



THE AHLERS CENTER FOR  
INTERNATIONAL BUSINESS  
ANNUAL REPORT  
2011-2012



# Letter from the Director

The 2011-2012 academic year has passed and was full of change, renewal, and growth. This annual report allows us to reflect on our activities and to recognize the support we have received at USD from faculty, the administration and, of course, the students who continue to challenge and motivate us. We are also deeply indebted to our university partners, alumni, and friends who continue to help us design opportunities to creatively collaborate.

This past year, staff, which have supported and helped build many of our programs, found exciting opportunities elsewhere. We wished them the best of luck as they began new adventures.

However, out of change came opportunity, and we were excited to promote personnel from within and welcome new colleagues who all brought fresh approaches to renew existing programs and creative ideas to support new challenges. It has been a busy and rewarding time where we strengthened on-going activities and grew to meet additional needs.



Denise Dimon with Can Kagitcibasi (IMBA 2011) in Istanbul.

The following pages highlight some of the activities of this past year and our collective commitment toward increasing global expertise and understanding which is relevant for students, faculty, and our overall community of partners. We look forward to the future and continuing to deepen and expand our collaborations to support this mission.

Denise Dimon, Ph.D.  
Associate Provost for International Affairs and Director Ahlers Center for International Business

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# Building Global Mindsets



## International Speaker Series



The Ahlers Center International Speaker Series gives USD students, faculty, staff, alumni and members of the community an opportunity to hear from distinguished international business experts and scholars. These presenters offer their unique global perspectives, insights, and experiences, bringing to life current topics of interest in global business. Below are some of the presentations hosted by the Ahlers Center for International Business during the 2011-2012 academic year:

**Philipp Zimmermann**, Senior Manager, CapGemini Consulting: *"The Second German Economic Miracle: Learning from the Past and Looking to the Future,"* August 2011

**Hector Ureta**, Former Director of Patrimonio Hoy, CEMEX and Consultant: *"Business Model Design for the Base of the Pyramid,"* September 2011

**Steve Lash**, President & CEO, Satori World Medical: *"Medical Travel: Globalization of the Healthcare Market,"* October 2011

**Paolo Guerrieri, Ph.D.**, Professor of International Economics, University of Rome: *"What are the Potential Scenarios for the European Debt Crisis?,"* October 2011

**Francis G. Estrada**, Founder, CEO and President, Odyssey Capital Ventures: *"Business Dangers and Opportunities in Asia,"* October 2011

**Scott Lillie**, President, Creative Leadership Group and former Disney Executive: *"YOU are the Magic: Creating Personal Service Excellence,"* February 2012

**Steve Killelea, AM**, Founder and Executive Chairman, Institute of Economics and Peace: *"The Opportunity of Peace for Business and Markets,"* February 2011 \*Event co-sponsored by USD's Center for Peace & Commerce and the Institute for Peace & Justice

**Frank Pons, Ph.D.**, Professor of Marketing at Laval University: *"European Trends in Sports Marketing: Current Issues in Activation and Sponsorships,"* February 2012

**Steve Charters, Ph.D.**, Professor of Champagne Management, Reims Management School: *"Creating a Global Territorial Brand: The Case of Champagne,"* February 2012

**Ariel Casarin, Ph.D.**, Associate Professor of Economics, IAE Business School, Universidad Austral: *"The Talent Market in Latin America,"* February 2012

**Jose Antonio Quesada**, Partner and FS Leader, PwC Mexico, & President, Mexican Institute of Finance Executives: *"Mexico 2030: A Vision of the Future,"* March 2012

**Katherine Klingensmith**, Economic and Policy Analyst, UB: *"Roundtable: Discussion of the Global Financial Outlook,"* March 2012

**N.G. Kannan, Ph.D.**, Former Marketing Director & Human Resources Director, Indian Oil Corporation: *"Making an Elephant Dance: The Transformation of Indian Oil Corporation,"* March 2012

### CK Prahalad's Legacy: Business for Poverty Alleviation

On September 16th, 2011, the Ahlers Center for International Business teamed up with USD's Center for Peace and Commerce for the Fourth Summit on Peace and Prosperity. This year's summit centered around the legacy of influential business leader, C.K. Prahalad.

