

AHLERS CENTER FOR INTERNATIONAL BUSINESS

ANNUAL REPORT 2015-16



MESSAGE FROM THE DIRECTOR

In these uncertain political and economic times, the necessity for enhanced global understanding and international business acumen becomes ever more apparent. This past year the Ahlers Center for International Business continued to provide international educational opportunities for our faculty, students, the local business community and our extended stakeholders. These on-going activities included study abroad programs, seminars, conferences, lectures and research all to support competency in global business issues. However, this past year we have also expanded and deepened our programs, which necessitate collaborations with our excellent international partners. Together we want to create mutually beneficial learning experiences—to build educational and knowledge-based opportunities—that cannot be done in isolation. The partnerships with other international organizations and our distinguished alumni around the globe allow us to design and deliver ever more innovative and necessary global learning opportunities. What we can achieve together is so much greater than what we can do alone. We are privileged to have such a strong international network of partnerships that continue to grow to co-create exciting new educational possibilities.

This will be the future—partnering, sharing knowledge, co-creating—so together we can prepare our students, faculty and extended communities to be better global citizens.

Denise Dimon, PhD

Associate Provost for International Affairs and
Director Ahlers Center for International Business



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THE AHLERS CENTER
HOSTED APPROXIMATELY

90

EVENTS
IN THE 2015-16
ACADEMIC YEAR





Events

International Business Speaker Series

The Ahlers Center International Speaker Series provides an opportunity for students, faculty and the business community to be exposed to top international thinkers and leaders. This past year, the Ahlers Center for International Business welcomed distinguished business professionals and educators from around the world. Reflecting the multi-faceted, diverse interests of our students and members of the local business community, these speakers shared their insight and experience on a wide range of topics pertinent to global business. Presentations included:

“The Disciplined Listening Method: Leveraging Truth to Create Strategic Business Advantages”

MICHAEL REDDINGTON, Vice President of Executive Education, Wicklander-Zulawski & Associates

“Building a Career in Social Innovation and Entrepreneurship”

ROSHAN PAUL, CEO, Amani Institute

“From Local to Global: The Story of Stone Brewing Company”

GREG KOCH, CEO and Co-Founder, Stone Brewing Company

“An American Start-Up in China—Lessons from an Expat”

CHRIS GIBSON, Vice President of Market Entry Services, iPai Auction

“From State-Controlled Enterprise to Entrepreneurial Global Disrupters: China’s Automotive Industry Revolution”

MICHAEL DUNNE, President, Dunne & Company

“Incubating Innovation at IDEO”

MELANIE BELL-MAYEDA, Associate Partner and Managing Director and
CLARK SCHEFFY, Partner, IDEO

“Do the Right Thing and the Money Will Follow. It Always Does.”

BOB MAGGIORE, Chief Marketing Officer, TaylorMade Golf

View videos of these and additional presentations at
<http://www.sandiego.edu/AhlersSpeakerSeries>



San Diego Microfinance Summit

For nearly 10 years, the Ahlers Center has partnered with local microfinance organizations and other university centers to offer an annual event that highlights emerging trends in microfinance, both on a local and global scale. This past spring, we offered Microfinance in the Round, an event that attracted nearly 100 individuals for an evening of networking, learning and roundtable discussions. Topics covered included approaches to financial empowerment, the microloan process, client impact and jobs in microfinance, to name a few. Educators, practitioners, entrepreneurs, students and members from the local business community enjoyed refreshments from local microfinance clients who shared their experiences with the loan process and the impact that the capital has had on them both professionally and personally.





pictured left to right: Kannan-Narasimhan, Barkacs, Sutherland, Ivanic

Executive Education

Global Business Strategy Certificate Program

Today's fast-paced, constantly evolving global business environment necessitates that organizations stay current with the key trends, opportunities and strategies for conducting business across borders. We offer the Certificate in Global Business Strategy, designed for business professionals who wish to develop a cross-functional approach to management and leadership challenges. This past academic year, USD School of Business faculty and industry leaders taught a diverse selection of seminars including:

Corporate Entrepreneurship

RANGAPRIYA KANNAN-NARASIMHAN,
Assistant Professor of Management

Cross-Cultural Negotiations

LINDA BARKACS, Associate Professor
of Business Law

New Venture Financing

DENNIS ZOCCO, Professor of Finance

Strategies for World-Class Global Sourcing and Procurement

JOEL SUTHERLAND, Managing Director,
Supply Chain Management Institute

Brand Management in the Global Context

THOMAS YANG, Lecturer in Marketing

Design Thinking: Customer-Centric Innovation

RICARDO DOS SANTOS, Management
Consultant

Strategic Growth, Financial Profitability and Free Cash Flow Valuation

MARKO SVETINA, Associate Professor
of Finance

Leadership, Power and Politics

LINDA BARKACS, Associate Professor
of Business Law

Optimizing your Global Supply Chain

JOEL SUTHERLAND, Managing Director,
Supply Chain Management Institute

Data Analytics for Marketing Success

AARTI IVANIC, Assistant Professor of
Marketing



“As a business development professional with a computer science background, the Global Business Strategy Certificate program was the perfect combination of lectures, case-studies and role-plays to gain and improve my understanding of global business. . . a great experience with outcomes that can be directly applied in my daily duties.”

—**ALEXANDRE DIALLO**, Project Manager

永安珠寶金
WING ON JEWELRY L

海皇粥店



旺角新豐源
6483 0030



康康
康小愛
買炒麵

高水

MORE THAN
2,000

PEOPLE WERE
SERVED BY VARIOUS
AHLERS CENTER
ACTIVITIES IN THE
2015-16 ACADEMIC YEAR





International Partnerships and Customized Programs

The Ahlers Center designs and delivers executive programs on international themes for participants from around the world. These programs, which can range from one to four weeks, are created specifically for top managers, business educators or students to enhance their global perspectives.

