DEAN’S COLUMN

It’s an oft-repeated platitude that “change is the only constant,” a saying derived from the Greek philosopher Heraclitus’ original sentiments. In business, as well as in life, change is not only a constant, but is actually accelerating. One only has to look at the current state of business. As we go to press, the world financial system is in turmoil, with cascading consequences for all other social systems. As a business school, it is our responsibility to prepare our students to be able to handle any change and to recognize that it can and will have global consequences.

Students must be keenly aware of other cultures and business environments. Even if they find themselves working for the smallest of businesses, it is likely that they will deal with customers or suppliers on the other side of the globe. That is why we have infused our curriculum with key elements that are essential in the international sphere.

As evidenced in the “Faculty Highlights” section of School of Business News, our faculty members conduct cutting-edge research and publish across various disciplines in the world’s leading journals. We asked our faculty members, esteemed scholars in their respective disciplines, to tackle the timely issues of globalization and branding in our “Faculty Forum” features.

Get to know alumna Nancy Stuhlmueller-Hitscherich ’84, M.B.A. ’90, who attained her dream of living and working abroad and forged a successful career in the financial sector along the way. As always, our Career Coach Doug Green ’67 provides valuable advice on how to be successful in the global economy.

The increasingly international dimension of the business world underscores the importance of cross-cultural exchange and practical training. These days, more and more students are studying abroad and completing multiple internships to get ahead. Read about Adelphi’s numerous study abroad opportunities and internship programs in this issue of the News.

We are proud to acknowledge the commitment of our alumni and corporate and individual donors who support the School of Business with their time, talents, and resources. It is with your help that we are continually improving and preparing our students to meet the demands of the global business environment.

We hope that you enjoy this issue of School of Business News and look forward to hearing from you soon.

Rakesh Gupta
Interim Dean, School of Business
Navigating Life After Adelphi

Are you a recent graduate worried about life after Adelphi? Maybe you’re a mid-career professional who would like to change professions? No matter what the circumstances, Adelphi offers numerous services to help you succeed in every stage of your career. Director of Alumni Relations Joseph J. Geraci encourages business students to take advantage of the following services both before and after graduation:

- The Count On Alumni for Career Help program (C.O.A.C.H.) pairs students with well-placed alumni at such companies as Merrill Lynch, AIG, and Commerce Bank. Mr. Geraci describes C.O.A.C.H., which was featured in Newsday last year, as “a real win-win.” Undergraduates get firsthand experience touring the workplaces of successful alumni, an experience that often leads to an internship or job opportunity. Alumni, meanwhile, get a preview of the latest crop of professionals entering the field.

- Backpack to Briefcase, a series of workshops offered in conjunction with the Center for Career Development, is open to both alumni and undergraduates. These workshops focus on such topics as dressing for success, dining etiquette, and networking, so that students and professionals can learn or refresh these essential skills.

- Adelphi’s M.B.A. Alumni Chapter continues the learning and relationship-building experiences you’ve had as an undergraduate. The group meets roughly four times per year and offers events such as wine and cheese networking receptions, as well as lectures on topics such as identity theft and leadership skills.

For more information about any of these services or to find out about the numerous other services available to alumni, visit http://alumni.adelphi.edu or contact the Office of Alumni Relations and Development at (516) 877-3470.
BUSINESS WITHOUT

The extensive international initiatives offered through Adelphi University's School of Business transform students into educated citizens of the world, ready to meet the challenges and opportunities of the global economy. Study abroad programs, a wide range of internships with global companies, conferences that attract participants from every corner of the globe, as well as the scholastic pursuits of faculty members, are only a few facets of the School of Business' increasingly international philosophy regarding business education.

"The changes in the last 25 years—economic, political, technological, and social—have made the world a truly small place," said Interim Dean Rakesh Gupta. "Some of the smallest businesses find themselves catering to customers on the other side of the globe. Knowledge and skills to deal effectively in the international arena are crucial to both growth and survival. We have a curriculum that gives our students the necessary knowledge and skills."

Last spring, more than 60 attendees representing 30 countries, including Bangladesh, the Democratic Republic of Congo, Germany, New Zealand, Ireland, England, Romania, Brazil, and Italy, convened at Adelphi to attend the "First International Conference on Social Entrepreneurship, Systems Thinking, and Complexity." The participants focused on applying complexity theory, which affirms that intricate systems, such as the stock market, may take unpredictable courses of action, to the burgeoning field of social entrepreneurship.

"Social entrepreneurship refers to projects, programs, or businesses throughout the world that are devoted to solving social and community problems, such as poverty, job training, hunger, and health care," said Professor of Management Jeffrey Goldstein. "These projects are set up to run like businesses, using business know-how to sustain themselves, while at the same time improving the community."

In April, the three-day conference was cohosted by the Institute for the Study of Coherence and Emergence, publishers of the journal Emergence: Complexity and Organization, and the Plexus Institute, an organization devoted to improving healthcare using the tools of complexity theory. School of Business faculty members including Associate Professor of Economics Mariano Torres, Assistant Professor of Management Joyce Silberstang, Associate Professor of Management James Hazy, and Professor Goldstein facilitated and attended the conference.

Adelphi students can participate in one or several of the nearly 100 internships with global companies and nonprofit organizations, including AIG, Estée Lauder, Merrill Lynch, Enterprise Rent-A-Car, and 1-800-Flowers, offered through the Center for Career Development every year, said Assistant Director and Internship Coordinator Jonathan Ivanoff. These companies offer positions in areas ranging from accounting, finance, and
BORDERS

investment to marketing, sales, and advertising, among others, said Mr. Ivanoff.

Global companies typically look for juniors, seniors, and graduate students who are knowledgeable about the politics and culture of the geographic region they will be dealing with, demonstrate mastery of their discipline, and have a serious interest in the company, Mr. Ivanoff said.

“The onus is on the intern to make the internship more substantive,” he said.