At the time of his death in 2010, Prahalad was a prominent figure in Base of the Pyramid studies, an area of research that explores how businesses might pursue sustainable growth while playing a role in alleviating poverty. His 2004 book, *The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits*, is widely considered essential reading for executives and scholars who wish to understand emerging markets. The book

illustrates how some companies are turning a profit while bringing massive social and material improvements to the lives of some of the world's poorest people. Prahalad was ranked twice as the world's most influential business thinker by the "Thinkers 50" list.

This half-day conference brought together business leaders from around the globe who are designing and implementing the "next practices" for their organizations. Speakers of the summit included:

- Antonio Aquino, President, CEO Ayala Land Inc and former President/CEO of Manila Water, Philippines
- Jose Arteaga-Niepmann, CEO, La Huerta, Mexico/ USA
- Jane Chen, Founder and CEO, Embrace
- Jose Luis Contreras, CEO, Aon Bolivia, Bolivia
- Michael Fuerst, Integrity and Corporate Citizenship Novartis Pharmaceuticals Corp.
- Erin Gavin, Manager, Wireless Reach, Qualcomm
- Ivar Pettersson, Regional Director of Operations Performance, Latin America and Africa, AES Corporation

- Kapil Sharma, General Manager North America, Tata Sons Ltd.

C. K. Prahalad invited us to consider the poor not as victims of poverty, but as resilient and creative entrepreneurs that are value-conscience consumers. This summit provided students, faculty, and community members with an opportunity to celebrate Prahalad's contributions to the BOP field, while simultaneously creating a platform where global knowledge, expertise, and inquiries are promoted and exchanged.



C.K. Prahalad (1941-2010)

# Third Annual Microfinance Summit



The Ahlers Center once again partnered with The San Diego Microfinance Alliance (SDMFA) for the Third Annual Microfinance Summit. The goal of these summits is to highlight the local and international work of San Diego's microfinance organizations in order to promote collaboration across the area's microfinance community.

Held at the Joan B. Kroc Institute for Peace and Justice at the University of San Diego, the 2011 San Diego Microfinance Summit was an all day networking event that featured distinguished keynote speakers from the microfinance industry. Speakers for this year's event were: Gina Harman, CEO of The ACCION Network, Maika Hemphill, Portfolio Manager for North America with KIVA, and Claudia Vick, CEO of CAMEO.

The event included a plenary discussion, speaker panel, and a series of breakout sessions on various issues related to microfinance. There were four breakout sessions in the afternoon in order to help attendees delve further into numerous topics. Lunch was provided by local restaurateurs who were also microfinance clients. Additionally, there was an artisan marketplace where other microfinance clients sold their wares and services.

Fellow partners of the San Diego Microfinance Alliance include:





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

In an ever-changing, highly competitive international business landscape, there is a need to stay current on global topics. The Ahlers Center offers the certificate in Global Business Strategy, which consists of a diverse array of executive education seminars that prepare professionals to capitalize on international opportunities and overcome business challenges. Seminars are led by renowned USD faculty, visiting scholars, and industry experts, and offer participants knowledge and skills that can be immediately applied in their workplace.

A sample of the seminars offered in this past year include:

#### **Intercultural Business Ethics**

Seminar Leader: Tara L. Ceeranich, Ph.D.

#### **International Corporate Governance Practices**

Seminar Leader: Annalisa Barrett, MBA

#### **Managing the Foreign Business Environment**

Seminar Leader: Ariel Casarin, Ph.D.

#### **Cross Cultural Negotiations**

Seminar Leader: Dennis Zocco, Ph.D.

#### **Leadership Competencies for a Global Economy**

Seminar Leader: Rick Morales, Ph.D.

#### **International Business and Sustainability**

Seminar Leader: Natalia Vidal, Ph.D.

#### **Sustainable Supply Chain Strategy**

Seminar Leaders: David Pyke, Ph.D. & Simon Croom, Ph.D.

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 hosts customized education programs for partner universities and institutions from around the world. These programs introduce visiting students to new perspectives, classroom learning experiences and fresh content through a richly varied schedule of globally-themed seminars. These programs are led by renowned USD professors and industry experts.

### 2012 MUNICH PROGRAM

The Ahlers Center has a long-standing relationship with Hochschule Landshut, a university in Munich, Germany. Each summer, a large group of Executive MBA students travel to USD from Hochschule Landshut for a customized executive education program. During their visit, students are immersed in an extensive array of seminars, addressing topics such as B2B Content and Digital Marketing, International Strategy and Business Design, Cross-Cultural Negotiations, Building a World Class Sales Team, and many more. Students also benefit from on-site company visits to locations such as Taylor Guitars, WD-40, Callaway Golf, Kyocera Solar, and Qualcomm. These visits offer students a chance to experience U.S. business environments first hand.