COPPEAD Graduate School of Business, UFRJ, Brazil

In October 2015, the Ahlers Center arranged a one-week custom program on Innovation and Design-Driven Strategies for Competitive Differentiation for 20 Executive MBA students from COPPEAD in Brazil. The participants took part in workshops led by USD faculty and local industry professionals, which explored innovation in emerging markets, large organizations, establishing new ventures, facilitating organizational culture and more. Additionally, the group had the opportunity to visit Qualcomm's headquarters and hear from their intrapreneurship team about the tech giant's approach to enhancing ideation, innovation and collaboration among its global workforce.

FOM University of Applied Sciences, Germany

In the spring and summer of 2016, the Ahlers Center organized two custom programs for business students from FOM University of Applied Sciences in Germany. Approximately 60 students took part in the multi-week programs, which included sessions with USD faculty and industry professionals, as well as visits to San Diego-based multinational corporations such as WD-40, Stone Brewing Company and TaylorMade Adidas Golf. The classroom and corporate learning experiences highlighted management best practices and strategies for international sales, marketing, entrepreneurship and leadership initiatives.



“For me, this whole semester here in San Diego has been one of the more useful experiences in my life. I took courses with students from around the world taught by professors who are actually active and working in those areas. The experience gave me a chance to create a global network.”

— *student testimonial*

CETYS University, Mexico

The Ahlers Center invited MBA students from CETYS University in Mexico, to take part in a two-day workshop during the FOM University of Applied Sciences, Germany, custom program at USD. This bi-cultural workshop on Global Strategy and Entrepreneurship paired Mexican and German business students, who formed creative value propositions for international business opportunities. It was an impactful experience for the students, leading to new perspectives, friendships and connections.

Americas Competitiveness Center: A USD and Tecnológico de Monterrey Partnership

In partnership with Tecnológico de Monterrey, the Ahlers Center offers a semester-long certificate program for Tecnológico de Monterrey undergraduate business students. These students live on USD’s campus during the spring semester, during which time they take classes with USD students and prepare for summer internships in San Diego. The Ahlers Center helps the students build strong resumes, practice for their interviews and articulate their future career goals. The students then intern with a company that aligns with the students’ individual career goals and area of study. These internships allow the students to further explore their career interests, learn about U.S. business customs and etiquette, gain relevant workplace experience, build their network and explore other business areas to help them broaden their perspectives and horizons. The program concludes with the students presenting a portfolio that showcases their work and accomplishments during the internship. Some of these internships have even transformed into job offers for the students.



Faculty Development

Faculty Development Trip to Dubai and Kuwait City

The Ahlers Center supports faculty to expand their expertise, in both research and curriculum development, by providing opportunities to partake in development trips abroad. This year’s faculty development trip was in Dubai and Kuwait City where 22 USD faculty members enriched their knowledge and understanding of the Middle East by connecting with faculty and alumni, as well as visiting several companies. The faculty first visited the city of Dubai, a metropolis of skyscrapers, urban infrastructure projects and a global workforce. One of the visits to Emirates Airlines, “tremendously improved my understanding of the business, financial and economic practices of the region,” noted one faculty member. Each company visit provided a framework of Dubai’s unparalleled transformation from a developing emirate to a center of the global Islamic economy.

Next, the faculty traveled to Kuwait, a geographically small but wealthy country. Strategically located on reserves that make up more than six percent of the world’s crude oil, Kuwait is currently highly dependent on the success of this natural resource but seeking economic diversification. Several of our alumni’s activities highlight this

successful entrepreneurial spirit. In addition to company visits, there was also a meeting with representatives at Kuwait University, which helped faculty connect with others working in the same discipline and for the School of Business to establish a collaborative partnership in hopes of future development and growth. The faculty realized first-hand the “opportunities and challenges facing some countries in the Middle East,” which can now be incorporated in their international courses.

Without a doubt, the highlight of the trip was the welcoming interactions and discussions with our USD alumni in both countries. One faculty member commented that through this they were able to “obtain a greater appreciation and understanding for the cultural differences and opportunities in the Middle East.”

ORGANIZATIONS VISITED DURING THE SPRING 2016 FACULTY DEVELOPMENT TRIP INCLUDE:

- **DUBAI**—KHDA Knowledge and Human Development Authority, Emirates Airlines, Dubai Holding, Dubai Media Office
- **KUWAIT**—Kuwait University’s College of Business, Gatehouse Capital, M.H. Alshaya







THE AHLERS CENTER
HOSTED MORE THAN

150

INTERNATIONAL VISITING
GRADUATE STUDENTS
FROM PARTNER
INSTITUTIONS IN THE
2015-16 ACADEMIC YEAR



pictured left to right: Deshpande, Zhu, Kniazeva, Ma

Faculty Research Grants

The Ahlers Center supports the international research of full-time faculty through research awards and grants. Within the past year, the following faculty received support from the Ahlers Center for their scholarly work:

**SHREESH DESHPANDE, MARKO SVETINA
AND PENGCHENG ZHU**

**“Impact of European Commission Merger
Regulation on US Domestic M&As”**

Journal of Multinational Financial Management

MARIA KNIAZEVA

**“Eastern Spirituality in the Western
Marketplace”**

*Qualitative Market Research: An International
Journal*

ALYSON MA

**“Spatial Linkages and Export Processing
Location in China” (with Ari Van Assche)**

The World Economy

**“Global Value Chains and Trade-Income
Relationship: Implications for the Recent
Trade Slowdown” (with Bryon Ganges and
Ari Van Assche)**

The Global Trade Slowdown: A New Normal?
(Center for Economics Policy Research)

MANZUR RAHMAN

**“Corporate Governance Systems
Diversity: A Coasian Perspective on
Stakeholder Rights” (with Dorothy Feils
and Florin Şabac)**

Journal of Business Ethics

PENGCHENG ZHU

**“Internationalization Process, Impact
of Slack Resources and Role of the CEO:
The Duality of Structure and Agency in
Evolution of Cross-Border Acquisition”
(with Dev K. Dutta and Shavin Malhotra)**

Journal of World Business

and

**“An International Study of Shareholder
Protection in Freeze-out M&A
Transactions” (with Wenjing Ouyang)**

International Review of Financial Analysis



Support for International Visiting Scholars

During the 2015-16 academic year, the Ahlers Center welcomed numerous international short-term scholars and faculty members. These guests allow us to continue to enhance the global reputation of the School of Business, as well as provide international perspectives in the classroom. 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.



