

THE AHLERS CENTER FOR INTERNATIONAL BUSINESS

ANNUAL REPORT
2013-2014





Letter from the Director

This has been another year of international connections with alumni, partner universities and leaders from the business community. The result has been a record number of programs that have touched more of our students, faculty and our extended USD network than ever before.

We had a 40% increase in the number of activities and events we coordinated with an equally exciting growth in attendance of 46%, over last year's busy schedule.

None of these programs would have been possible without the support of others. We rely on our alumni and university partners for connections and support when our programs go abroad. For programs here in San Diego, it is through our local and global network that we are able to bring a wealth of business knowledge to our campus to share with others.

Our faculty are very globally-focused but they are hungry for more experiences and opportunities to enhance and enrich their international expertise. Our current students, alumni and other life-long learners are also striving for more and varied learning experiences. It is very clear through the demand for our programs and services, that in order to be effective in any facet of today's business world, an understanding of global issues is critical.

Clearly there is always more to do, experience, and learn, which is what makes the future exciting and rewarding.



Denise Dimon ringing the bell at the Casablanca Stock Exchange.

We are already looking forward to the 2014-15 academic year when we will celebrate the 20th Anniversary of the Ahlers Center for International Business in Spring 2015.

Thanks to everyone for their support this year, and in year's past. We look forward to learning together, building connections, and enhancing cross-cultural understandings to contribute towards a more peaceful and interconnected world.

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

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Building Global Mindsets



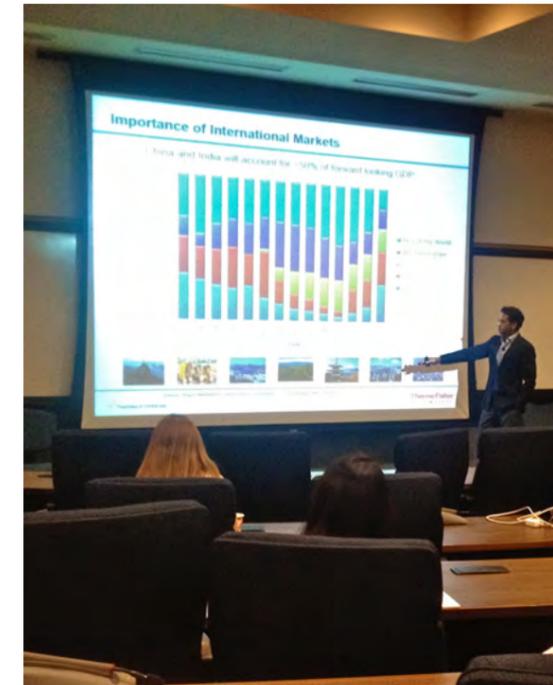
International Business Speaker Series



Michael Slater, CEO and Founder, Entry Ventures



Chris Crane, President, Edify



Lalit Dhir, Vice President of Strategy, Portfolio and Business Development, Thermo Fisher Scientific



Barbara Wight, CFO, Taylor Guitars

Reflecting the multi-faceted landscape of today's global business environment, the Ahlers Center for International Business Speaker Series provides an opportunity for our students, faculty and members of the business community to hear from accomplished industry professionals, educators and researchers from a full range of industries and disciplines. In addition to presentations on USD's campus, we invite distinguished local executives to meet with our students in the classroom and workplace during our short-term study abroad programs around the world. This past year, we welcomed a distinguished group of presenters to campus, including:

Greg Deering, Founder, Deering Banjos
"Building a Global Brand, One Banjo at a Time"

Tim DeMarco, President, International Decisions, Inc.
"Going International.....In a Small Way"

James Zimmerman, Partner, Sheppard Mullin & Former Chairman Emeritus,
 American Chamber of Commerce, China
"Trends and Challenges of Doing Business in China"

Barbara Wight, Chief Financial Officer, Taylor Guitars
"Global Brand Expansion through the Great Recession and Beyond"