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



Students from Zhejiang University of Technology visiting the San Diego Union Tribune for a company tour

### 2012 CHINA PROGRAM

This past August, the Ahlers Center hosted its first incoming exchange program from China's Zhejiang University of Technology (ZUT). These students participated in a one-week program, which included courses taught by USD professors in areas of Education Technology, Mental Models for Organizational Behavior, Leadership and Team Building, and Philosophy. These students also had an opportunity to visit the San Diego Union Tribune to further understand the U.S. corporate climate, as well as interact with USD's international undergraduate students through various cultural and social activities.

# 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) and IMBA (International Master of Business Administration) 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 graduates students with a wide range of work skills.



Sume Materiales warehouse outside Buenos Aires



Students working with RMA group in the power generation division in Bangkok, Thailand

"As a member of USD's MBA program, I participated in the international practicum in Buenos Aires, Argentina. During this time I was provided an amazing opportunity to complete a consulting project for one of Argentina's most well-known software development firms. This project provided us with real world experience working in an international environment, as well as the opportunity to work one-on-one with highly experienced business professionals. Outside of work and the classroom, USD professors and staff helped us to explore Buenos Aires and learn about its culture. I enjoyed Buenos Aires and the project so much that I decided to go back and complete my internship with the same company the following summer."

*-Jonathan Karam, International Practicum Participant*

### Endesa Brasil

Founded in 2005 and headquartered in Rio de Janeiro, Endesa Brasil SA engages in the distribution, generation, transmission, and commercialization of electricity in Brazil. Today Endesa Brasil is one of the largest firms in the energy sector in Latin America. USD's MBA student team helped to develop process and budget control tools covering broad inventory control operations, and spanning areas such as purchasing, logistics, planning, forecasting, marketing, and development. The students and company representatives jointly developed a successful diagnosis report of the inventory setup and made suggestions for implementation.



### 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.



### RMA Group

RMA Group is a Thailand-based, privately-held multinational firm which specializes in providing effective solutions of infrastructure, vehicle adaptation, heavy equipment and power generation in emerging and recently stabilized, post-conflict markets. The consulting team was tasked to analyze selected areas in Africa with market potential for selling turnkey, containerized, hybrid power generation solutions. Hybrid power generation solutions are units that produce electricity through the combination of a traditional generator paired with a renewable power solution, such as solar or wind power. USD's consulting team created a matrix weighing 10 potential African countries on 9 specific criteria, from aid received all the way to power grid and cell phone market saturation. Four countries were identified as attractive target markets for expansion.



### Sagrada Familia Foundation

Sagrada Familia Foundation is a non-profit organization in greater Buenos Aires serving the needs of lower-income citizens. Sume Materiales, an arm of the Foundation, provides low income families with the opportunity to purchase inexpensive building materials for the construction or renovation of their own homes. The organization receives donations of used or unwanted materials from individuals and companies throughout Buenos Aires, and resells at a discounted rate. Sume Materiales is designed to serve as a financially sustainable operation and its profits are used to fund other social programs of the Sagrada Familia Foundation. The USD consulting team prepared a business and marketing plan designed to increase their business donor base. The plan also designed steps to improve turnover of materials by increasing volume in current distribution channels as well as identifying new channels.



# Student Exchange Programs

The University of San Diego's School of Business Administration offers graduate business students the opportunity to attend courses at highly regarded universities across the globe and earn graduate credits toward USD's MBA or IMBA program. Similarly, these same partner institutions send international students to USD to attend MBA courses. The mutually-beneficial partnerships allow students to explore a different part of the world, gain cultural competence and bring a unique perspective to the classroom.

This year, the Ahlers Center welcomed several graduate business exchange students to USD including three students from new partner universities. For the first time ever, students from Asian Institute of Management (AIM) in Manila, Philippines and ALBA Graduate Business School in Athens, Greece attended USD. Our first exchange student from ALBA, Konstantinos (Dino) Kourkoulis, even secured an internship in the investments department at Whittier Trust Company in Los Angeles. Similarly, Fabio Mattiussi, a spring IMBA exchange student from Instituto de Empresa in Madrid, interned after his program as a Business Analyst at iCFO. Here he analyzed investment opportunities and linked entrepreneurs with potential investors.