INTERNATIONAL SCHOLARS who spent time at USD during the 2015-16 academic year were:

Ivan Valdovinos, PhD

AUGUST–DECEMBER 2015

Visiting from the Tecnológico de Monterrey, Guadalajara Campus, Valdovinos spent the fall semester at USD instructing Principles of Financial Accounting and International Financial Management. Valdovinos received his PhD from Manchester Business School and currently holds the roll of MBA program director at EGADE Business School, Guadalajara.

Minyue Jin

SEPTEMBER 2015–MARCH 2016

Minyue Jin is a doctoral candidate from the University of Science and Technology of China in Hefei. During her seven-month stay at USD, Jin worked with Yen-Ting Lin, assistant professor of operations management, and Wenli Xiao, assistant professor of decision sceinces, on several research projects focusing on e-waste recycling and supply chain. Additionally, Jin presented at the School of Business Faculty Research Brown Bag Seminar Series.

Michael Frenkel, PhD

OCTOBER 2015

Michael Frenkel is a professor of economics at WHU Otto Beisheim School of Management in Vallendar, Germany. Since 2015, Frenkel has also served as the associate dean for international relations and diversity at WHU. He has instructed courses and seminars throughout Europe and the United States both at the graduate and undergraduate level. While at USD, Frenkel instructed an MBA course entitled European Business Environment–Northern Perspectives.

OUR MASTER’S PROGRAMS IN EXECUTIVE LEADERSHIP AND GLOBAL LEADERSHIP, AS WELL AS THE MBA-INTERNATIONAL BUSINESS TRACK PROGRAM, ALL REQUIRE AN INTERNATIONAL EXPERIENCE AS PART OF THEIR CURRICULUM



Paolo Guerrieri

NOVEMBER 2015

Paolo Guerrieri is a professor of international economics at the University of Rome, 'La Sapienza,' as well as a visiting professor of international economics and business at the College of Europe in Bruges, Belgium. He was elected to the Senate of the Italian Republic in 2013 and, as a senator, serves on the Treasury, Programme and Budget Committee. While at USD, he instructed an MBA course entitled European Business Environment–Southern Perspectives.

Tjeerd Boonman, PhD

JANUARY-JUNE 2016

Tjeerd Boonman has a PhD in economic sciences from the University of Groningen, Netherlands. His specialization is in risk management with a research focus on the impact of default on economic growth and debt market pressure index. He is currently an assistant professor in the finance department at Tecnológico de Monterrey, campus Guadalajara. While at USD, Boonman instructed Advanced Corporate Finance and Financial Management to undergraduate students.

Sebastian Kortmann, PhD

JULY–AUGUST 2016

Sebastian Kortmann studied industrial engineering and management at RWTH Aachen University, Germany. After finishing his PhD in Muenster, Germany, he became a professor of strategy and innovation at Amsterdam Business School, Netherlands, where he now holds the role of MBA programs director. His research deals with strategy as well as technology and innovation management. Kortmann returned to USD for the fifth consecutive summer collaborating with Carsten Zimmermann, associate professor of management, on research regarding reverse innovation and supply chain in emerging markets.



MORE THAN
200
GRADUATE STUDENTS
PARTICIPATED IN AN AHLERS
CENTER STUDY ABROAD
PROGRAM IN THE 2015-16
ACADEMIC YEAR





Graduate Study Abroad

International Practicums

The Ahlers Center coordinates business projects to be undertaken by MBA and undergraduate students for their international consulting experience. Working under the guidance of USD faculty members, students are able to apply their business knowledge and expertise, add value to a company, develop leadership skills and enhance their cultural awareness in an international environment. The 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 2016, teams completed 14 projects in four countries including Brazil, China, India and Germany.

SAMPLE PROJECTS INCLUDE:

BMW Motorrad in Munich, Germany

The student group worked with BMW Motorrad (Motorcycles) to strategically plan the company's expansion in the Chinese market with an emphasis on increasing motorcycle customization. The group provided recommendations on developing BMW Motorrad's existing customer base by studying competitor strategies and doing an overall analysis of customer trends and segments in China for motorcycles focused on Tier 1, 2 and 3 cities. Moreover, the group created a marketing tool to help BMW Motorrad create specific promotional strategies in targeted cities. The team consisted of students from China, India, Germany and the U.S., which provided cross-cultural experiences while allowing students to gather data from a wide range of sources in English, Chinese and German.

"IT IS IMPRESSIVE which results were realized within one week. The analysis was prepared very well, and we saw new and surprising results regarding the Chinese market, the framework over there and the chances for BMW Motorrad."

—DOMINIC THONNES, Product Management at BMW Motorrad

**OF INTERNATIONAL
PRACTICUM
2016 SURVEY
RESPONDENTS,**

97%

agree or strongly agree that the practicum experience has improved their effectiveness as a leader through better understanding of team dynamics and their role within a team setting.



“I KNEW OUR WORK FOR IPAI WAS NOT JUST ACADEMIC in nature, but would actually be used to further develop and grow the company. I truly enjoyed putting the skills I’ve learned during the past two years of my MBA program to use for a company. I found the entire international practicum experience to be incredible and know for a fact that it has greatly contributed to my personal understanding of the world and further enhanced my global mindset.”