The School of Business’ dedication to fostering understanding about global issues is reflected in the scholarship of various faculty members. This past summer, Professor of Management Zhimin Huang was invited by several Chinese academic institutions to lecture on productivity efficiency evaluations and the global supply chain. Professor of Marketing Gita Surie was invited to discuss her new book, Knowledge, Organizational Evolution, and Market Creation: The Globalization of Indian Firms from Steel to Software, which centers on the globalization of Indian firms, at this year’s Academy Management Conference, held in Anaheim, California.

Through the combined efforts of faculty and administration in the School of Business and the University overall, Adelphi is equipping students with the skills and knowledge to become leaders in the global economy.

“It is a well-known fact that business has gone global, whether it is through the sale of goods through the Internet or multinational corporations establishing offices in numerous countries,” said Assistant Dean Brian Rothschild. “The approach used by the School of Business in order to prepare our students for the changing global economy is not by merely offering a course in international business, but by infusing global awareness into every part of our curriculum.”

TRAVEL YOUR WAY TO A SUCCESSFUL CAREER

Students have a priceless opportunity at their fingertips, as Jorge Garcia, director of the Center for International Education at Adelphi University, sees it.

“Think about it,” he said. “You have the chance to travel abroad for five months with only two obligations: to study and have fun.”

Study abroad, of course, is more than just having fun. It is the experience of immersing oneself in a culture and earning one’s status as a global citizen. In today’s increasingly international economy, that status is virtually a requirement for success.

According to Dr. Garcia, research shows that students with international experience climb more quickly up the corporate ladder because of the problem solving and communication skills they acquire. Unfortunately, Dr. Garcia also sees American students as being “poorly equipped” in this regard.

“Approximately 1.5 million students participate in the exchange program, but only 140,000 American students go abroad each year,” he said. “That is something that needs to change.”

When counseling business students to go abroad, Dr. Garcia urges them to consider their career goals. He said the big players in the global economy are the European Union, China, and Latin America. He advises students to specialize in one of these regions and learn everything they can about its language and culture. The fast track to doing that, in his view, is to go abroad.

“You remember more from what you experience than what you learn in a book,” he said. “These days, nearly everyone has an M.B.A., but so few have language and cultural experience.”

Along with the networking and job opportunities that study abroad provides, Dr. Garcia sees the greatest benefit to the individual student.

“You’ll have stories,” he said. “International experience gives you a second self. It shows in your perspective and your deportment.”

Visit the Office of International Student Services Web site at http://students.adelphi.edu/iss/abroad/ for more information about Adelphi University’s Study Abroad Programs.
Thomas Kowalski '09 has gotten plenty of use out of his passport throughout his life. As a child, he frequently visited family in Poland, and spent a year of high school in an exchange program in Japan. He is fluent in six languages, including Polish, American Sign Language, Italian, German, Russian, and Japanese. During the five months between March 2008 and August 2008, Mr. Kowalski returned to Japan to study at Sophia University in Tokyo, one of the country's top universities.

An accounting major, Mr. Kowalski decided to study in Japan because he was fascinated by the culture and looking for a new experience.

"Everything there is so different, from the people to what they eat," he said. "It's a completely different world."

He found much that was familiar, however, by getting involved in activities like Sophia University's hockey team, darts club, and motor sports club. He also felt right at home with his host family, referring to them as "mom" and "dad," and helping them out by changing his two-year-old brother's diapers and taking his five-year-old sister to kindergarten.

"I actually didn't miss home very much," Mr. Kowalski confessed. "I was so upset when I had to leave Japan that I started crying on the plane. It was terrible."

While studying abroad, Mr. Kowalski developed a deep appreciation of the Japanese people and their country.

"The people there are so respectful of their country and of the laws that they won't even jaywalk," he said. "Whereas we'll just cross the street whenever we want, they'll stand and wait for the light."

Thanks to his complete immersion in the language, he also gained a fluency in Japanese.

"When I first got there and I didn't remember very much Japanese,
Thomas Kowalski enjoys the breathtaking views of a national park in Nikko, Japan.

JAPAN

simple things stressed me out, like ordering food," he recalled. "But when you're forced to speak the language every day, you pick it up after just a few weeks."

The language ability and global awareness that he gained will benefit Mr. Kowalski when he begins applying for jobs next fall. His ambition is to work abroad for a financial institution, and he is confident that this experience will help him to achieve that goal.

"This changes everything," he said. "Now I have the opportunity to enter a firm and work abroad. Plus, studying abroad shows employers that I can handle stress and try new things."

While studying abroad, Mr. Kowalski developed a deep appreciation of the Japanese people and their country.
Career Advice 101

Are you prepared to enter the "real world?" In today’s global economy and competitive job market, preparing yourself well before graduation is essential to success. We spoke with Thomas J. Ward, Jr. ’93 and Jonathan Ivanoff at Adelphi’s Center for Career Development about what you can do to make yourself a desirable prospect after graduation. Hint: It’s all about the internship!

Mr. Ward has been director of the Center for Career Development since May 2008. He received his bachelor’s from Adelphi and a master’s in public administration from the Robert F. Wagner Graduate School of Public Service at New York University. He previously worked in the private sector, during which time he held the role of director of community affairs and facilities management at Haier America, LLC. Immediately prior to his appointment at Adelphi, Mr. Ward served as associate director for corporate relations at the Career Center of St. John's University, where he managed the department's employment team and developed and implemented programs aimed at building partnerships with corporations, government agencies, and nonprofit organizations.

Mr. Ivanoff, assistant director and internship coordinator, received his bachelor’s in political science from the University of California, Los Angeles. He has worked in IT management, account management, corporate training and consulting, and software technical sales and support. Mr. Ivanoff is also an ordained Orthodox priest, with an M.Div. from St. Vladimir’s Orthodox Theological Seminary, and has extensive experience in pastoral counseling and youth work.

When a student comes to you looking to land an internship or to find employment after graduation, what is generally the first step?