Flavio Olivetti, Executive Director, Tijuana Economic Development Corporation
"The Cali-Baja Bi-National Mega-Region: A Platform for U.S./Mexico Trade"

Dr Ariel Casarin, Associate Professor, IAE Business School
"The World is Not Legally Flat: Non-Market Strategies in Legal Arenas for International Business"

Chris Crane, President, Edify
"The Journey of an Education Changemaker"

Stephen Williams, Managing Partner, SENTRE Partners
"Investing Beyond the Border"

Lalit Dhir, Vice President of Strategy, Portfolio and Business Development, Thermo Fisher Scientific
"Global Strategy and Portfolio Planning"

Michael Slater, Founder and CEO, Entry Ventures, and **Raymond Watt**, CEO, Brain Ventures and General Partner, Entry Ventures
"The Genesis of Potential Capital and Entry Ventures: A Global Model"

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

INSTITUTE FOR
ECONOMICS
& PEACE



Participants and panelists at the 2013 Summit.



Dr. Denise Dimon and Steve Killelea, Founder of the Institute for Economics and Peace, interviewed by KPBS regarding the 2013 Summit for Peace and Prosperity.



The San Diego
Microfinance Alliance



Over 100 attendees gathered at the University of San Diego on April 8th for the 2014 San Diego Microfinance Summit. Participants were treated to inspiring presentations and discussions from a talented array of microfinance practitioners and social entrepreneurs. The presenters have designed, implemented and managed innovative programs and platforms to bring vital financing to underserved markets around the world.

Larry Reed, Director of the Microcredit Summit Campaign, gave the plenary address which was followed by breakout sessions with representatives from a variety of microfinance organizations including Kiva, GiveDirectly, Puddle, Edify, ACCION San Diego, CDC Small Business Finance, Foundation for Women, Via International, Women's Empowerment International, Microloans for Mothers and the International Rescue Committee. The day also included a memorable lunchtime marketplace filled with local microfinance recipients showcasing their products.

Researchers, academics, community members and business professionals from around the world came to the University of San Diego to share ideas and gain insight into ways in which business can play a leadership role in creating a more peaceful and flourishing society during the Leadership for Peace and Prosperity Conference, held October 3-5, 2013.

The three-day conference included a Friday morning summit, which featured discussions by prominent business leaders who have successfully employed innovative business solutions to foster more peaceful and prosperous communities around the world. The conference welcomed multiple vantage points on the nexus between sustainable peace and business, with representatives from organizations such as Impact IQ, the Institute for Economics and Peace, the FEMSA Foundation Mexico, Qualcomm, Sony Electronics, the Grameen Foundation, Tullow Oil and the Beyond Capital Fund.

The conference was held in partnership with USD's Center for Peace and Commerce and the Institute for Economics and Peace.



Summit attendees interacting with microfinance recipients at the marketplace.



Executive Education: Developing Leaders with a Global Mindset

As San Diego's preeminent destination for global business education, the Ahlers Center for International Business offers a Certificate in Global Business Strategy, designed for working professionals who wish to increase their global business acumen. Through a diverse assortment of executive education seminars, participants have an opportunity to embark on a cross-functional, customizable learning plan that provides them with practical tools and frameworks to identify opportunities, collaborate across cultures, and manage complexity in an increasingly competitive global business landscape.

This past year, USD School of Business faculty, visiting scholars and industry experts led seminars on:

Cross Cultural Negotiations

Seminar Leader: Prof. Craig Barkacs

International Trade and Finance

Seminar Leader: Dr. Marko Svetina

International Innovation Strategies

Seminar Leader: Dr. Carsten Zimmerman

Optimizing your Global Supply Chain

Seminar Leader: Prof. Joel Sutherland

Sustainable Business Model Design

Seminar Leader: Dr. Jaime Alonso Gomez

Competitive Advantage through Strategic Geographic Positioning

Seminar Leader: Dr. Ariel Casarin

Developing a Focused Global Sales Strategy

Seminar Leader: Prof. Carlton O'Neal

East Asian Business Management

Seminar Leader: Dr. Mannsoo Shin

For more information on the GBS certificate, please visit www.sandiego.edu/gbs

Residential Executive Education Programs

With a history of designing exceptional classroom and experiential learning programs for our students across the globe, the Ahlers Center is uniquely positioned to do the same for business professionals from an array of industries, functional specialties and geographic locations. This past year we crafted numerous programs for a variety of clients looking to deepen their global business acumen through classroom-based and action-oriented learning in San Diego. Here are some examples of the types of programs we have implemented over the past year.

