THE ABC'S OF INTERNATIONAL TRADE

Each spring the Ahlers Center for International Business, in partnership with the Americas Competitiveness Center from Tecnológico de Monterrey, offers a collection of evening workshops for undergraduate business students, as part of the “ABC’s of International Trade” Certificate program. Each workshop is taught by a local industry professional with content focused on essential elements of international trade, such as export and import documentation, financing and payment options, marketing opportunities and resources, NAFTA strategies, and efficient, streamlined global supply chains.

These workshops provide students with a focused understanding of how the ideas and theories they are learning in their classes are applied in the workforce. Through these workshops, students enjoy networking opportunities with local industry professionals, become more attuned to the numerous career paths possible for an international business major, and become increasingly marketable to future employers looking for students with business expertise and a global mindset.



## Short-Term Graduate Programs

The Ahlers Center provides graduate students with short-term study abroad programs that occur during Intersession (January) and Summer.

Through these programs, students are able to immerse themselves in an international setting, gain valuable expertise outside of the U.S. classroom environment, and develop an understanding of global business climates.

The Ahlers Center organized the following courses in thirteen countries this past academic year:

### INTERSESSION 2013

#### Rio de Janeiro, Brazil

- International Practicum
- Global Entrepreneurship for Global Change

#### Buenos Aires, Argentina

- International Practicum (undergraduate and graduate levels)
- Negotiations
- International Strategy and Management

#### Hong Kong, China & Manila, Philippines

- Commercial Real Estate Capital Markets

#### Hong Kong, China

- Advanced International Business Negotiations

#### Shanghai, China

- International Practicum (undergraduate and graduate levels)

#### Delhi, India

- International Practicum

#### Dubai, United Arab Emirates

- International Practicum

### SUMMER 2013

#### Berlin, Germany/Istanbul, Turkey

- Corporate Governance and Values
- Special Topics in International Management
- Legal and Social Environment of Global Business
- Global Politics, Policy and Law

#### Istanbul, Turkey

- Leadership in a Global Context

#### Mondragón, Spain\*

- Models of Participatory Leadership

#### European Tour (London, Paris, Rome)

- International Accounting Standards
- European Business Environment

#### Shanghai/Beijing, China

- International Comparative Leadership

#### Rosarito, Mexico

- Leading Multicultural Teams & Organizations



MBA students in Dubai, UAE during Intersession 2013.

### SCHOLARSHIP SUPPORT

Through the support from the endowment for the Ahlers Center for International Business and the generosity from various donors, approximately **\$45,000 in scholarships** was awarded to students for the 2012-2013 academic year, to help with semester exchanges, short term study abroad programs, and international practicums.

Rajesh Huntley was just one of the scholarship recipients who described his experience as follows: *“Traveling abroad was deeply fulfilling both as a student and as a person. It provided the opportunity to learn not only classroom skills, but also to apply them to actual business problems. Additionally, doing business across cultures provides the opportunity to grow in ways that are just not possible while remaining at home. I recommend this experience to all students, regardless of where they want to work in the future; it is irreplaceable.”*

The Ahlers Center’s multifaceted programs are made possible through the generosity of the Ahlers family, alumni, and community members. To help us continue to provide additional scholarship support for our students, please visit <http://www.sandiego.edu/ahlers/giving>.

\*In partnership with the School of Leadership and Educational Sciences (SOLES)

## Incoming IMBA Cohort

Each year, the incoming International MBA (IMBA) cohort begins their academic journey at USD with Dr. Phil Hunsaker's course, *Leading Multicultural Teams and Organizations*. The students are welcomed to USD by taking a course, organized by the Ahlers Center for International Business, which provides a unique experience culminating in a three-day trip to Rosarito, Mexico. As a key component of their introduction to USD and each other, the group is removed from the normal classroom setting and immersed in fun and challenging team-building activities; helping them form a solid foundation for the rest of their IMBA experience.

This year, the group was once again faced with the challenge of building five double-decker beehives which were donated to economically disadvantaged families in Mexicali, Mexico. This activity and retreat served the purpose to unite the cohort while also benefiting the community.

"It was an excellent experience because it gave me a very conducive environment to know more about the students in my cohort. It motivated me to express myself more and also helped me adapt well in a foreign environment. Timing of the course is very apt as I think putting us all together at the beginning of our USD experience drew the entire group closer," explained one student following the program.

Through this opportunity these students were not only able to gain valuable insight on their fellow classmates and themselves, they also took with them an incredibly rewarding experience of touching the lives of others across the border.



