



## 2007-2008 Annual Report

### *Message from the Director*

In September of 2007, the Villanova School of Business (VSB) created the Center for Global Leadership (CGL) to advance *ethical and responsible global leadership for the betterment of business and society*. The mission of CGL is to:

- Contribute to the development of VSB's unique global strategy, emphasizing integrated international business studies and responsible global leadership.
- Serve as a source of new ideas and innovations for VSB's international curricular and extra curricular initiatives and programs.
- Act as a catalyst for faculty research and innovation in IB practice and responsible global leadership.
- Attract global leaders to become part of the VSB and Villanova community.
- Reach out to and work with the university community and other public and private sector organizations on international programs and initiatives.

**28% of 2008 VSB graduating seniors have an International Business co-major or minor and 47% participated in foreign study.**

During our first year of operation we undertook a broad strategic review of global developments, assessed the current global programs and initiatives within VSB and other leading business schools, and presented our findings and recommendations to senior leadership at Villanova and to our external advisors. We also supported a range of international initiatives, including a team of students who competed—and won first place in—an international business case competition, an international

conference in Paris, France on globalization and corporate-NGO

engagement, two global service trips, a series of executive and academic speakers at Villanova who shared their insights and expertise with our



students and faculty, and a number of faculty trips designed to develop closer collaboration with potential partners in Brazil, Russia, India, and China. We continued our support of a number of initiatives in ethics and social responsibility, including student participation in the Business Ethics Fortnight case competition in Los Angeles and the third Villanova faculty workshop in Ethics and Social Responsibility.

Most importantly, we put rigorous mechanisms in place for guiding our future initiatives and ensuring the VSB has a strong, sustainable global presence.

Thanks to all of our stakeholders—VSB leadership, faculty, students, administrators, external advisors, benefactors and others—for enabling us to launch this dynamic and innovative enterprise. We look forward to working with you in the coming years

Jonathan P. Doh, Ph.D.  
Director, Center for Global Leadership  
Herbert G. Rammrath Chair in International Business

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## Strategy Development

In September of 2007, CGL staff and stakeholders embarked on a 6-month strategic review of VSB's global position. We put a structure in place to oversee this process and the ongoing operation of the center: the appointment of a director, two associate directors (Ken Taylor and Jim Glasgow), creation of an external advisory council, and establishment of a Villanova stakeholders group that included more than 20 faculty, administrators, staff, and students.

The strategy process included an external analysis of environment (global trends, competitor benchmark), an internal analysis of VSB's position, and extensive meetings and conversations with experts, including business executives, business school leaders, international business co-majors and minors, and others. We launched four working groups: **international curriculum, global programs** (study abroad), **international career and professional development opportunities**, and **international faculty exchange and linkages with foreign institutions**.

This process led to a proposed strategic vision for CGL and VSB:

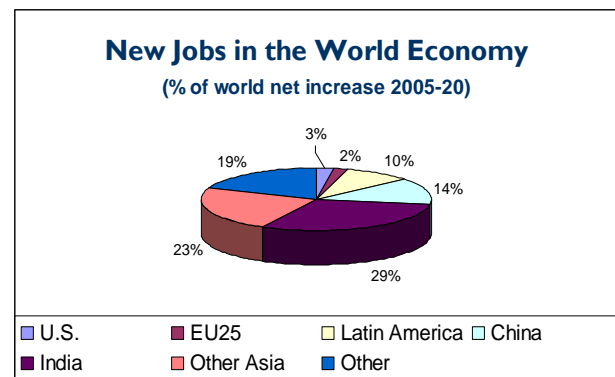
- *VSB will become a leading global business school known for innovation, integrity and impact.*
- *All VSB students and faculty will have exposure to and develop an appreciation of foreign cultures, political systems, religious traditions, and economic institutions so that they can become thoughtful and effective global citizens.*

Subsequently, recommendations were forwarded to senior VSB and University leadership. At a broad level, these were that:

- All VSB students should be required to have international/multicultural experience
- Global Programs and Relationships should be institutionalized so that they are sustainable and impactful
- VSB should increasingly focus on developing world, especially the so-called "BRIC+M" economies of Brazil, Russia, India, and China plus Mexico.