TEC DE MONTERREY, CAMPUS AGUAS CALIENTES

A group of 12 business executives from Tecnológico de Monterrey, Campus Aguas Calientes attended a custom week-long executive education program at USD on Global Business Strategy and New Business Creation. Distinguished School of Business faculty led interactive workshops that developed leadership and management skills for executives looking to identify new business opportunities, both locally and internationally. Complementing the classroom learning were small-group discussions with local entrepreneurs, a site visit to an innovative multinational corporation, and business plan consulting sessions.



Students from Tec de Monterrey, Campus Aguas Calientes receiving program certificates.



Munich students visit Taylor Guitars for a tour and presentation from Bryan Bear, Director of Finance at Taylor Guitars.

2014 MUNICH PROGRAM

For three weeks in August, nearly two dozen Executive MBA students from Hochschule Landshut in Munich, Germany attended a custom study program at USD, designed to advance their global sales and marketing expertise. A majority of these executives held managerial positions in business development, sales, marketing and public relations for corporations across a variety of industries. In addition to a challenging mix of seminars, workshops and company visits, the custom program included a two-day intensive workshop in which fifteen graduate business students from CETYS University in Mexico joined the German group. The students formed integrated teams, developed and pitched innovative business plans, and achieved heightened cross-cultural appreciation and problem-solving abilities.

In addition to the above programs, over the past year the Ahlers Center for International Business developed a variety of one-day custom executive education programs for numerous clients. Examples include a program on international innovation strategies for a group of Russian engineers and a highly interactive custom program for a growing multinational organization's executive leadership team. The latter group learned about best practices in agile decision-making and excellence in governance when embarking on rapid global expansion.

Transforming Student Experiences



International Practicum Consulting Projects

For over 15 years, the Ahlers Center for International Business has been coordinating international business projects for USD students. Today these projects are organized for Master of Business Administration and undergraduate students. 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 international consulting experience, develop their 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 2014, the various teams completed 10 projects in four countries including Argentina, Brazil, China, and the Dominican Republic.



USD students after their final presentation at Globant in Buenos Aires, Argentina.

“The International Practicum in Shanghai was one of the most challenging and fulfilling experiences in my MBA career. As consultants we were exposed to real business problems that forced us to think on a completely different level. We learned how business is conducted in a different culture, and had an invaluable experience working as a team to achieve a significant amount of high-quality work under extreme pressure. Professors Zimmerman and Bates did an excellent job of guiding us through the consulting process while stretching our notions of international business, and helped us manage the client for superior results.”

Zachary Miller, Evening MBA

“The international practicum in Buenos Aires offered a great opportunity to apply the knowledge gained in the first semester of my IMBA, while providing a real company with valuable input. Understanding a business and an entire industry in such a short period of time is a very intense and highly valuable experience. The economic setting of Argentina added a lot of significance to the experience, as it made me understand the difficulties of inflation from a microeconomic point of view and not only from an macroeconomic angle.”

Ann Sophie Loehde, Dual degree IMBA student with WHU

Edify, Inc.

Edify, Inc.'s mission is to improve and expand sustainable and affordable, education in the developing world. They do this by providing capital to educational entrepreneurs to support facilities, curricula, and business and teacher training. Through a grant from Edify, Inc., USD student consultants were able to travel to La Romana and Santo Domingo in the Dominican Republic to investigate the feasibility of installing solar panels on the roofs of small Christian schools. Considering electricity is very intermittent and expensive in this country, this type of project was necessary. While in the Dominican Republic, the students built a survey instrument, traveled to school sites and interviewed principals, met with a solar panel installer and gave their final recommendations. Ultimately the students concluded that it is feasible for medium and high-end electricity users to afford loans for solar panel installation at competitive microfinance interest rates.