—**EMILY LAPP** ’16 MBA

iPai in Shanghai, China

iPai is the first foreign auction company in China. One of its current challenges involves gaining consignors’ buy in on the starting auction price and placing their items for auction without advance payment from iPai. The company was also seeking a more efficient strategy in creating and following leads for new consignors. To solve these problems, the students helped iPai’s sales team to develop negotiation strategies which involved identifying a new key value proposition to consignors. They also suggested best practices for each category of sales leads and recommended specific negotiations tactics for each category.

Way Design in Rio de Janeiro, Brazil

Way Design is a high-end furniture store in Rio. Having recently repositioned itself in the Brazilian furniture market, Way Design was looking for ways to redefine its relationship with customers. To this end, the students mapped the customer experience by secret shopping the Way Design furniture store locations throughout the greater metropolitan Rio area. One student team found that customer experience was not as expected by Way Design management and made specific recommendations for enhancing the experience. A second student team completed a demographic, geographic and economic evaluation of the Miami, Florida area for a possible expansion to this market.



Graduate Semester Exchange Programs

In support of providing transformative international experiences for students, the Ahlers Center coordinates semester long exchange opportunities for graduate business students. We welcome exchange students to the University of San Diego campus from all of our 26 partner universities around the globe. These students are fully immersed into the USD experience via enrollment in courses with domestic students, unlimited access to all campus facilities and participation in campus clubs and organizations. This academic year the Ahlers Center hosted 29 graduate exchange students representing 14 nationalities. Incoming exchange students were paired with domestic degree seeking students as part of our peer mentor program to help fully integrate these visitors into the campus community.

Additionally, the Ahlers Center facilitated USD MBA students' semester exchange programs outside of the United States. Studying abroad in Spain, Germany, Greece or China, these students improved their second language skills, advanced their MBA studies and made lasting friendships abroad.

Spring 2016 exchange student **SARAH HARRACH, FROM ESCA IN CASABLANCA, MOROCCO**, reminisces about her experience at USD by stating: "An exchange program is not about only a semester in a life, it is more about a life in only one semester. To me, attending the graduate exchange program at the University of San Diego was a fantastic experience, both due to the interesting studies and amazing people. I will cherish these memories forever."



Fall 2015 student **CESAR WADDINGTON, ON EXCHANGE FROM COPPEAD, UFRJ RIO DE JANEIRO**, recalls: "The level of the classes was amazing. The university has a very hands-on approach regarding the subjects and it felt like a privilege to be able to attend classes. The campus looks like something out of a movie and you feel happy just walking around!"

Fall 2015 exchange student **JORGE DARIO HIGUERA BERRIO, FROM UNIVERSIDAD DE LOS ANDES IN BOGOTA, COLOMBIA**, took advantage of all the campus had to offer by joining a community gardening campaign and attending 25 forums and seminars. He fondly recalls his time at USD by stating: "USD was a great experience. It touched my mind and my heart forever and it printed its spirit in my skin. I won't forget USD's lovely campus and beautiful people all around."



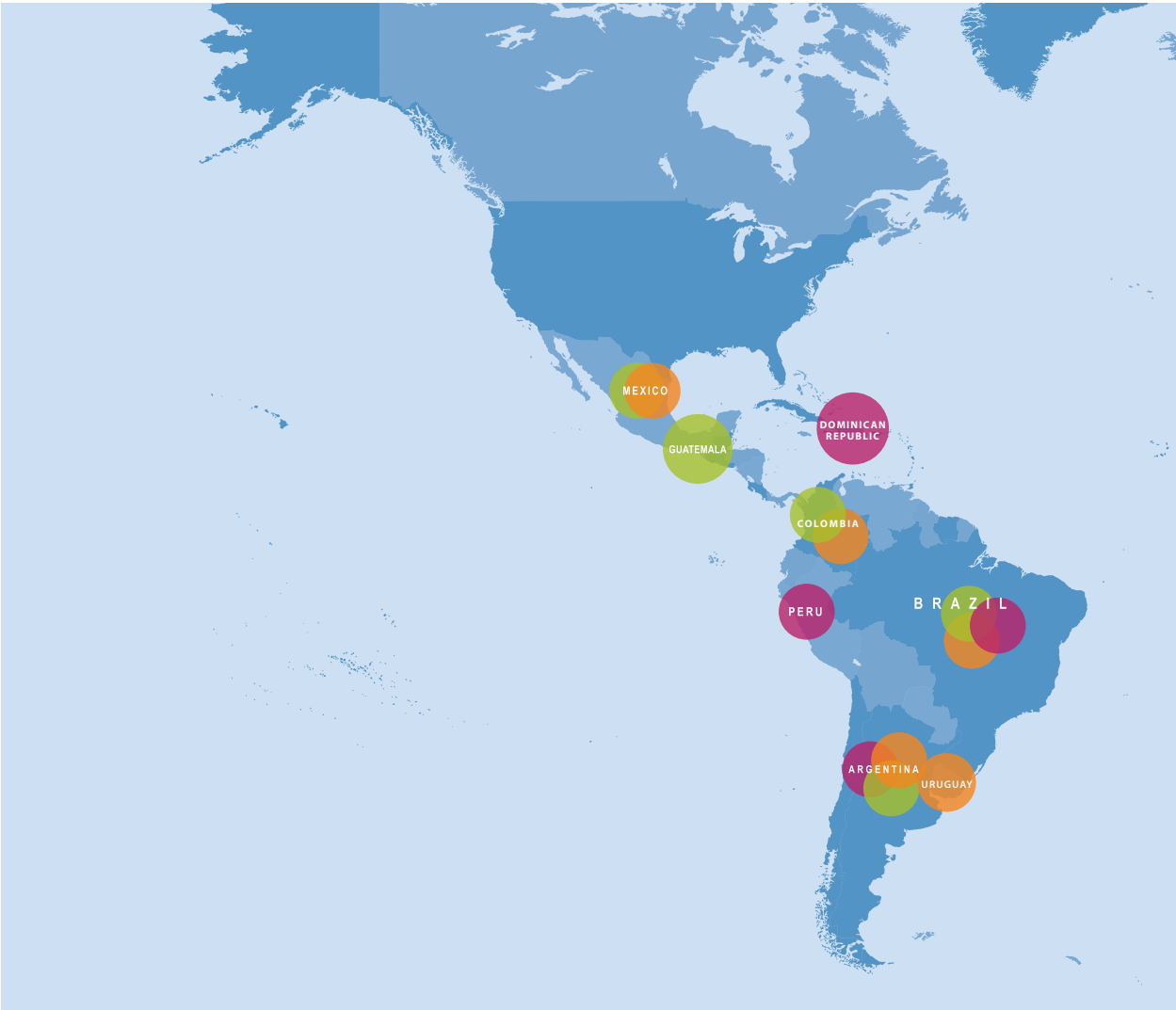
IAN MANAHAN TRAVELED TO EUROPE FOR THE FIRST TIME while he was an MBA student to study in Düsseldorf, Germany, during the spring 2016 semester at WHU Otto Beisheim School of Management. He reflects back on an amazing experience by stating: “While in Germany, I learned how to adapt to a generous and efficient culture for roughly two months and gained pertinent knowledge through my coursework at WHU.”