TW: We hope that students will start coming to us in their freshman year, so that we can really help them prepare. We are now starting to build a four-year career plan by going into the FOrE (First Year Orientation Experience) classes and getting students...
to start thinking about their career goals. That said, we offer services at any stage of the employment process. If a student comes banging on our door the day before graduation, we are not going to turn him away. There is still a lot we can do for him at that point.

How exactly do you help students to plan?

**JW:** We offer many services, such as helping students decide on their majors, as well as helping them build a résumé and develop interview skills. Professional etiquette, like how to converse over email and in person, is very important, so we try to teach that to students. We also sponsor programs, like internship and job search workshops. For example, we hosted a Career Services Block Party on August 27, 2008 for students to meet with campus and outside employers, as well as an Open House on September 17, 2008. That’s in addition to our internship program and the one-on-one counseling we offer.

How strongly do you recommend internships for students going into business? What edge do they gain in the job market from having had an internship as an undergraduate?

**JW:** Internships are important learning experiences for students to bridge the academic and real worlds. I tell every student that comes in here asking about an internship that you make a trade-off. You probably won’t get paid, but the experience at a large firm is your foot in the door. Employers like to hire those they know, so by working at a company and allowing them to see you and get to know you, you are really getting an extended interview process. It’s also a great opportunity to show leadership skills, since interns have the flexibility to initiate new projects that paid employees often don’t because they are tied to a specific job description.

**TW:** It’s really important as the job market gets
tougher. 2008 graduates face the toughest job market in five years. It used to be that employers looked for at least one internship on your résumé; now, they look for two or three.

Two or three internships? Isn’t that a lot to fit into four years?

**Ji:** An internship can be one day a week or during the summer. It doesn’t have to take up a lot of time. We work closely with the companies that come here looking for student interns. In fact, many companies specifically look for Adelphi students as interns because we’ve built such a great relationship with them in the past. The Internship Advisory Committee ensures that the companies we partner with offer a valuable experience for students, so you won’t be wasting your time.

How should students prepare for their internship search?

**TW:** We encourage students to start preparing in their freshman year, but we will also help them later in the game. Career planning is a process, and looking for a job is itself a full-time job. The Center tries to use the small, personal community at Adelphi to make that process as friendly and manageable as possible. Now available on our Web site is PantherZone, an online listing of campus jobs, outside jobs, and internships that students can search on their own. It’s also helpful if they bring in a draft résumé of their goals, interests, and experience that we can use to get a sense of where they will fit best.

It seems like people don’t work for one company their whole lives like they once did.

**TW:** Yes, that’s true. Most people now have six or seven careers in one lifetime, on average. They really need to be able to bridge different experiences and learn to apply their skills to different arenas. In today’s international economy, employers really look for computer, language, and communication skills, as much as they look for a prestigious M.B.A.

**Ji:** In one of my former jobs, I had dinner once with a vice president who was looking to hire a new employee. I asked him about the qualities he was looking for in a candidate, and was shocked at his answer. “What does he know about art?” he asked. “Can he talk about opera?” This floored me. The vice president went on to explain that he was looking for someone well-rounded. He told me, “We can teach him what he needs to know, but you can’t teach someone to be an interesting person.”

It seems, then, that not only undergraduates would benefit from the services you offer here at the Center for Career Development. Do you offer any services for alumni?

**TW:** Sure. Alumni have services for life here at the Center for Career Development. We even offer programs that are specially geared for students after they graduate, like our Backpack to Briefcase program on professional etiquette, our money skills workshops, and our career change services. We really want to help students learn what their core skills are, so that they are able to apply them to different arenas as they change careers throughout their lives.
Truly Driven: Kanishka Kelshikar ’09

Kanishka Kelshikar ’09, a senior majoring in mathematics and economics, is well on his way to achieving his ambition of working in a Manhattan investment management firm. Kanishka has already been head intern at Alternative Asset Investment in Manhattan last year and worked this past summer at Sandler O’Neill & Partners, LP, also in Manhattan. With his extensive experience in landing internships and making connections, Kanishka offers sound advice to his fellow business students.

START LOOKING FOR AN INTERNSHIP NOW!

In today’s uncertain job market, the more experience you gain in the field, the better off you’ll be. Since an internship is the best way to do this, according to Kanishka, he started his quest to land a good one in the summer of his sophomore year.

“You need to start your search way in advance. Most places won’t take you on as an intern until you are a junior, but you need to prepare before then. That means going online and identifying the industry that interests you.”

The next step, Kanishka advises, is to ditch the generic application and go for the personal touch. Read articles about topics that interest you and contact the author to make a connection. Reach out to alumni through the C.O.A.C.H. (Count On Alumni for Career Help) program. Or you can send an email to someone at a company you’re interested in by using that company’s email formula.

“It’s all completely initiative,” he said. “There are maybe 100 applications, 10 interviews, and only one job. You need to do what you can to make sure you are in the one percent that gets that job.”

BUT DON’T FORGET TO HAVE FUN...

As a student in Adelphi University’s Honors College, Kanishka has attended numerous cultural events as part of the College’s commitment to student development through the arts. He credits these experiences as the selling points in his interviews.

Kanishka recalls his most recent job interview with Managing Director Robert Castrignano at Sandler O’Neill & Partners, LP. Mr. Castrignano had previously worked for more than 20 years at Goldman Sachs, traveling extensively among its branches in New York, London, and Hong Kong. During the interview, he took a cursory glance at Kanishka’s credentials, but Mr. Castrignano was mostly interested in talking about Kanishka’s education in India and cultural experience. Kanishka was initially taken aback by this angle, but now attributes it to the very social aspect of business.

“Especially during your first years in business, there are very long hours,” he said. “If you are going to spend the entire day with someone, you want him or her to be an interesting person.”

That is why personality counts, no matter how impressive your grade-point average, said Kanishka.

“They’re not looking for geniuses,” he said. “They’re looking for someone with good judgment, who is hard-working, and who has been trained well.”

AND KEEP AN OPEN MIND.

Not every internship that you land is going to be your dream job. Even if you find one in your area of interest, those interests are likely to change.