Bodega Lagarde B

Bodega Lagarde is a Mendoza, Argentina based mid to large-sized family business, which exports wine to 40 countries in the regions of Europe, Asia, Oceania and North America. Bodega Lagarde wanted to consolidate operations in current US markets and strategize on entry modes into new states in the US. The student consultants designed a growth strategy for the company that identified high growth potential in certain states, various market segments and possible entry modes into these selected markets.



iPai Auction Company

iPai is a wholly owned foreign enterprise and an affiliate of Auction Systems, which is headquartered in Arizona. iPai has existed for two years in China, and is introducing to this market a new way of purchasing consumer goods via auction. iPai sells new products at up to 80% off retail price, with the customer ultimately deciding what they want to pay. Although it is not common for Chinese consumers to purchase goods using an auction-based model, the graduate student consulting group came up with innovative ways in which trust may be built with this brand. They also analyzed the company's marketing and growth plans, while evaluating the Western style of entry strategy typically used by this organization. More specifically, the students also helped iPai identify their current brand positioning, developed profiles for each of their primary market segments, and assisted in strategizing ways to most effectively reach their target audiences.



WD-40

Our undergraduate teams worked on two projects with the Chinese branch of WD-40 in Shanghai. This San Diego-based corporation is currently experiencing rapid growth in China and the student teams were asked to evaluate and examine the industrials segment for the firm in China. The students were directly involved with the top management team of WD-40, and worked with them to find new companies that are easy to target. In addition, the teams were asked to propose innovative methods to test their hypotheses about these potential new customers. Finally the teams made recommendations to company executives to increase short- to mid-term monetization in the industrials segment.



Graduate Business Student Exchange Programs

INTERNATIONAL PARTNER UNIVERSITIES

Each year, the Ahlers Center welcomes exchange students from 26 partner universities around the globe. These students are fully immersed in the University of San Diego experience via enrollment in courses with domestic students, unlimited access to all campus facilities, participation in campus clubs and organizations, and the unique opportunity to serve on an international consulting team collaborating directly with local businesses in San Diego. This academic year the Ahlers Center hosted 21 exchange students representing 11 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. A list of our current international partner universities follows.

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

Germany

- WHU, Otto Beisheim School of Management in Vallendar

Greece

- ALBA Graduate Business School just outside Athens

India

- Institute of Management Technology in Ghaziabad, near Delhi

Italy

- LUISS Business School in Rome
- Bocconi University in Milan

Japan

- University of Tsukuba in Tokyo

Korea

- Korea University Business School in Seoul

Mexico

- EGADE - Tecnológico de Monterrey, campus locations vary

Morocco

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

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 (EADA) in Barcelona
- IE Business School in Madrid

“My experience at USD was pivotal! The city is beautiful and allows you to enjoy stunning beaches, outdoor sports and wonderful restaurants. I had the chance to meet people from all around the world - everyone was friendly and open-minded and the Ahlers team was always available for any kind of need...great experience!”

Alessandro Ferrante from Bocconi University in Milan, Spring 2014 at USD

“As a participant in the University of San Diego's semester exchange program with Bocconi School of Management in Milan, I was afforded the opportunity to study at one of Europe's top ranked business schools. In addition, as an Italian-American, I was able to travel throughout the country of my ancestral heritage and trace my familial roots all the way back to 18th century Sicily!”

Scott LaRocco, USD International MBA Student, Fall 2013 at Bocconi



IMBA student Scott LaRocco in Italy



Incoming exchange students during orientation

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; conversely, dual degree USD MBA 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 Tec de Monterrey Partnership

FACULTY COLLABORATION AND LEARNING

The Americas Competitiveness Center (ACC), a collaboration between the University of San Diego and the Tecnológico 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. Below are select activities that were held during the 2013-14 academic year.