SWASTIK MUKHERJEE spent the fall 2015 semester abroad at Instituto de Empresa (IE) in **MADRID, SPAIN**. Of his experience, Swastik states: “Gaining international experience is a never-ending sojourn, one that only adds another level to your existing knowledge. It takes you out of your element and places you in a place where you are less comfortable. Out of this lack of comfort arises the need to be flexible and adaptable, enabling you to learn in a new and more practical way. Experiencing other cultures around the world broadens your knowledge base and teaches you to think and live differently. Studying at IE, a top global business school, renowned for its quality in teaching and learning, taught me so much.”



Ahlers Center for International Business

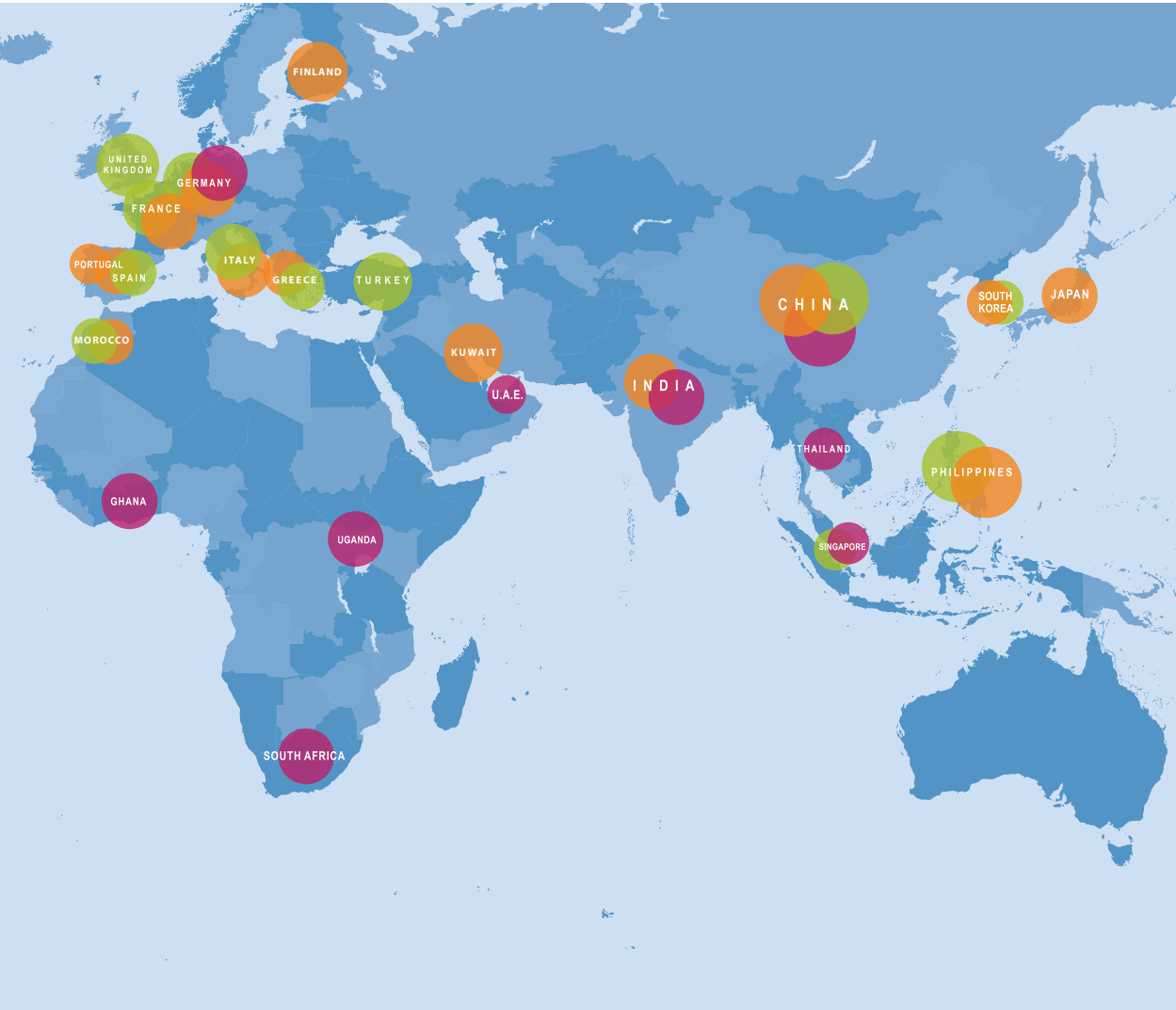
Global Graduate Business Learning Abroad