“We’re students, after all,” said Kanishka. “We don’t know what we want. Don’t put all your eggs in one basket, but rather accumulate as many connections as possible. If the internship doesn’t turn out to be what you want, then use it as a launching pad for something else. It’s never a waste of time.”

And even if you don’t end up getting a position you’ve interviewed for, making an impression is what counts.

“They may not be able to hire you, for whatever reason, but if they like you, they’ll want their clients to have you,” he said. “It’s all about networking and getting your foot in the door.”

Want to know more?
To stay abreast of Kanishka’s job hunt or to gather some valuable tips that may be applicable to your career, visit Kanishka’s blog at http://students.adelphi.edu/blogs/career/
This past June, three School of Business students headed to sunny Los Angeles to learn about business communication, leadership, and team building, among other essential skills, as part of Operation Enterprise, an eight-day seminar held on the University of California, Los Angeles campus. Thanks to the assistance of Assistant Dean Brian Rothschild, accounting major Tori Cozzi '11, management major Filippo Rappa '09, and finance major Anton Volobuev '11 received scholarships to attend the prestigious institute. Mr. Volobuev kept a journal of his time in Los Angeles, detailing the courses that he and his fellow students attended and the invaluable lessons they learned. Here's a glimpse into Operation Enterprise:

Day 1
The flight to Los Angeles was better than I expected. I watched television during the flight, and got to know my fellow Adelphi students a little better. On the cab ride from the airport, Filippo saw a movie star by a hospital (his wife is supposed to be having a baby, newspapers say). When we got to UCLA, we realized that the campus for this school is probably the size of Garden City. However, we managed to find our way easily and located our hotel-like dorms. We went to the cafeteria, where we realized that you swipe your ID card once, and you can eat as much as you want. The campus seemed more of a resort than a school. Palm trees and many other types of plants are all over the campus. Because we had a few hours to spare, we decided to walk around and explore the campus. We found basketball courts, borrowed a ball from the recreation office, and started a game. After the game, we went back to our rooms to shower and get dressed for the activities. We ate dinner with the entire group of people. After that, we moved on to team-building activities. The staff prepared little workstations for us with different tasks. We were divided into four groups. The tasks were broad yet simple: construct as many six-lettered words as possible. The staff observed how we worked with people we barely knew. Orientation followed that. We pretty much got to know one another through these methods. Finally, the evening activity came. We played a game called charades. This game brought us all so much closer together, and, not to mention, made us laugh until we nearly cried.

Day 2
The day started off with a leadership workshop held by Bonnie Laird, who taught and explained a lot of different methods aimed at becoming a successful leader. After lunch, a strategic planning workshop followed, which was held by Dave Schropfer. Dave showed us how to plan out goals and how to achieve them. We later took a class photograph. After that, Dave taught us negotiation skills. He taught us how to negotiate and get what you want out of the deal. The evening activity was a surprise. We played a scavenger hunt game on the UCLA campus. We unlocked riddles, which told us what to look for. It took us until midnight to finish the game.

Day 3
Business writing with Bonnie Laird kicked off the day's events. We looked at some examples of memos and
Head to UCLA

A view of the beautifully designed pond at The Getty Center in Los Angeles

Adelphi students at The Getty Center

About the Author

My name is Anton Volobuev. As you can tell from my last name, my roots are not from America. I was born in Moldova, Chisinau (formerly known as Russia until the fall of the Soviet Union). My parents moved to the U.S. when I was 10 years old. They said that my sister and I will have better opportunities here, and we would see them with time. I grew up in Brooklyn, New York. I attended three different elementary schools, three different junior high schools, and two different high schools. Most of the moving was due to my family's searching for a better environment and living conditions.

Today, I can honestly say that I found the perfect learning environment for myself at Adelphi University. At the moment, I am a sophomore majoring in finance. To be honest, I believe I am an entrepreneur at heart. That is why I created www.MyWallStreetNetwork.com, a free Web site where people learn about the business world. I mixed my finance interests with entrepreneurial skills. The Web site had a good run for about a month until I was forced to shut it down due to spam overload. Currently, I am working on reopening the Web site with new and exciting features. My goals are simple: Revive the site, stay fit and healthy, 4.0 this semester, and most importantly, learn as much as I can. I live every day of my life by a simple, yet very powerful quote: “Either I will find a way, or I will create one.”

Day 4

We began our day with a seminar on presentation skills delivered by Bonnie Laird. She went over the basic steps to the presentation and explained to us the secrets for attention grabbing. After that, we went to lunch and moved on to the next session, when Michael Galante presented goal setting. He showed us why it

conversations she had compiled, and we realized that a lot of people really do not know how to write such things. This workshop taught me that you must keep things simple and straight to the point with business writing. After lunch, we went out to a museum, The Getty Center, which turned out to be spectacular because of everything that we saw. Michael Galante held the day’s next workshop on communication skills. He was able to show us how to better connect with people, just by understanding what kind of communication style we have. At night, our evening activity was to go out and see the night life. I ended up staying in my room and trying to catch up on some sleep because I was exhausted from all the activities that we had.
is important to have your goal written down, instead of just keeping it a thought in the back of your mind. A plan which is not written down is simply a wish or a hope," he said. After dinner, we had a panel forum session. There were seven people, whom we could ask any type of college/career questions. The entire group received an enormous amount of useful information at this session. Not to mention Tory and I were able to speak to Mr. Galante and invite him to speak at Adelphi. The session ended around 10:00 p.m. and we called it a day.

Three of the School of Business students who participated in Operation Enterprise at the University of California, Los Angeles

Day 5
The day started off with an "Ending Sweaty Palms" workshop, which taught us job interviewing skills. Melanie Szlucha, president of Red, Inc., was the instructor during this session, after which we had lunch and moved on to the next session. Ms. Szlucha also taught the "Networking Skills" workshop. Here, we learned how to stay connected with people that we meet in our everyday lives. After dinner, we had time in a computer lab to prepare for our presentation that was done in groups. Next, everyone met for a roundtable review, where we discussed how the program is going.