Professor Salvador Leetoy López (Tec Campus Guadalajara) taught a course at USD in Fall 2013 called Media, Glocalization and the Public Sphere in Latin America. In addition, he gave several guest lectures and is currently working on a research paper with Dr. Maria Antonieta Mercado, assistant professor of communication studies at USD.

Professor Mauricio Ramirez Grajeda (Tec Campus Guadalajara) taught Principles of Macroeconomics in Spring 2014. He later presented a paper and forthcoming book chapter, "Trade Openness and City Interaction," to the USD campus community.

Professor Xiomara Vázquez Guillén (Tec Campus Guadalajara) taught International Financial Management and Principles of Managerial Accounting at USD in Spring 2014.

Professor Eileen Daspro (Tec Campus Guadalajara) taught Globalization and the Manager in USD's MBA program in July 2014.

Professor Daniel López Pérez (USD) visited the Tec Campus Guadalajara as an international visiting faculty member and presented lectures on topics of architecture and urban design in Spring 2014.

Mike Lawless, professor of strategy and entrepreneurship, and Rick Olson, professor and associate dean of the Shiley-Marcos School of Engineering (USD), participated in the Campus Guadalajara Global Faculty program and visited the campus for a week. There they met with students and faculty in their respective fields and gave guest lectures during Spring 2014.

Twenty-five 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 2014. These same faculty members met with their USD faculty counterparts to exchange ideas and practices from their respective fields and explore further opportunities for collaboration between the two universities.



STUDENT COLLABORATION AND LEARNING

Each spring, the Ahlers Center for International Business, together with the Americas Competitiveness Center from Tecnológico de Monterrey, offers a 5 session certificate program called **"The ABCs of International Trade"** for USD students and Tec exchange students studying at USD. 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. Local international business professionals from Comerica Bank, the U.S. Commercial Service, Crossborder Consulting Group, and Grupo Logistics delivered practical workshops for USD and Tec students. Attendees explored the professional application of many course concepts in their field, while networking and gaining valuable insight on potential career paths.

Approximately 90 Tec de Monterrey students spent the month of June 2014 on the USD campus in an intensive cultural and education program. This program included site visits to Taylor Guitars, the San Diego Union-Tribune and R.L. Jones Customs Brokerage, amongst others.

In August 2014, the Ahlers Center for International Business organized a customized, one-week educational program for Masters of International Business (MIB) students from Tec de Monterrey Campus Guadalajara. The program included lectures from USD business faculty and local company visits, including a visit to Qualcomm.



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

Short-Term Graduate Business Programs Abroad

The Ahlers Center for International Business offers several short-term, faculty-led study abroad courses during the intersession (January), summer and spring terms. By participating in these programs, graduate business students are able to apply what they learn in a typical classroom setting to various business situations abroad. Whether it is through our practicums, where students lend their fresh ideas to companies facing real-world business challenges or opportunities, or through other short-term courses where they visit local companies and learn from guest lecturers, students gain unique academic perspectives and are exposed to different cultures, languages and ways of life.

“A great leader must have a global mindset in today's business environment. This study abroad program stretched my thinking and raised my global awareness to new business opportunities and ventures that I would not have learned in a classroom alone,” commented Evening MBA student Andrew Matteson about his time spent in Spain and Morocco with the Ahlers Center.



USD MBA student, Abdulaziz Kalban, enjoying conversation with ESCA's President, Thami Ghorfi, at a reception in Casablanca.



Students from ESCA Ecole de Management welcoming the USD group to Casablanca, Morocco.



MBA students in Antigua, Guatemala during Summer 2014.