● EXCHANGE PARTNERS

IAE Business School	Argentina	EDHEC Business School	France
COPPEAD-UFRJ	Brazil	EM Strasbourg Business School	France
PUC-RIO	Brazil	Kedge Business School	France
Fudan University	China	NEOMA Business School	France
Guanghua School of Management	China	WHU Business School	Germany
Nanjing University	China	ALBA Business School	Greece
Universidad de los Andes	Colombia	Institute of Management Technology,	
Aalto University	Finland	Ghaziabad	India

- Exchange Partners *Semester exchange partner universities*
- Courses Abroad *Short-term study abroad courses*
- Practicum Programs *International consulting projects*



Bocconi University	Italy	Asian Institute of Management	Philippines
LUISS Business School	Italy	The Lisbon MBA	Portugal
University of Tsukuba	Japan	Universidade NOVA de Lisboa	Portugal
Korea University Business School	Korea	EADA Business School	Spain
Kuwait University	Kuwait	IE Business School	Spain
Tecnológico de Monterrey	Mexico	Universidad ORT Uruguay	Uruguay
ESCA School of Management	Morocco		



Short-Term Graduate Business Programs Abroad

The Ahlers Center offers several short-term study abroad courses around the globe. By participating in these programs, graduate business students gain unique academic perspectives and practical knowledge by being exposed to the business and economic environment of the country they choose, through coursework, local expert guest speakers, company visits and the opportunity to participate in numerous socio-cultural activities.



70%
**OF ALL MBA STUDENTS
WHO GRADUATED
THIS PAST YEAR
PARTICIPATED IN
AN INTERNATIONAL
PROGRAM**

“This experience opened my mind to the ingenuity and resilience of people living in less fortunate countries and how it really is a systematic problem that must be attacked from multiple angles. The application for life and work back home is to look for opportunities to harness mutually-beneficial relationships to achieve more than that which would be possible alone.”

—**CARL EBERTS '18 MBA** (ANTIGUA, GUATEMALA PROGRAM)



“Two and a half years of MBA coursework prepared me to interpret financial statements, manage deliverables on behalf of a team, and speak eloquently even without all the answers. However, the program would have been incomplete without my study abroad experience to Madrid and Lisbon, which truly enhanced my personal understanding of the world and my knowledge as a global citizen.”

—LAUREN SIMON '16 MBA

FALL 2015

SEOUL, SOUTH KOREA AND BEIJING, CHINA

- International Comparative Leadership and Human Resource Management (MSGSL)

ROSARITO, MEXICO

- Understanding International Business (MSGSL)
- Leading Multicultural Teams and Organizations (MBA)

INTERSESSION 16

RIO DE JANEIRO, BRAZIL

- International Practicum (MBA)

BUENOS AIRES, ARGENTINA

- Strategic Execution, Alliances and Mergers and Acquisitions (Corporate Counsel MBA)
- International Strategy and Management (MSGSL)
- Global Entrepreneurship for Social Change (MBA)

HONG KONG, CHINA

- Special Topics in Supply Chain Management (MBA)
- Commercial Real Estate Capital Markets (MSRE)

SHANGHAI, CHINA

- International Practicum (MBA)

DELHI, INDIA

- International Practicum (MBA)

MUNICH, GERMANY

- International Practicum (MBA)

SPRING 16

TOKYO, JAPAN

- Corporate Governance and Values (MBA)

ROSARITO, MEXICO

- Understanding International Business (MSGSL)

SUMMER 16

MADRID, SPAIN AND LISBON, PORTUGAL

- Legal & Social Environment of Business (MBA) / Global Politics, Policy and Law (MSGSL)
- Global Innovation Strategies (MBA)
- Entrepreneurship (MBA)

ANTIGUA, GUATEMALA

- Microfinance and Wealth Creation (MBA)

LONDON/PARIS/ROME

- International Accounting Standards and European Business Environment (Masters in Accountancy and Taxation/ACCT)

MONDRAGON, SPAIN

- Models of Participatory Leadership (MBA in conjunction with SOLES)



MBA-International Track and MSGL Cohort Begin Academic Programs in Rosarito, Mexico

The Ahlers Center coordinates a three-day trip to Baja California, Mexico, for MBA and Master of Science in Global Leadership (MSGL) students at the beginning of their academic studies. As a key component of their introduction to USD and each other, the groups are removed from the classroom setting and immersed in team building activities with an international focus, helping them form a solid foundation for the rest of their USD experience.

MBA students complete a course in Leading Multi-cultural Teams and Organizations while the MSGL students take a course on Understanding International Business.

The MBA group is faced with the challenge of building beehives, which are then donated to economically disadvantaged families who are members of a woman's honey cooperative in Mexicali, Mexico. Not only do the students learn about group dynamics, leadership and strategy, but they also move through the project with a deep sense of commitment and pride in knowing that they are contributing to a social venture by providing a finished product to a family in need.

The MSGL students have special sessions on the thriving entrepreneurial business culture in Baja California through company visits and lectures. Through these experiences the program participants are not only able to gain valuable insight on their fellow classmates and themselves but also on business activities just across the border.



STUDENT TESTIMONIALS:

"I ABSOLUTELY LOVED THE TRIP TO BAJA.

I thought it was flawless. Everything from the easy trip through the border to the quality of the hotel and the company visit to a local eyeglass manufacturer was just great. Everything was professionally organized and appeared seamless in execution. Due to the quality off this trip I expect to take advantage of more of the Ahlers Center programs."