This year's IMBA cohort with their completed beehives.



IMBA students in the midst of their team-building, constructing beehives.

## Major in International Business

In 2009, the School of Business Administration launched a new Major in International Business. This year, the Ahlers Center continued its support of the International Business major, which was ranked 22<sup>nd</sup> by Bloomberg Businessweek's June 2013 survey of best specialty programs. Since the launch of the major in 2009, the School of Business has seen a drastic increase in the number of students declaring international business as a major. In fact, there was a 14% increase in the number of international business majors in Spring 2013 from Spring 2012.

This past year, the Ahlers Center has continued its involvement with the major by supporting the following:

- CUIBE case competition
- International Business Club
- ABCs of International Trade Certificate program
- International consulting courses in Shanghai and Buenos Aires

These programs have allowed students to gain practical experience in global business, supplementing their theoretical knowledge gained in the classroom.



### CUIBE Case Competition

The Ahlers Center for International Business sent a team of four undergraduate international business students to Boston, MA to compete in the Consortium of Undergraduate International Business Education (CUIBE) Case Competition this past November. This was the first year that the University of San Diego competed in the event, hosted by Northeastern University, and ended up placing in the top four overall.

### IB Club Events

Established to help undergraduate students explore careers in international business, the International Business Club (IBC) hosts networking activities and assists in promoting cross-cultural understanding and global business knowledge. This year marked the second year since the club was founded in the fall of 2011.

Club President Hannah Wolf reminisces, "Being a part of the International Business Club from its very beginning not only provided me with invaluable experience in helping to create an organization but also opened new doors for me to utilize my International Business degree. The club offered me multiple opportunities to meet with professionals in International Business which allowed me to create a network which assists me in fully appreciating the wonderful things I can accomplish with my degree."

During the 2012-2013 academic year, the IBC conducted monthly events for its fifty members, including the following:

#### **Fall 2012**

- October Event – Club Coffee Hours with guest speaker Jack Corlea
- November Event – Multicultural Night in conjunction with FUSO and CASA
- December Event – Club Winter Social

#### **Spring 2013**

- February Event – Club Coffee Hours with Study Abroad Office and Ahlers Center for International Business
- March Event – Luncheon and speaker panel "Navigating International Business in Emerging Markets" with speakers Nancy Nicholson of World Trade Center San Diego, Allen Vigil of Grupo Logistics, and Nadia Pande of Corlea Group
- April Event – Senior Panel



### **#22 in International Business**

In 2013 Bloomberg Businessweek ranked the University of San Diego for International Business in their survey of the top undergraduate business programs in the country.



# Supporting Faculty Development



# Faculty Development Program to India

In March 2013, 21 School of Business Administration faculty spent their spring break in India for an intensive week of visiting universities, companies, and experiencing the culture. The companies visited included state owned enterprises, NGOs, as well as small and large companies from a variety of sectors.

The group was warmly welcomed at the Institute of Management Technology (IMT) Ghaziabad by Director Bibek Banerjee and his colleagues who helped facilitate organizational visits. The group also had an opportunity to visit the Faculty of Management Studies at the University of Delhi and were hosted by Dr. Vijay Kapur, a long time friend of USD. (Regretfully Dr. Kapur passed away in May 2013 and will be greatly missed by his friends at USD and around the world.)

The development program allowed USD faculty to learn more about the business and economic environment of India giving our curriculum and research a more global perspective.



# International Visiting Scholars

This past year, the Ahlers Center welcomed several international short-term scholars and faculty members. These guests allow us to continue to enhance the global reputation of the School of Business Administration. Short-term scholars collaborate with USD faculty on various research projects and support the faculty in their academic endeavors. The Ahlers Center also hosts highly respected academics from around the world to teach and lecture at USD. Such visitors contribute to the Ahlers Center's vision of creating dynamic and globally robust environments in and out of the classroom.

Below are the international scholars who spent time at USD during the 2012-2013 academic year:

## **Mannsoo Shin, PhD**

September – November 2012  
June – August 2013

Mannsoo Shin is currently a professor of International Business and serving as Director of the Center for Asian Business at Korea University Business School.

While at USD during the fall 2013 term, Dr. Shin instructed a three-unit *Business Environment of Asia* course at the graduate level as well as a three session Global Business Strategy Seminar entitled *East Asian Business Management*. Over the summer session, Dr. Shin spent several months at USD conducting research on Asian business management.