Through these programs, the next generation of organizational leaders are shaped to have a broader global business perspective. The Ahlers Center organized the following courses in fourteen countries this past academic year:

INTERSESSION 2014

Buenos Aires, Argentina

- International Practicum
- Advanced International Negotiations
- International Strategy and Management

La Romana and Santo Domingo, Dominican Republic

- International Practicum

Rio de Janeiro, Brazil

- International Practicum
- Global Entrepreneurship for Global Change

Hong Kong

- Management of Global Supply Chain Relationships
- Commercial Real Estate Capital Markets

Shanghai, China

- International Practicum (undergraduate and graduate levels)

SPRING 2014

Bogota, Colombia

- Latin American Business Environment

SUMMER 2014

Madrid and Valencia, Spain/Casablanca, Morocco

- Entrepreneurial Finance
- Special Topics in International Management
- Legal and Social Environment of Global Business
- Global Politics, Policy and Law

Singapore

- Leadership in a Global Context

Antigua, Guatemala

- Microfinance and Wealth Creation

Mondragón, Spain*

- Models of Participatory Leadership

London, UK/Paris, France/Rome, Italy

- International Accounting Standards
- European Business Environment

Rosarito, Mexico

- Leading Multicultural Teams & Organizations

*In partnership with USD's School of Leadership and Educational Sciences

Incoming MBA International Business Track Cohort

Hailing from nine different countries, the incoming cohort of International Business Track MBA students began their academic journey at USD this year with Dr. Phil Hunsaker's course, Leading Multicultural Teams and Organizations. The intimate cohort size, along with the mixed cultural and professional backgrounds of the students, provides a robust academic environment where each student is able to contribute to the conversation.

The course, Leading Multicultural Teams and Organizations, provides a unique student experience culminating in a three-day trip to Rosarito, Mexico. As a key component of their introduction to USD and to each other, the group is removed from the normal classroom setting and immersed in fun and challenging team-building activities.

This year, the group was faced with the challenge of building four double-decker beehives that were donated to economically disadvantaged families in Mexicali, Mexico. This team-building and leadership activity served the dual purpose of uniting the cohort while also benefiting the community.

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

Additionally, a semi-formal event was planned one evening of the trip where USD faculty, staff, and program alumni were invited to a cocktail reception and dinner in Mexico alongside the new incoming cohort. This well-attended event provided the new students an occasion to feel part of the greater campus community and offered them abundant networking opportunities.



Fall 2014 International Business Track MBA cohort with their completed beehives.



Students constructing beehives during their team-building exercise in Rosarito, Mexico.



Major in International Business

In 2009, the School of Business Administration launched a new undergraduate major in international business. The international business major was ranked 22nd by Bloomberg Businessweek's June 2013 survey of best specialty programs. Since the launch of the major, the School of Business has seen a drastic increase in the number of students declaring international business as a major, having double-digit increases in the number of majors each term. There was a 14% increase in the number of international business majors in Spring 2013 from Spring 2012.

This past year, the Ahlers Center 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.



IB Club members on a site visit to Qualcomm Headquarters.

IB Club Events

The undergraduate International Business Club is a resource for international business majors and minors to explore career opportunities in global business, network with industry professionals, visit local companies with global operations, and form lasting friendships.

The club continues to grow, adding more events and members each year. This past year, the IB Club held the following events:

Fall 2013

- Speed Networking Event
- IB/Supply Chain Career Panel, in collaboration with Career Services
- November speaker event featuring Professor Thomas Yang, lecturer in Marketing and Global Branding
- Winter Social

Spring 2014

- March speaker event featuring Rachelle Snook, Global Talent Acquisition Manager at WD-40
- April speaker event featuring Jessica Dey, USD Alumna and Procurement Analyst at Mattel
- Company Visit to Qualcomm Inc. headquarters

CUIBE Case Competition

For the second annual year, the Ahlers Center for International Business sponsored a team of four USD undergraduate international business students to participate in the CUIBE International Business Case Competition, held October 2013 in Boston, Massachusetts. Prior to departure, the team received personalized case competition training and mentorship from select USD School of Business faculty members. Fourteen other universities took part in the case competition, offering the students an invaluable opportunity to network with fellow international business students from around the country.