Day 6
Today we made our presentations. Five judges and the entire American Management Association "Operation Enterprise" staff judged us on our presentations. My group represented a U.S.-based construction company trying to build homes in the Bahamas, while the judges acted as our customers. Our main goal was to explain and prove to them that our company has what it takes to build quality homes for all families at all income levels. This presentation touched on all the topics that we learned during the week. None of the groups were allowed to use PowerPoint, so we relied on our creativity to stand out. After all the presentations were successfully completed, the judges provided feedback. We learned how to "sell" better to our customers.

After a long week of hard work, we finally got some free time. The staff surprised us by taking us to see Hollywood, where we walked around, took pictures, and shopped. After that, we went to the Santa Monica, where we relaxed until 8:00 p.m. We returned to UCLA to prepare for the next day's events.

Day 7
None of the staff told us what we were going to do today. We came into our classroom, wondering what we were going to learn. The tables were set up differently. We were told that for today, each and every one of us would be a manager by the name of AJ. We received a stack of his mail and we needed to resolve his issues at work. Some of the issues that required a resolution included catching an employee who stole from the company, receiving a negative reference in response to a quality control seminar, and meeting with an employee who has personal issues that have been affecting his work. This consumed most of the day. After receiving feedback from our staff on how we did with the exercise, we had a graduation ceremony, during which each of us received certificates. At night, we went out with the entire group for our final meal. We had a lot of fun and were able to exchange contact information with our new friends.

Day 8
We packed our suitcases and began traveling back to New York. We nearly missed our flight because of a terrorist scare in the LAX airport that occurred two hours before our flight. Luckily, we made it and were home in no time.
FACULTY FORUM: GLOBALIZATION

How is globalization changing the landscape of business and how can jobseekers make themselves more attractive in this brave new world, so to speak? In this issue of “Faculty Forum,” we asked School of Business faculty members to share their insights.

James Hazy
Associate Professor of Management

The pressures of globalization are forcing changes in almost all aspects of business. The traditional view of a “business,” where all of its functions—sales, marketing, distribution, engineering, manufacturing, procurement and supply chain management, service delivery, finance, human relations, and administration—are under one roof, will become far less common. What will be more common is an international network of suppliers and customers that interact on a 24/7 schedule. This is because communications and computing technology have leveled the global playing field as never before. This means more competition and higher-quality products for the same price.

Young people entering the workforce should expect an extremely competitive environment, one where many of the old rules no longer apply. In many cases, their managers will be less savvy in many of these areas than they are. Thus, in a certain sense, young people who have come of age using the newer technologies will have a tremendous advantage over older workers. At the same time, many of the older workers will be their bosses. This makes for a challenging environment, but one with tremendous potential. Everyone should jump at chances for international travel and, in general work, to gain the right experiences for their future career choices.

Mariano Torras
Associate Professor of Economics

Overall, I’d say that the phenomenon of “globalization” is mostly overstated. It has been with us for at least a few centuries. The problem of job loss due to outsourcing is statistically of relatively little importance. There have been other notable changes, however, that accentuate the impacts of globalization. I’d say that the most important of these is the manner in which economies have become less productive and more speculative. Today, a primary goods export economy in Africa or Asia can be decimated by the actions of traders of commodities or currencies. While this was also true in the past, the magnitude of the problem has increased substantially. The increasingly rapid diffusion of new technologies that we are witnessing also, for good or ill, cause far more rapid change around the globe than in the past—change that is usually irreversible.

Susan Li
Professor of Management Information Technology

Globalization has provided business with great opportunities. Companies such as GE, Cisco Systems, Intel, etc., have more than half of their revenue coming from overseas, with double-digit growth in countries such as China and India. With a slow-growth economy environment in the United States, globalization has made the corporation balance sheet much stronger than otherwise.
FACULTY HIGHLIGHTS

The School of Business faculty continuously immerse themselves in scholastic pursuits. Following are summaries of their recent research, publications, and presentations.

Allan Ashley (Chair, Management, Marketing, and Decision Sciences) published "Closing the Gap Between Business and Technology: Conquering the Great Divide," which won the Best Paper Award application. The paper, written in conjunction with Thomas Diamante, was featured in the Journal of Business and Economic Studies, Vol. 13, No. 2, fall 2007. Professor Ashley also published Adelphi's Bender Award-winning paper, written with Assistant Professor (Management) Gita Surie, "Integrating Pragmatism and Ethics in Entrepreneurial Leadership for Sustainable Value Creation," in the fall 2007 issue of the Journal of Business Ethics. Professor Ashley, along with Alvin Rosenstein (Marketing), Rakesh Gupta (Interim Dean), and K. Ulin, published "Attitudes Regarding Action Learning: Undergraduate vs. Graduate Students" in Proceedings of the College Teaching and Learning Conference (on CD-ROM), January 2008.


Dennis Payette, (Management), Rakesh Gupta (Interim Dean), and Anthony Libertella (Former


Darko Skorin-Kapov (Management) attended the 21st meeting of the European Chapter on Combinatorial Optimization, which accepted 83 scientific papers with 194 authors worldwide, and was held in Dubrovnik, Croatia, June 29-30, 2008. The meeting included six plenary talks and 21 sessions with standard presentations. Selected papers presented during the meeting were featured in special issues of two journals: the Journal of Scheduling and Algorithmic Operational Research. Professor Skorin-Kapov, editor of a special issue of the latter journal and a member of the scientific committee that organized the conference, held a plenary session, “On Cost Allocation Schemes in Networks: Cooperative Game Theory and Combinatorial Models.”


How to Green Your...

Want to do your part for the environment while also getting some mileage out of that business degree? We spoke with Assistant Professor Graham K. Henning about how you can combine both passions in the field of sustainable tourism.