The Ahlers Center also sent USD students to new parts of the globe. For the first time students participated in programs with EADA in Barcelona, Spain and LUISS Business School in Rome, Italy. We are constantly working to formulate new partnerships and expand the opportunities USD students have to study abroad, while at the same time, increasing the diversity of the on-campus classroom.



Fall 2011 incoming exchange students

## INTERNATIONAL PARTNER UNIVERSITIES

The following list consists of USD's international partner universities where students can attend to further their knowledge and global expertise.

### China

- The Antai College of Economics and Management at Shanghai Jiao Tong University
- The Guanghua School of Management at Peking University in Beijing
- Nanjing University in Nanjing

### Korea

- Korea University Business School in Seoul

### Philippines

- Asian Institute of Management in Manila

### Mexico

- EGADE - Tecnológico de Monterrey, campus locations vary

### Brazil

- COPPEAD, Federal University of Rio de Janeiro

### Argentina

- IAE Business School in Buenos Aires

### Colombia

- Universidad de los Andes in Bogota

### Finland

- Aalto University School of Economics in Helsinki

### Spain

- Escuela de Alta Dirección y Administración's (EADA) in Barcelona
- IE Business School in Madrid

### Portugal

- The Lisbon MBA

### Morocco

- Al Akhawayn University in Ifrane

### Italy

- LUISS Business School in Rome

### Greece

- ALBA Graduate Business School outside of Athens

### Germany

- WHU, Otto Beisheim School of Management in Vallendar

### France

- EDHEC in Lille and Nice
- Bordeaux Business School
- IECS Strasbourg
- Reims Management School

## Dual Degree Programs

The USD School of Business offers students an opportunity to earn a dual degree from two of our numerous 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 22 months of full-time study.



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

In January 2012, an international collaboration agreement was signed between the University of San Diego and the Tec de Monterrey Western Zone creating the Americas Competitiveness Center (ACC). The purpose of this agreement is to promote business and intellectual partnership among academic and professional entities in North and South America in the context of a global economy. The partnership will enable the flow of talent and resources across the region to accelerate innovative thinking and enhance the competitiveness of individuals, organizations and companies toward the design of sustainable futures. At the University of San Diego, the Ahlers Center for International Business is coordinating the partnership activities.

The collaboration includes student and faculty exchanges, the development of an international trade workshop series for undergraduate international business students called the ABC's of International Trade, and student internships on both sides of the border.



Signing of partnership agreement between USD's School of Business Administration and Tecnológico de Monterrey

Tec faculty also spent time at USD during the month of June to improve their ability to teach in both Spanish and English by participating in USD's English Language Academy.

This robust partnership will grow to include additional student activities in the Fall, Spring, and Summer at both USD and Tec. Tec intends to send their students of Engineering, Architecture and Business to USD for a month of coursework, company visits, guest lectures and cultural activities in June 2013. It is a great opportunity to share knowledge and ideas across our borders.

Both universities are also looking to encourage opportunities for research collaboration among their faculty to further enhance the competitiveness of the region.

### THE ABC'S OF INTERNATIONAL TRADE

The "The ABCs of International Trade" certificate program includes a series of interactive seminars designed specifically for business students who have an interest in international business and trade. Students can participate in individual workshops or the entire series to earn the ABC's of International Trade Certification. This certificate equips students with a competitive edge which will help them excel in the international business arena.

Topics offered in Spring 2012 included:

- Identifying International Marketing Opportunities and Resources
- Export and Import Operations and Documentation
- Financing and Payment of International Transactions
- NAFTA Business and Market Entry Strategies



## Short-Term Programs Abroad

The Ahlers Center provides 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 2012

#### Rio de Janeiro, Brazil

- International Practicum
- Corporate Governance

#### Buenos Aires, Argentina

- International Practicum
- Negotiations
- International Strategy and Management

#### Hong Kong

- Special Topics in International Real Estate
- Business Environment of Asia and the Pacific

#### Bangkok, Thailand

- International Practicum

#### Accra, Ghana\*

- International Practicum

### SUMMER 2012

#### Germany/Turkey

- International Comparative Management
- Special Topics in International Management
- Leadership in a Global Context
- Legal and Social Environment of Global Business