#22 in International Business

In June 2013 Bloomberg Businessweek ranked the University of San Diego #22 for International Business in their survey of the top undergraduate business programs in the country.



Supporting Faculty Development

Faculty Development Program in Asia

The Ahlers Center for International Business organized a faculty development trip to South Korea and Japan during the academic year's spring break from March 8 – 16, 2014.

The faculty members selected were provided with an opportunity to learn about the economic environment of Japan and South Korea, the countries' culture and history, major local businesses' global strategies in a variety of industries, and to further develop their international knowledge and linkages for the University. Faculty had the opportunity to connect with partner universities, Korean University Business School (KUBS) and the University of Tsukuba, to share ideas and to learn together. The partner universities were instrumental in organizing visits to companies such as Hyundai Motor Company, LG Electronics, SK Hynix, AmorePacific Co., the Graduate School of Business Sciences of the University of Tsukuba, Fujitsu, Aflac and Google Tokyo.



USD Faculty visiting Hyundai in Seoul, South Korea.



Faculty participants in Seoul, South Korea.

Attendees included:

Craig Barkacs, Linda Barkacs, Annalisa Barrett, Barbara Bliss, Robert Bowen, John Demas, Shreesh Deshpande, Denise Dimon, Kristine Ehrich, Susan Jollineau, Amit Kakkad, Priya Kannan-Narasimhan, Maria Kniazeva, Barbara Lougee, Cynthia Pavett, Jillian Phillips, Manzur Rahman, Ryan Ratcliff, Carl Rebman Jr., Miriam Rothman, Vivek Sah, Tygarajan Somasundaram, Charles Tu, Adriana Vamosiu, Barbara Withers and Carsten Zimmermann.



International Visiting Scholars

This past 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 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 2013-2014 academic year:

Salvador Leetoy, Ph.D.

August – December 2013

Visiting from the Tecnológico de Monterrey, Guadalajara Campus, Dr. Leetoy spent the fall semester at USD instructing undergraduate communication studies courses. He holds a Ph.D. in Modern Language and Cultural Studies from the University of Alberta and his research interests focus on cultural studies, theories of mass communication and models of citizenship.

Paolo Guerrieri, Ph.D.

October – November 2013

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, Professor Guerrieri instructed an MBA course entitled European Business Environment.

Julia Gaeckler

September – December 2013

Julia Gaeckler is a Ph.D. candidate at the WHU Otto Beisheim School of Management in Germany. While at USD, Ms. Gaeckler conducted research on the strategic topics of purchasing ambidexterity and decision-making pace.

Xiomara Vazquez, Ph.D.

January – May 2014

Xiomara Vazquez holds a Ph.D. in Economics and Management Sciences from the Universidad de Guadalajara as well as a Masters in Finance and MBA from Tecnológico de Monterrey. She has served in the capacity of Tecnológico de Monterrey's Accounting and Finance Department Director since 2007 as well as their Master in Finance Director since 2012. While on the USD campus, Professor Vazquez instructed finance and accounting courses to undergraduate business students.

Arial Casarin, Ph.D.

January – March 2014

Arial Casarin holds a Ph.D. in Economics from Warwick Business School, a Masters in Economics and Finance from the University of Warwick, and a Masters in Finance from CEMA University. Professor Casarin instructed a graduate level business course entitled Latin American Business Environment which culminated in a five day trip to Bogota, Colombia where students participated in company visits and guest lectures.

Mannsoo Shin, Ph.D.

January – February 2014

April – May 2014

Mannsoo Shin is currently a professor of International Business and serving as Director of the Center for Asian Business at Korea University Business School. On two separate occasions this year, Dr. Shin spent several months at USD conducting research on Asian business management.

Mauricio Ramirez, Ph.D.

January – May 2014

Mauricio spent the Spring 2014 semester at USD instructing economics courses to undergraduate business students. He holds a Ph.D. in Development Economics from Ohio State University and specializes in geographic consequences of trade openness. He currently instructs at the Universidad de Guadalajara and focuses research on economic growth and pollution as well as consumption patterns in Mexico.