In addition, each working group offered specific recommendations including, inter alia,

- Developing a process for evaluating existing global programs and procedures for proposing new ones, with priority given to the BRIC+M countries.
- Requiring all undergraduate International Business co-majors to complete at least a 6-week (versus 3-week) program of foreign study.
- Surveying alumni to learn about their international experience and using this information to assist current and future students.
- Establishing an "IB Fellows" program that brings foreign academics and executives to VSB.
- Supporting VSB faculty in visits to foreign institutions.
- Expanding international internship opportunities in the United States and abroad.
- Incorporating an international consulting experience in graduate business programs.
- Developing 2-3 comprehensive partnerships with foreign institutions.



Although the outlines and framework for a VSB global strategy are in place, all good strategies require ongoing review, assessment, and revision.

We are committed to moving aggressively to ensure VSB is well-positioned as a preeminent global business school in the years to come.

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### *Curricular and Extra-Curricular Initiatives*

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CGL contributed to curricular innovation in responsible global business a number of ways:

- We worked with the undergraduate curriculum committee to ensure that global issues were incorporated throughout.
- We supported the offering of several new IB electives, including a course on Management in Asia and another on the “Celtic Tiger” of Ireland.
- We coached with and supported a group of four students to participate in an international business case competition in Los Angeles. These students (pictured below)—Brian Cotroneo, Meet Doshi, Sarah Cognetti, and Victoria Kent (pictured below)—earned first place in the competition, besting teams from University of Southern California, University of South Carolina, and others.



- In conjunction with the Corporate Social Responsibility Strategic Initiative Group (CSR SIG), we supported a team of students who competed in the Business Ethics Fortnight, an annual case competition at Loyola Marymount University, in which student teams present their perspective on a critical ethical issue or dilemma. This was the 4<sup>th</sup> year the Center has sponsored a team.

CGL, often in conjunction with the student-led international business society or

other partners, brought many speakers to campus to share their insights. These included:

- Leslie Crutchfield, Ashoka Foundation.
- Lee Rizzuto, Conair Corporation.
- David Palm, Boeing.
- Charles Kohler, Deutsche Bank.
- Tim Boyle, KPMG.
- Sir Peter Drysdale, Australian National University.
- Herb Rammrath, GE Plastics Asia (ret.).
- Juanita Baltodano and David Funkhouser, Transfair.
- Willam Powers, Rolls Royce.
- Bill Farrand, Catholic Relief Services.

The Center sponsored two international service initiatives during FY 2007-2008:

- During Winter Break 2007/2008, CGL provided financial support for an international mission trip to Cape Town, South Africa in which Villanova students worked with children at Baphumelele’s Children Home in Khayelitsha, an orphanage for children with HIV/AIDS.
- During Spring Break 2008, CGL sponsored a service trip to San Jose, Costa Rica focused on sustainable human development. Students worked in a local high school to teach English, assist teachers, and help the community. Afternoons were spent learning about the economic and political forces affecting the county, education system, and daily lives of the Costa Rican people.

### *Faculty Development*

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CGL supports faculty members who incorporate issues of global business and ethical leadership in their courses, pursue research on global business topics, and otherwise enhance their knowledge of foreign cultures. In November the Center launched a \$750 grant program for the support of faculty members committed to integrating global business

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perspectives into their research, teaching, and outreach through international experience. The Center provides funding on a competitive basis for the following activities:

- Attendance at foreign language institutes/language immersion programs.
- Participation in professional international business (IB) conferences even if not presenting a paper.
- Auxiliary faculty travel support for presenting a paper at an IB conference.
- CGL sanctioned foreign International Business related travel (e.g. establishing academic contacts, public speaking, etc.).
- Expenses associated with establishing a foreign faculty exchange.