Q: How did you become interested in sustainable tourism?
GH: I earned my Ph.D. from the University of Calgary in the field of tourism management and I wrote my thesis on sustainable tourism, which I have now turned into an article that was published in the most recent edition of the *Journal of Sustainable Tourism*. My interest in sustainable tourism is also related to my interests in culture and cultural tourism. I aim not simply towards the preservation of our natural environment, but also to ensure that diversity in culture does not die out with globalization. This has been an issue that has followed me throughout my academic career. I also believe that sustainability is a way of life, not just doing something to help improve Adelphi or tourism. I try to minimize my footprint as much as possible. For example, I take public transportation rather than drive, recycle, and use energy-efficient products in my home.

Q: What makes tourism sustainable?
GH: Sustainable tourism refers to resorts or attractions that can continue to attract and accommodate a large number of people over time.

Q: Is that the same as eco-tourism?
GH: Eco-tourism is a type of sustainable tourism that specifically refers to preservation of the environment. The goal there is to create a place for people to go without damaging natural habitats or leaving a large footprint. You would think that they are one and the same, since you can't sustain any kind of tourism if the environment isn't there, but this is not so. For example, Disneyland is a sustainable tourism destination that has completely paved over the natural landscape. It will continue to draw people, but it is certainly not green.
Business Degree:
Professor Graham Henning on Sustainable Tourism

Q: How do you envision the future of this field? Is it an idea of the moment or something that offers long-term security and growth?

GH: The field has certainly grown quite a bit, despite the general downturn in tourism. With gasoline prices going up and the overall economic situation, it is true that people just aren't traveling as much. However, people still like to go to places that are pristine. The irony here is the inverse relationship between traffic and sustainability. National Parks visitation is down because people don't seem to be as comfortable in the outdoors as they once were, they are more urban-oriented. This is unfortunate in a way, because people won't necessarily develop sensitivity to environmental issues, but it is helpful in preserving the parks so that people who do want to travel there can enjoy it longer and more fully. In this case, less tourism is the most sustainable kind of tourism.

Q: What advice do you have for students who wish to become involved in this field?

GH: Take courses in environmental science and biology, as well as recreation and sports management, to build your understanding of the field. They can approach me for independent study courses. Should sufficient interest be shown, that would lead to developing a formal course on the subject to be offered to all students. Students should be doing their part to make Adelphi greener than it already is, and that will really impress whoever reads their resumes. You want to show employers that you have a true interest and basic understanding of what sustainability really is. Lots of people can say, 'I want to save the world,' but very few know exactly what that entails.
FACULTY FORUM:
How Do You Brand Yourself in Today’s Global Marketplace?

Most people think of branding in terms of products or services, such as Starbucks or Google. People rely on brands because they believe they are reliable indicators of the characteristics and benefits of what the brand itself represents. However, the branding process can also be applied to individuals, such as celebrities and even business and other professionals. In today’s global marketplace, “branding” gives an individual an edge in the competitive business environment, so we asked School of Business faculty for some advice on how you can become the next “Pepsi” or “Nike.”

Alvin Rosenstein
Professor of Marketing

First and most importantly, you should know yourself: your own attitudes, strengths, and vulnerabilities. You should be especially cognizant of the types of things you enjoy doing. I say this because I firmly believe that the best way to succeed in life is to select an occupation that you will enjoy and find fulfilling. There are tools to help you accomplish this first and all-important task. Perhaps the best is the Strong Interest Inventory (available at no cost to the Adelphi University community at Adelphi’s Center for Career Development). This inventory helps people to identify career options they would find enjoyable and fulfilling.

Of course, enjoyment isn’t the whole story. You also should possess competencies appropriate to the career. Such competencies reflect not only your “natural” abilities, but also your education and training. That is why I advise my students to try to identify potentially satisfying career options early in their college years, when they have the opportunity to select the courses required for their career options and experiment and further evaluate which types of courses and career options are right for them.

Once an appropriate career option has been identified and pursued, the professional branding process can begin. First, you have to understand the requirements and priorities of your potential employers (your own professional target market). Once this is accomplished, you should try to (1) gain the additional education and experience necessary to meet your target market’s requirements and priorities; and (2) you should effectively communicate your own professional training, accomplishments, and skills that meet these priorities and requirements (i.e., your professional “brand characteristics”). In doing this, you are involved in branding yourself for the global marketplace.

Of course, like brands, people change over time. We know that, on average, people change careers several times over their lifetimes, possibly because of changes in their attitudes and circumstances. So, your own professional brand may be altered significantly over time. Such changes are best considered as a form of personal evolution, in which you should try to build upon what has preceded, taking advantage of your prior training and experience as your career evolves within the global marketplace.

Monica Yang
Assistant Professor of Management

Although it is about “branding yourself,” not “surviving” or “succeeding,” you should think about the following questions: First, what are the key features of the global economy? And what are the key skills and competencies required for today’s global economy? If you do not understand what a global economy needs, or what changes it brings, you are not preparing yourself with sufficient knowledge of the current working environment. Secondly, you should ask, “What are my strengths and weaknesses?” This is your self-examination on how much technical expertise you
have obtained in your major and also how adept you are at handling interpersonal relationships. Then, the answer to the “branding” question is to match up your strengths with the demands of the global environment and defend your weaknesses.

To me, “diversity” and “flexibility” are two critical characteristics of the working environment under a global economy. Therefore, adapting to various cultures, performing a variety of work activities, and continuously developing new competencies for the future are some of the necessary training and mental preparation for lifetime employability in that economy.

David Prottas  
Assistant Professor of Management

People who want to establish their own brand need to develop extensive personal networks and then ostentatiously engage in behaviors—“do things”—that are consistent with their brand. It is likely that companies and people will place higher reliance on personal referrals from known and trusted sources when deciding who to hire (or contract with), even as they are bombarded by highly tailored résumés and links to online profiles. As their own credibility is valuable, people will be reluctant to “vouch” for anyone, even if they like them personally, unless they have seen them in action. It is crucial to be consistent across settings, as the distinction between personal and professional lives has been blurred. For example, if you brand yourself as “someone who solves complex problems by thinking outside of the box,” the “voucher” may be equally convinced to recommend you regardless of whether he saw you exhibit this skill at work or at play.