Sebastian Kortmann, Ph.D.

April – August 2014

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

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. As a returning research scholar for the third year in a row, Dr. Kortmann has worked primarily with Dr. Carsten Zimmermann on the USD campus.

Carsten Gelhard

July – August 2014

Carsten Gelhard is currently a Ph.D. student in Strategy and Innovation Management at the University of Münster, Germany and holds a Master of Science in Business Chemistry from the University of Münster, 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. Mr. Gelhard is a returning researcher who has spent the last two summers on the USD campus.

Faculty Research Grants & Scholarship Support

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:

Alyson Ma: "Is East Asia's Economic Fate Chained to the West?", *Transnational Corporations Review*, 2013

Vivek Sah: "Real Estate Development Process in India", *Journal of Real Estate Literature*, 2013

Alyson Ma: "Vertical Specialization, Tariff Shirking and Trade published in Asia and Global Production Networks-Implications for Trade, Incomes and Economic Vulnerability", *Asian Development Bank and Edgar Elgar Publishing*, 2014

Carsten Zimmermann: "Linking Strategic Flexibility and Operational Efficiency: The Mediating Role of Ambidextrous Operational Capabilities" *Journal of Operations Management*, 2014

SCHOLARSHIP SUPPORT

Through the support from the endowment for the Ahlers Center for International Business and the generosity from various donors, approximately **\$50,000 in scholarships** was awarded to students for the 2013-2014 academic year, to help with semester exchanges, short term study abroad programs, and international practicums.

Danny Reeves was just one of the scholarship recipients who described his experience as follows: "The opportunity to travel abroad is one of the aspects of USD's graduate program that I value the most. Learning abroad is much more than showing up to class in another country. Although the courses and professors that these programs offer are fantastic, it is traveling in itself that offers the greatest learning opportunity. Learning and interacting in foreign countries has added immeasurably to my MBA experience and has enriched my overall time at USD. Not to mention, Rio is one of the most amazing places on Earth"

The Ahlers Center's multi-faceted 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>.

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.

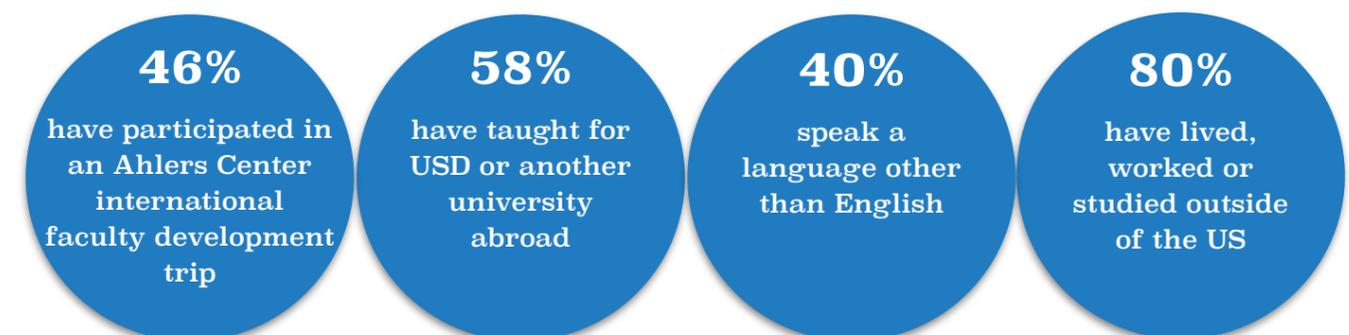
Members of the Ahlers Center Faculty Advisor Board:

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.

Ahlers Center Administration:

Denise Dimon, Ph.D., Director
Danielle Levanetz, MBA, Assistant Director
Erin Kellaway, MBA, External Programs Manager
Allison Howitt, Academic Programs Manager
Renata Berto, International Programs Associate

International Expertise of School of Business Administration Faculty:



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

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