In FY 2007/2008, CGL provided grants for faculty travel to India, China, Russia, Rwanda, and language study in Portuguese. These CGL supported international trips included:

- During January 2008, Professor Peggy Chaudhry participated in a Faculty Development in International Business (FDIB) educational program in India. Sponsored by the Centers for International Business Education and Research (CIBER), this faculty study abroad program provided participants with an opportunity to experience first-hand the business environment of New Delhi, India.
- In fall 2007, Professor Jeffrey Hahn traveled to Moscow to discuss potential collaboration between Villanova and the Higher School of Economics at Moscow State University.
- During the week of March 10, 2008 Dr. Ken Taylor, Associate Director of the Center, met with faculty and administrators at Jawaharlal Nehru University (JNU), School of International Studies, Delhi; Kalunga Institute of Industrial Technology (KIIT), School of Management, Bhubaneswar; and the Foundation for Organizational Research and Education (FORE), School of Management, Delhi to explore potential collaboration with VSB on undergraduate and graduate programs.

- Also during March, VSB Assistant Dean for Graduate Programs Simone Pollard and Professor Scott Newbert traveled to Brazil with a group of MBA students. While there, Director Pollard met with a number of Brazilian business schools to discuss potential collaborations.
- Professor Wen Mao, who oversees VSB's China programs, included visits to potential university partners in Shanghai, Beijing, and Dalian during her Summer, 2008 visit to China.

The Center supports faculty who develop "critical incident" cases that document a challenging decision or situation in global business. The Center made two critical incident awards in AY 2007/2008:

- Professor Kent Taylor, "A Microeconomic Theory-Industrial Organization Case Study,"
- Professor James Bierstaker, "Accounting Intern Suspects Fraud"

With the CSR SIG, CGL co-sponsored the third biennial Faculty Workshop in Ethics and Social Responsibility in Business Education. This workshop included 22 faculty members who spent two days working intensively on pedagogical strategies for incorporating ethics and social responsibility in their courses.

### *Outreach and Thought Leadership*

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CGL seeks to be at the forefront in advancing scholarship and thought leadership, engaging with the business and professional community, and otherwise serving as a catalyst for discussion and dialogue on current topics in international business and global leadership.

CGL annually sponsors the "Research Excellence Awards" and seminar underwritten by Merck & Company. This year, the recipients of award included:

- *International Human Rights and Consumer Quality of Life: An Ethical Perspective*, Ronald Paul Hill, William F. Felice, and Thomas Ainscough

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- *Institutional Quality and the Environment for Entrepreneurship in Emerging Markets*, Scott L. Newbert, Joseph A. LiPuma, and Jonathan P. Doh
- *The Influence of Individual Differences on the Growth of Team Members' Leadership Efficacy Over Time*, Narda R. Quigley
- *Barriers to Capital Accumulation and the Incidence of Child Labor*, Richard C. Barnett and Marco A. Espinosa-Vega

CGL sponsored, often with other partners such as the CSR SIG, academics and other thought leaders who visited VSB to share their research and insights with faculty and administrators:

- Bill Farrand, Catholic Relief Services
- Leslie Crutchfield, Ashoka Foundation
- Sir Peter Drysdale, Australian National University
- Jennifer Oetzel, American University
- David Webb, University of Western Australia
- Manfred Schwaiger, Munich School of Management

VSB faculty and CGL associates Jonathan Doh, Steve Stumpf, and Walter Tymon partnered with Right Management, an international human resources consulting firm, on a comprehensive study of talent management practices in India. With 28 companies and over 4,800 employees participating, preliminary results underscore the importance of talent management and corporate reputation for employee retention and satisfaction. The findings also suggest that these HR practices and corporation reputation boost performance. Several papers reporting the results of this research are now under review at leading business management journals.

CGL, in conjunction with The Jesse Jones School of Business at Rice University, The Center for International Business and Education Research at the George Washington University, the Moore School of Business at the University of South Carolina, and Sciences Pos, organized and co-sponsored a colloquium on *The Role Of Nongovernmental Organizations (NGOs) in The Business – Government – Society Interface*, in

Paris, France May 22-24, 2008. The colloquium brought more than 30 scholars from around the world to discuss the emerging role of NGOs in global affairs, and featured a keynote address from David Vogel (pictured below) of the University of California-Berkeley.