"THIS WAS A GREAT WAY TO GET TO KNOW OUR COHORT BETTER. We were able to connect more easily being outside the professional environment of a classroom."

"It was an INSIGHTFUL, WONDERFUL EXPERIENCE and very well organized."



Dual Degree Programs

The USD School of Business offers MBA 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 these campuses spend one year of study at their home university and then one year at USD. Conversely, dual degree USD MBA students experience living and studying in Mexico or Germany for a year after having completed one year of study at USD. This program allows students to receive two master's degrees, an MBA from USD and another business degree from either Tec or WHU, in approximately 22 months of full-time study.



The Ahlers Center is facilitating the development of additional dual degree programs at both the graduate and undergraduate level. New dual degree programs in our Master's of Finance program have been structured with Renmin University (Beijing, China) and Shanghai International Studies University (Shanghai, China).

We also recently joined the International Partnership of Business Schools (IPBS), which is a consortium of business schools supporting the design and delivery of dual degrees for undergraduate business students. Dual degree collaborations have been designed with Universidad Pontificia Comillas-ICADE (Spain) and Dublin City University Business School (Ireland). These partnerships provide the structure for our undergraduate business students to study two years abroad, two years at USD, have internships in two countries and receive two degrees that reflect cultural and business knowledge from Europe to the USA and beyond.



**SCHOOL OF BUSINESS
FACULTY OFFERED**

28
COURSES

in 19 international locations
during the academic year 2015-16





Undergraduate Major and Minor in International Business

Ahlers Center supports USD's international business majors and minors through initiatives such as:

- International Business Club and Mentor Program
- Membership in the Consortium for Undergraduate International Business Education (CUIBE) that includes an annual business case competition
- ABC's of International Trade Certificate Program
- Ahlers Center Fellowship Program

International Business Club

The Ahlers Center advises the International Business Club, and assists in conceptualizing and organizing numerous events for club members throughout the academic year. These events provide opportunities for students to become acquainted with a variety of career paths in international business, network with local business professionals, and enhance their professional development. Events this past year included guest speaker presentations, an alumni networking evening that brought together current and graduated international business majors and a semester-long mentor program, which paired 13 students with business professionals working in the students' industry and discipline of interest. Mentors came from a wide variety of companies including Qualcomm, Sempra Energy, WD-40, Cymer, Reebok, Wells Fargo Bank, Starbucks and Northrop Grumman.

"THE INTERNATIONAL BUSINESS CLUB'S MENTOR PROGRAM has been an integral part of my education here at USD. It has allowed me to grow my network in a comfortable setting, which has attributed to opportunities not found in the classroom setting."

— student who was paired with a mentor in the logistics and operations department for a multinational corporation

ABC's of International Trade Certificate Program

This five-workshop program was designed in partnership with the Americas Competitiveness Center from Tecnológico de Monterrey, and offers USD and Tec de Monterrey undergraduate business students an opportunity to delve into the mechanics of international trade. Local industry professionals lead these interactive workshops, offering students a closer look at current trends and relevant skill sets needed for a variety of professions within the field of international trade.

"THE MENTOR PROGRAM gave me the insight, the network and the tools to better prepare myself for the industry I sought to learn more about."

— student who was paired with a mentor in corporate social responsibility

MORE THAN
200

**STUDENTS ACTIVELY DECLARED
INTERNATIONAL BUSINESS MAJORS
AND MINORS IN SPRING 2016**



CUIBE International Business Case Competition

The Ahlers Center is a member of the Consortium for Undergraduate International Business Education (CUIBE) and has participated for the last four years in the annual CUIBE International Business Case Competition, held at Northeastern University in Boston, Massachusetts. In 2015-16, we selected and prepared a team of four USD undergraduate business students majoring or minoring in international business to compete in the case competition, held in November 2015. The team took home second place in the competition, from a field of 16 universities from across North America. In the weeks leading up to the competition, the students received customized training from USD School of Business professors, who volunteered their time to develop workshops that helped prepare the students for case analysis, presentation and teamwork excellence. The real-world business case allowed the students to demonstrate analytical and problem solving abilities in a cross-discipline scenario under a time constraint and with limited information. Personalized feedback from the case competition judging panel, comprised of industry professionals and business professors, further added to this valuable professional development and learning experience.

Ahlers Fellowship Program

The Ahlers Center offers international business majors and minors a chance to further their academic development through the Ahlers Center for International Business Fellowship Program. This program aims to prepare distinguished international business majors and minors for the global marketplace through experiential learning opportunities. This past spring, the first group of Ahlers Center for International Business Fellows graduated. As fellows, they were able to supplement their academics through opportunities such as short-term study abroad programs, semester exchanges, international practicums, case competitions, the ABC's of international trade workshop and internships. Now that they are alumni, they have committed to mentor future international business majors and minors in their efforts to build a global mindset at USD and beyond.

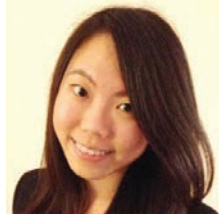
AHLERS FELLOWS:



KAYLA MEIJER '16
international business
major with a focus on
Latin America, minor in
environmental studies



MATT ONEY '16
marketing major,
minor in international
business



I-SHEN "KELLY" WU '16
double major in account-
ing and international
business



Scholarship Support

Through the support from the Ahlers Center’s endowment and the generosity from various donors, approximately \$70,000 was distributed in scholarships for the 2015-16 academic year. Help us continue to provide additional scholarship support for our students:

“I can truly say that I had a **LIFE-CHANGING EXPERIENCE** on this trip. The opportunity to visit these beautiful cities, not only to see the sites, but immerse yourself in the culture from a business prospective is something that is very unique about this program. It is a fantastic experience that may lead to the opportunity to go work abroad for a couple of years or the rest of your life. I could not be happier with my experience, and I thank the Ahlers Center for helping to make this possible! Merci!”