#### Mondragón, Spain\*

- Models of Participatory Leadership

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

- International Accounting Standards
- European Business Environment

#### Antigua, Guatemala

- Microfinance and Wealth Creation

#### Shanghai/Beijing, China

- International Comparative Leadership

### A SNAPSHOT OF A 2012 SHORT TERM PROGRAM: MICROFINANCE AND WEALTH CREATION

In August 2012, MBA students who were enrolled in Dr. Stephen Conroy's Microfinance and Wealth Creation course went on a culminating trip to Guatemala. This trip was coordinated by the Ahlers Center, and allowed the students to witness firsthand all of the multidimensional aspects of microfinance. These students were able to visit six different microfinance institutions, giving them a unique and hands-on learning experience.

In the words of MBA student and program participant, Joshua Longacre, "The people we met are our business partners. They may not show up to the office in a suit and tie every day, but the fundamental principles are the same. The experience made me take a long hard look at my career choices and ask some tough questions of myself."

This awareness is precisely what Dr. Conroy had hoped the students would come away with. He mentioned in his interview with The Ahlers Center, "I want students to be exposed to people from a different culture, that speak a different language...who face many different constraints and that see the world differently from my students, but who still have many of the same dreams, hopes, and aspirations."



MBA students visiting a local Guatemalan tapestry maker

\*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, that 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 that 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. According to the Ahlers Center's Allison Howitt, "on the ride down to Rosarito the bus was quiet and reserved. By the time we rode back to the United States together, the bus was full of laughter and camaraderie."

Through this experience 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 beehive construction

## Major in International Business

In 2009, the School of Business Administration launched a new Major in International Business. This past year, the Ahlers Center became more involved in supporting this rapidly growing degree program. The Center undertook a self-study and brought in leading academic experts to help review the programmatic activities and curriculum. The major received high marks, but some recommendations were made that will be implemented over the coming years.

Founded in the Fall of 2011 with the guidance of the Ahlers Center, USD's International Business (IB) Club is an organization designed to support International Business majors and minors. The IB Club focuses on assisting students in developing potential career paths, creating networking opportunities, and offering programs to enhance students' understanding of cross-cultural differences and global issues. Through expanding knowledge in international business, the organization hopes to empower and enlighten the student body, because "business has no boundaries".

Determined to fulfill the message of its motto, the IB Club planned and executed a variety of professional and social events during the fall and spring semesters. Robert Schultz, Vice-President of the IB Club, expressed his appreciation for the club when he said, "As an International Business major, I have been most grateful for the way in which the International Business Club has added a social dimension to my learning experience. The club has provided me with opportunities to network and socialize with many incredible people, and the events have become a cornerstone of my International Business education. The USD International Business Club is well on its way to enhancing the school's mission of "educating students who are globally competent."



2011-2012 Executive Committee of the International Business Club

### International Business Club Events:

*Fall 2011:*

- Meet and Greet Luncheon with Dr. Jaime Gomez, Ahlers Center Distinguished Professor of International Business
- International Business Advising Session to prepare students for spring course registration
- Coffee hour to discuss Asian Business Expansion with Mr. Francis Estrada, Founder, CEO and President of Odyssey Capital
- Winter Social featuring Dr. Denise Dimon, Associate Provost for International Affairs and Director of the Ahlers Center for International Business, who presented "International Business Amidst the Global Crisis: What's Next?"

*Spring 2012:*

- Coffee hour with Professor Ariel Casarin, International Visiting Faculty member from IAE Business School in Buenos Aires, who spoke about "Marketing for Talent in Latin America"
- Lessons in International Business Panel and networking lunch hosted in conjunction with the Student International Business Council, featuring a panel of speakers sharing their advice about careers in international business
- International Culture Night where representatives from Bainbridge Consulting discussed internship opportunities. Various international students groups provided entertainment in the form of dancing.
- IB Club Senior Panel where students had the opportunity to ask upperclassmen questions about their experience at USD and post-graduation plans. Christina Bergheim, Manager of SBA Undergraduate Career Services, was also in attendance.



### #16 In International Business

In 2012 Bloomberg Businessweek ranked the University of San Diego for International Business in their survey of the top undergraduate business programs in the country.

# Supporting Students and Scholars



## 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. 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 2011-2012 academic year:

### **Paolo Guerrieri, Ph.D.**

*October – November 2011*

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. While at USD, Dr. Guerrieri taught an MBA course, “*European Business Environment*” and also spoke to various groups.