Still without a firm “brand identity?” Professor David Prottas suggests picking up a copy of The Future of Success: Working and Living in the New Economy by Robert Reich.
In today's chilly economic climate, anything that job seekers can do to make themselves more competitive is not only beneficial, but also essential in achieving positive results. We asked our Career Coach, Doug Green '67, to address the requisite skills for achieving success in today's global economy.

ABOUT THE AUTHOR
Doug Green '67, an Adelphi Trustee and alumnus, is well versed in navigating the often rocky road to career success. Doug, a C.P.A., was the partner in charge of leadership development in the Office of the Chairman at KPMG, one of the "Big 4" global accounting firms. He was a member of the firm's Americas/U.S. Board of Directors from 1998 to 2005, and retired in 2006 after having spent his entire 37-year career with the firm, including 27 years as a partner, having taken on various leadership responsibilities in both the tax and HR sides of the house.

Doug earned his bachelor's in business administration from Adelphi in 1967 and his master's in business administration in accounting and taxation at Pace University in 1971.

Q: What are the essential skills and character traits that one must possess to be successful in their chosen profession, considering today's rapidly expanding and ever-changing economy?

In the world that I came from, those individuals who possessed the right combination of skills/traits, both soft and technical, were the ones who were the most successful. The most successful of those became leaders—leaders who embraced change and leaders who, along with their teams, kept pace with the globalization of today's marketplace.

Before I enumerate what those skills/traits are, please bear in mind that no one individual can be all things to all people. It is, however, a combination of your skills/traits, those of your team, and those of the broader network of your organization that clients demand. They want the best your firm has to offer, whether you personally possess these traits or you can identify the right person(s) and bring them to the table. It's essential in today's global economy that you capitalize on "the power of the organization," rather than "the burden of the individual." Thus, having a deep understanding of your organization and the willingness to utilize the individual strengths that comprise the whole are key to forging a successful and rewarding career. So let's begin.

- Self-Starter—Don't wait for instructions, they may never come. Make things happen that might not happen otherwise. Take on seek out new and varied roles and responsibilities.

- The 3 Ps: Presence/Passion/Positive Attitude—Someone with these traits stands out in a crowd. I can't stress enough the importance of passion and a positive attitude, which are absolutely critical. No one wants to be associated with people who have negative attitudes, be it superiors, peers, subordinates, or, most importantly, clients.

- Deep Expertise: Technical/Industry/Business Development/Operational—You must be an expert in something, an area of deep expertise that others seek out, whether clients or individuals from within your organization. Remember, as I said above, while no one can be viewed as all things to all people, you do need to ensure that you are viewed as having deep expertise in a given area, be it technical, industry knowledge, business development, operations, etc. And whatever that expertise is, teach others in your
organization that skill set. Leverage is essential, as clients and individuals in your organization access you and your team members.

- **Change Champion**—I love to use the analogy of the great hockey player Wayne Gretsky, who attributed his Hall of Fame-caliber skills to passing the puck to where he "anticipated" his teammates would be and not where they were when he was setting up scoring plays. The same is true in this fast-paced, ever-changing global economy we're in. You need to anticipate change and prepare for it, ensuring that you and your team keep pace with the globalization of today's marketplace. You need to be out front, not only serving your clients' needs today, but preparing for those that they will face tomorrow.

- **Global/International Experience**—Borderless markets, boundless career opportunities. It is essential that you gain relevant international experience. There are generally two ways of obtaining it: work with large multinational clients or seek out rotational assignments overseas. Many large U.S. companies today are offering such assignments that are career enhancing and rewarding, which broaden both personal and professional perspectives. Many offer opportunities to relocate your entire family to share in the experience, with assignments generally running from two to five years.

- **Strong People Skills**—Genuinely care for your people, be a great coach/mentor, and develop and promote the next generation, with special attention to your replacement players. Moving up the corporate ladder will be made a lot easier when you leave a team in place to take over your current responsibilities, who are poised to become the leaders of tomorrow.

- **Trust/Relationship Building**—Never underestimate the value of trust. Leaders gain trust by recognizing the tremendous responsibility that goes along with having someone else put his or her trust in you and then earning that trust every day through your actions. When we do the right thing, in the right way, we earn the right to ask others to do the same thing—be it clients, fellow professionals, family, or friends.

- **Become a Student of Leadership**—A quote that I love to use is "I am a part of all that I have met" from the poem *Ulysses* by Tennyson. Every day we witness leaders and their behaviors, and it's a great way to develop, grow, and create one's own leadership style. That is something I practice, preach, and live every day.

Reading these principles is a start. Practicing them every day and making them come alive in actions and not words will take time and work and eventually will become part of your DNA. And I assure you, if you do, it will go a long way in helping you obtain the goals and ambitions you have set for yourself and your family, as it did for me. Wishing you all good things!!!
HOW TO SUCCEED IN BUSINESS WHILE REALLY TRYING

Nancy Stuhlmuller-Hitscherich ’84, M.B.A. ’90 attributes much of her success in business to her liberal arts background as a history major and German minor. The skills that she acquired would later assist in her switch to business.

“My ability to write, analyze, and think critically helped, and I learned that from Adelphi,” she said.

Her proclivity with a pen enabled her to write numerous financial statements and 25-page proposals that landed several million-dollar banking deals. While she had no prior background in business, her professors assured her that the transition would not be impossible. They could “teach her the numbers,” so long as she could utilize her other skills, she said.

Mrs. Stuhlmuller-Hitscherich valued Adelphi’s small class sizes, which enabled her to become familiar with her professors. She appreciated that she was “more than just a number to them,” in particular; Dr. Eva Friedman and Dr. Robert Ernst. Graduating with a 4.0 average, she was the recipient of 21 scholarships and awards, and would later go on to be awarded two German Academic Exchange Service (DAAD) scholarships for study in Germany, making her the first Adelphi student to receive these awards. She conducted research at the renowned Heidelberg University, and while in Germany, Mrs. Stuhlmuller-Hitscherich bravely decided to make the jump from history to the business world.