## **Philipp Zimmermann**

January 2012

Philipp Zimmermann is a principal of CapGemini Consulting's Telecommunication, Media and High Tech practice, as well as a co-lead for the practice's operations in the Middle East, and the private equity sector. Based in Berlin, Germany, Zimmermann specializes in serving large telecommunications, high tech, and media clients on a range of innovation, strategic, organizational, operational, and regulatory issues.

While at USD, Mr. Zimmermann co-instructed a graduate level business course entitled *Global Innovation*.

## **Veronica Baños, PhD**

January - May 2013

Veronica Baños currently holds a PhD in Business and International Relations from the Universidad Autonoma de Madrid. Additionally, she holds a PhD in Management Sciences from the Universidad Nacional Autónoma de México. Currently she instructs classes at the undergraduate, masters and certification level at Tecnológico de Monterrey, Campus Guadalajara, Hermosillo, Tijuana and León. On the USD campus for the entire spring semester, Dr. Baños instructed three undergraduate courses: *Family Business*, *International Comparative Management*, and *Negotiation in Global Business*.

## **Ruth Jiang**

March – September, 2013

Ruth Jiang, born and raised in Germany, is currently pursuing a master's degree in Business Administration and Engineering with a Specialization in Electrical Energy Technology. Ruth visited USD for the spring and summer terms to conduct research for her master's thesis.

## **Sebastian Kortmann, PhD**

April – August 2013

Sebastian studied Industrial Engineering and Management at RWTH Aachen University, Germany. After finishing his PhD in Muenster, Germany, he became Assistant Professor of Strategy and Innovation at Amsterdam Business School, Netherlands.

During his studies and PhD program he was a visiting scholar at the University of San Diego. His research deals with strategy as well as technology and innovation management. As a returning research scholar for a second year in a row, Dr. Kortmann worked primarily with Dr. Carsten Zimmermann.

## **Carsten Gelhard**

July – November 2013

Carsten Gelhard is currently a PhD student in Strategy and Innovation Management at the University of Muenster, Germany and holds a Master of Science in Business Chemistry from the University of Muenster, Germany. While at USD, Carsten collaborated with Professors Carsten Zimmermann and Sebastian Kortmann in the field of strategic, technology, and innovation management. In his research he investigated the effect of ambidextrous capabilities on organizational performance.

## **Stephan Von Delft**

July – November 2013

Stephan von Delft studied Business Chemistry at the University of Muenster (Germany) and the Dalian University of Technology (China). Currently he is a PhD student and research assistant in Strategy and Innovation Management at the University of Muenster. During his time at USD, Stephan worked in conjunction with Dr. Carsten Zimmermann and colleague Carsten Gelhard conducting research in San Diego.

### FACULTY RESEARCH GRANTS

The Ahlers Center supports the international business research of the full-time faculty at the School of Business Administration through research awards and grants. These awards recognize published papers, books, book chapters, and case studies of significant interest that contribute to the academic business community.

Within the past year, the following faculty received support from the Ahlers Center for their scholarly work:

- Carsten Zimmermann and Johan Perols: “Reducing Uncertainty in Supplier Selection Decisions: Antecedents and Outcomes of Procedural Rationality,” *Journal of Operations Management*, 2013
- Donald Helmich: “CEO Succession and Organizational Transitions: Case of State-Owned Enterprises,” *Chinese Management Studies*, 2012
- Alyson Ma: Data funding support for research on the factors that drive the transmission of global value chain shocks across borders
- Kokila Doshi and Ryan Ratcliff: “Using the Bass Model to Analyze the Diffusion of Innovations at the Base of the Pyramid,” *Business and Society*
- Kokila Doshi “Diffusion, Adoption and Use of Mobile Phones in India,” *Dimensions-International Management Journal of IBS*, 2012

The School of Business Administration faculty includes professors distinguished for their research and contributions to the field of international business. Members of the Ahlers Center Faculty Advisory Board are selected from the ranks of the SBA faculty, and share their expertise in setting the direction and promoting the activities of the Ahlers Center.

### Members of the Ahlers Center Faculty Advisory Board:

Stephen Conroy, PhD

Johanna Hunsaker, PhD

Alyson Ma, PhD

Patricia Marquez, PhD

Johan Perlos, PhD

Manzur Rahman, PhD

Charles Tu, PhD



For more information about our programs, please contact us at:

### AHLERS CENTER FOR INTERNATIONAL BUSINESS

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