The 20+ Center faculty associates published numerous articles, books, presented conference papers, and contributed to the advancement of scholarship and new knowledge in the areas of global business and responsible leadership. Below is a sampling of these contributions:

### Books:

Rugman, A., & **Doh, J.P.** (2008). *Multinationals and Development*. Yale University Press.

Luthans, F., & **Doh, J.P.** (2009). *International Management: Culture, Strategy and Behavior* (McGraw-Hill/Irwin, 7<sup>th</sup> edition).

### Articles:

**Bierstaker, J.**, Janvrin, D., & Lowe, D.J. (2007). An examination of factors that influence type and number of internal control documentation formats." *Advances in Accounting*, 23: 31-48.

**Chaudhry, P. & Stumpf, S.A.** 2007. Product Counterfeiting in China: Managerial perceptions of supplier And Buyer Interest In Counterfeit Goods And The Probable Effectiveness Of Corporate Anti-Counterfeiting Actions, *Challenges in Management Yearbook of the Graduate School of Business Administration Zürich Volume 14*: 189-212. Berlin: Springer-Verlag. This chapter won the best paper award for the conference/book.

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### Advisory Council News

Bunyaratavej, K, Hahn, E.D., & **Doh, J.P.** (2008). Multinational Investment and Host Country Development: Location Efficiencies for Services Offshoring. *Journal of World Business*, 43 (2): 227-242.

**Doh, J.P., & Stumpf, S.A.** (2007). Executive Education: A View from the Top. (2007). *Academy of Management Learning and Education*, 6 (3), 388-400.

Oetzel, J., & **Doh, J.P.** (2008). Multinational Enterprise and Development: A Review and Reconceptualization. *Journal of World Business*, forthcoming.

Bunyaratavej, K, Hahn, E.D., & **Doh, J.P.** (2007). International Offshoring of Services: A Parity Study. *Journal of International Management*, 13 (1), 7-21.

**Quigley N.R.**, Tesluk P.E., Locke E.A., & Bartol, K.M. (2007). Multilevel Investigation of the Motivational Mechanisms Underlying Knowledge Sharing and Performance. *Organization Science*, 18(1): 71-91.

**Stumpf, S.A.** Stakeholder Assessments as a Predictor of High Potential and Promotion to Partner in Professional Service Firms, *Career Development International*, 2007, 12(5), 481-497.

Okazaki, S., **Taylor, C.R., & Doh, J.P.** (2007). Market Convergence and Advertising Standardization in the European Union. *Journal of World Business*, 42 (4), 384-400.

**Toyoda, A.M.**, Quinn, .D.P. (2008). Does capital account liberalization lead to economic growth? *Review of Financial Studies*, 21(3), 1403-1449.

**Toyoda, A.M.**, Rowen, H., & Verrone, C. (2008). Japan's push for high tech entrepreneurship: Changing the institutional habitat. *Asian Business & Management*, forthcoming.

Herbert F. Aspbury '67, who has served as the Chair of our Advisory Council and that of its predecessor, The Center for Responsible Leadership & Governance, since 2002, has been appointed Chair of the Villanova University Board of Trustees. Herb is retired CEO of Chase Manhattan Bank Europe., past President of the Villanova Alumni Association, and former Vice Chair of the Villanova Board of Trustees and Chair of its Budget Committee.

Jennifer Halliday, a Principal at the Vanguard Group with responsibility for Corporate Financial Reporting and financial operations for Vanguard's international business, has been appointed to the Center Advisory council for a three year term beginning April, 2008.

Henry Klehm, formerly Global Head of Compliance at Deutsche Bank, has joined the law firm of Jones Day specializing in regulatory and corporate governance matters.

Mike Rechiene, President of Animas, a Johnson & Johnson company, organized an integrated "action learning" training program in India and China for high potential leaders at Animas and its sister companies.

### Our Supporters

We thank the following individuals and organizations for their financial support:

- Mary V. and Herbert F. Aspbury
- William K. Bacic
- Joseph F. Delaney III
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