Upon her return to the U.S. in 1985, she entered the competitive Loan Officer Development Program at National Westminster Bank USA (NatWest). Mrs. Stuhlmuller-Hitscherich excelled during the 16-month program, finishing among the top three in her class. She completed her M.B.A. in international business at the School of Business in three and a half years at night, while working full-time during the day. Steadily moving through the ranks at NatWest, she was promoted to vice president for commercial lending. Although she was content in her position, Mrs. Stuhlmuller-Hitscherich yearned to return to Germany to work and live. Despite comments from naysayers that it would be “impossible” to find a job in Germany, she decided “to make it happen” and worked for a year in Germany as a commercial lending officer for NatWest AG, the German subsidiary of NatWest. She was the only female American employee at NatWest AG in Frankfurt, Germany.

With the birth of her first son in 1996, she relocated to Texas with her husband, John, when he was transferred with IBM, and took a part-time job as a commercial paper sales buyer for a Dallas, Texas-based firm.

On a daily basis, Mrs. Stuhlmuller-Hitscherich said that they traded anywhere from $4 to $8 billion. She describes the trading floor as resembling that of the New York Stock Exchange, complete with the “negotiations, deals, and high energy.”

“I absolutely loved it,” Mrs. Stuhlmuller-Hitscherich said.

In 2007, she launched her own consulting business, where Mrs. Stuhlmuller-Hitscherich does accounting, business process analysis, banking, and bookkeeping. The energetic native New Yorker attributes her continued success and adaptability to her “New York work ethic” and “street smarts.” With no signs of slowing down, the wife and mother of sons Andrew and Peter continues to lend her talents and skills to different professions and clients.
ALUMNI UPDATES

WILLIAM GIDDINS '87 is owner of Brodnax Apparel Co. Inc. and former owner of Micronaut Inc. and Isabella Inc., children's clothing manufacturers in New York.

TSOLTIM SHAKABPA '67 recently had his sixth book of poems, Dead People Talking, published by Paljor Publications in New Delhi, India. More information is available at manager@paljorpublications.com.

ROBERT DAVIES '77 was appointed senior adviser of GrapeTax.

COURTNEY VOSES '78 recently celebrated her 25th year as a private practice attorney.

GARY JACOBS '79 was appointed chief financial officer of Chem RX Corporation.

ANTHONY MAROTTA '80, M.B.A. '82 is assistant special agent in charge, Drug Enforcement Administration, and oversees D.E.A. activities for all areas of Ohio, except Cincinnati.

CHRISTOPHER PAPPAS '81 decided to continue his father's legacy in providing butter, eggs, and cheese to New York City restaurants, after experiencing the culinary splendors of Europe. With his two brothers, John and Dean, he transformed his father's old catering company, The Veteran's Butter and Egg, into Dairyland, now one of the leading purveyors of dairy, meat, and fish in the New York area.

JUDITH (WILKENS) LEV M.B.A. '83 is the senior vice president for wealth management, senior investment management specialist/financial consultant, and financial planning specialist of the Lev Group of Smith Barney. She was honored with the Long Island Center Achievers' Award and chosen in 2007 as one of the Top Ten Women in Business in Queens, New York.

DAVID BRAVERMAN M.B.A. '84 joined the ICMA-RC as vice president, equity.

KEVIN O'CONNOR '84 was appointed chief executive officer of Bridge Bancorp, Inc.

JAMES KALPAKIS '85 has his own practice as an attorney concentrating in personal injury, real estate, and litigation, with offices on Long Island and in New York City. He is president, owner, and manager of KAL-PAK Realty LLC, which develops properties in New York, North Carolina, and Florida. He also presides over the Queens chapter of Cooley's Anemia Foundation, which helps to raise money and find a cure for young children suffering from the rare blood disorder.

LILY LEV-GLICK '85, M.B.A. '92 was appointed vice president of research services by L.G. & P. In-Store Agency.

RICHARD GRANT '86 was appointed chief financial officer and senior vice president of sales and marketing by Deltathree, Inc.

SHIRELLE (FARRAR) PEARSON '89 is pursuing a human resources management certificate at Hofstra University and a certified employee benefit specialist designation from a New York benefits group on health. She is a member of the Long Island Panel, the Society for Human Resource Management, and the International Society of Certified Employee Benefits Specialists.

ANDREW BOBETSKY M.B.A. '89 joined Electron Energy Corporation as a project and inside sales manager.

ANTHONY MUNISTERI M.B.A. '90 is the asset optimization director for Sigma Energy Solutions Inc., a unit of Alstom Power.

STEPHEN MILLER '92 is the principal at Otwell Middle School in Georgia, and is the proud father of 16 children, half of whom are adopted and have special needs.

CHRISTINE (BOWKER) FORMOSO '93 joined the PENN Capital Management Company, Inc. as the vice president of marketing and client services.

JOHN MURPHY M.B.A. '94 is manager of audit at E*Trade Financial Corporation.

DEANNA (IVANICKI) STEARNS '97 celebrated the birth of her child, Summer Grace Stearns, on August 18, 2007.

JOSEPH LARDARO M.B.A. '00 is currently running all comm/date sales for Graybar Electric in New York.

MONICA TEXEL '06 landed a job as a human resources assistant at International Swaps and Derivatives Association, Inc.

KRISTIN MARTIN '08 accepted a position as a client services manager for Capital Counsel LLC, an investment firm in Manhattan.
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Your Success
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We are seeking to develop a database of alumni willing to speak or provide advice either generically or on a specific area of business. Being part of the program simply means that our office may contact you if a request for speaking/mentoring arises that matches your background or interests. Your time commitment for this engagement opportunity would be minimal. If you are interested in being included in our database of speakers/mentors, please check the box below, or call (516) 877-2470 or email alumni@adelphi.edu.

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