—SPENCER ANDREWS '16 MACC

The Ahlers Center’s multifaceted programs are made possible through the generosity of the Ahlers family endowment, alumni, and community members. To help us continue to provide additional scholarship support for our students, please visit:

<http://www.sandiego.edu/ahlers/giving>.



“Recently I was lucky enough to travel with USD to Madrid and Lisbon for a **LIFE-CHANGING AND MIND-ALTERING EXPERIENCE**. I am tremendously grateful for the opportunity to be able to reflect on my time there and communicate my gratitude to the Ahlers Center for their generous scholarship. Their additional funding helped open three critical doors for further personal growth. Through donors’ generosity, I was able to expand my thinking entrepreneurially, socially and culturally.”

—TIM MULLEN '16 MBA

AHLERS CENTER FACULTY ADVISORY BOARD

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

JOHANNA HUNSAKER Professor of Management and Chair,
Department of Management

AMITKUMAR KAKKAD Assistant Professor of Operations Management

PRIYA KANNAN-NARASIMHAN Assistant Professor of Marketing

ALYSON MA Professor of Economics and Chair, Department of Economics

MANZUR RAHMAN Professor of Finance

JUSTINE RAPP Assistant Professor of Marketing

CHARLES TU Daniel F. Mulvihill Professor of Commercial Real Estate

PENGCHENG ZHU Assistant Professor of Finance



AHLERS CENTER ADMINISTRATION AND STAFF *(left to right)*

DENISE DIMON Associate Provost for International Affairs
and Director of the Ahlers Center

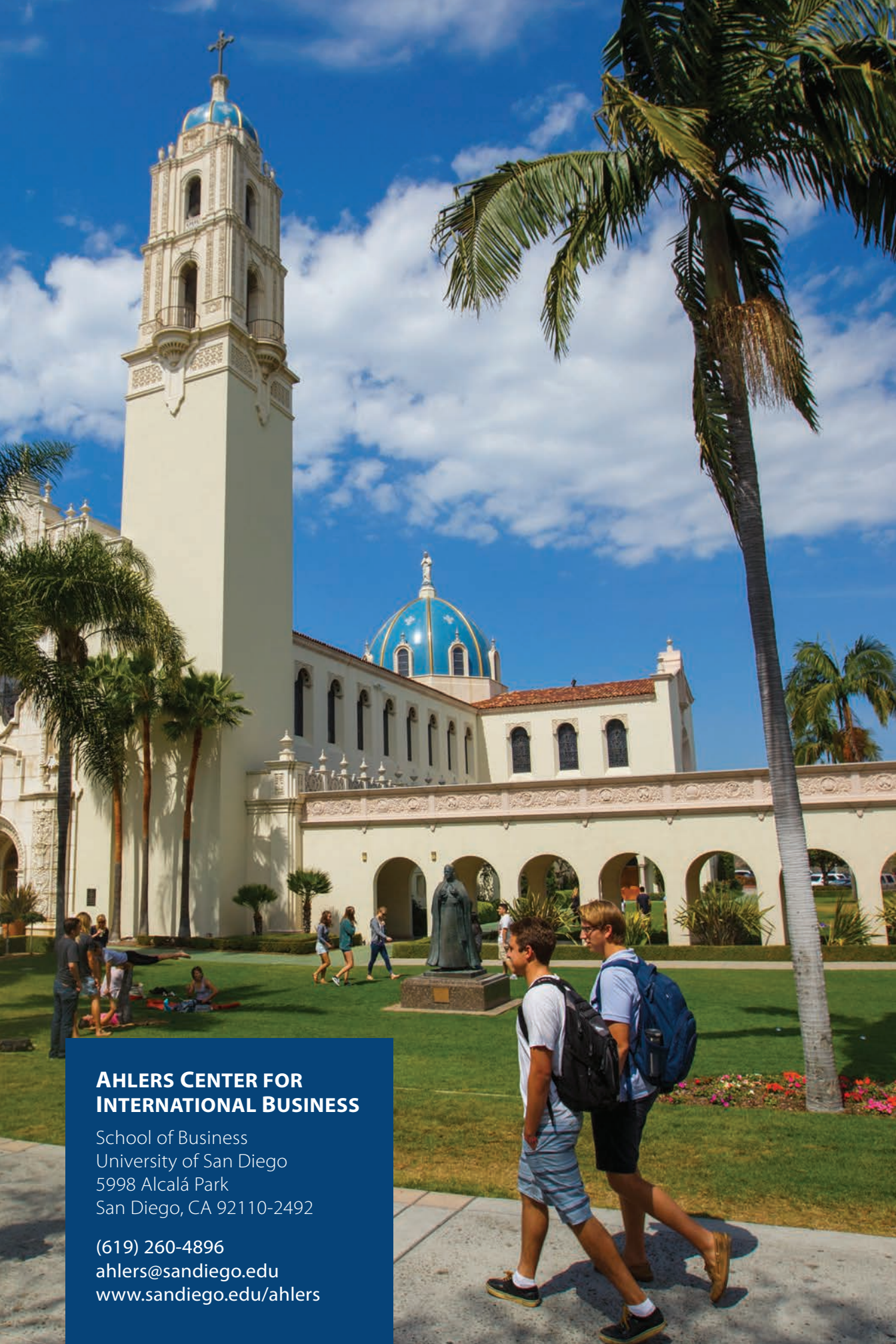
MARIEL LOPEZ International Programs Coordinator

ALLISON HOWITT Academic Programs Manager

KANANI MEHEULA International Programs Associate

DANIELLE LEVANETZ Assistant Director

ERIN KELLAWAY External Programs Manager



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