### **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. While at USD he taught an MBA class titled, “*Innovation in Management*.”

### **Ariel Casarin, Ph.D.**

*January – March 2012*

Ariel Casarin holds a Ph.D in Economics from Warwick Business School, a MSc in Economics and Finance from the University of Warwick, and a MSc in Finance from CEMA University. While at USD, Professor Casarin lectured to various groups and taught an MBA class entitled “*Latin American Business Environment*.”

### **Carsten Gelhard**

*February – June 2012*

After finishing his Bachelor of Science, Carsten Gelhard started his Master of Science in Business Chemistry at the University of Muenster, Germany. He collaborated with Professor Carsten Zimmermann and visiting scholar Sebastian Kortmann in the field of strategic, technology, and innovation management. In his research, he investigated the effect of ambidextrous capabilities on organizational performance.

### **Ersin Balaban**

*April – July 2012*

Ersin Balaban is studying Mechanical Engineering at RWTH Aachen University in Aachen, Germany. He currently works at the Institute of Automotive Engineering (IKA) in the Strategy and Consulting department, and held an internship at Volkswagen AG (Wolfsburg, Germany; 2010) in the department “*Product Planning America*”. While at USD, he worked on a research project with Dr. Carsten Zimmermann focusing on “*Architectural Innovation: Antecedents and important Mediators*” in the auto industry.

### **Sebastian Kortmann, Ph.D.**

*April – July 2012*

Sebastian Kortmann studied Industrial Engineering and Management at RWTH Aachen University, Germany. During his studies and Ph.D. program he was a visiting scholar at the University of San Diego. His research deals with strategy as well as technology and innovation management. He worked primarily with Dr. Carsten Zimmermann while at USD.

### **Shaza Ezzi, Ph.D.**

*January – December 2012*

Dr. Shaza Ezzi received her Ph.D. In Marketing from the University of Nottingham and has an MBA from King Abdul-Aziz (KAU) University in Saudi Arabia. She is currently a Professor at KAU and has served as their Vice Dean for Academic Affairs and Chair of the Marketing Department. Dr. Ezzi is a visiting scholar at USD for 2012, and is auditing courses and conducting research. Her current research topics include cross-cultural issues of consumer behavior toward internet shopping and online banking.

# Grants and Scholarship Support

## FACULTY RESEARCH GRANTS

The following faculty members received funding for their research in areas that support the Ahlers Center's mission of advancing knowledge in International Business:

- Maria Kniazeva: "It All Began With a Kiss, or When Packaging Sells a Country", *Journal of Culture, Tourism and Hospitality Research*.
- Alyson Ma:
  - "Wage Disparities in China: an Analysis by Firm Types," (with Florence Bouvet), *Journal of Chinese Economic and Business Studies*.
  - "China's Exports in a World of Increasing Oil Prices" (with Byron Ganges and Ari Van Assche), *Multinational Business Review*.
  - "China's Role in Global Production Networks" (with Ari Van Assche), *Global Value Chains: Impacts and Implications*, eds. Aaron Sydor, *Foreign Affairs and International Trade Canada - Trade Policy Research*.
- Tara Ceranic: "The Ultimate Fighting Championship and Cultural Viability", *Richard Ivey School of Business*.

## SCHOLARSHIP SUPPORT

The Ahlers Center for International Business provides scholarships to students for semester exchanges, short-term study abroad programs and international practicums. Approximately **\$40,000 in scholarships** was awarded to students for the 2011-2012 academic year.

Erin Majorsky was just one of the scholarship recipients who studied in Mondragon who stated: "I strongly believe everyone should study abroad at least once while in the program! Going to Mondragon, Spain was a life changing experience where I was able to meet remarkable new people and get closer to current classmates. I was able to learn not only the course curriculum, but so much more by observing and partaking in the culture around me. My time abroad opened my eyes to a global perspective that cannot be replicated in a simple classroom. I am so thankful to have been able to participate in this amazing opportunity as it added a unique element to my MBA experience here at USD."

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>.

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 Advisor Board:

Stephen Conroy, Ph.D.

Johanna Hunsaker, Ph.D.

Alyson Ma, Ph.D.

Patricia Marquez, Ph.D.

Johan Perlos, Ph.D.

Manzur Rahman, Ph.D.

Charles Tu, Ph.D.



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

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