

# GLOBAL ACTIVITIES

2013–2014 REPORT



**HARVARD**  
BUSINESS SCHOOL

IN A RAPIDLY  
CHANGING, DYNAMIC  
ENVIRONMENT,  
MANY OF SOCIETY'S  
MOST INTERESTING  
OPPORTUNITIES  
AND PERSISTENT  
CHALLENGES  
REQUIRE LEADERS  
WITH A GLOBAL  
PERSPECTIVE.

# Harvard Business School provides students with an education that is unmatched in its breadth of analysis and global understanding.

HBS's international strategy is driven by research and course development. Intensive, multi-day immersions outside of the United States and extended research fellowships enable faculty members to experience firsthand how business is conducted around the world. The insights they gain and the concepts they generate not only contribute to the development of global management best practices, but also enhance the curriculum and inspire new streams of inquiry.

The School's strategy also includes disseminating knowledge and ideas worldwide through cases and other publications; providing in-country field experiences for MBA and doctoral students; and strengthening relationships with businesses, universities, and alumni in a host of countries. Supporting these efforts are eight global research centers, which exemplify how HBS is engaging in management practice and management education while leveraging a lean physical presence and a network of dedicated alumni and friends.

The stories that follow illustrate some of the ways the School's students and faculty are broadening their global awareness and influencing business practice around the world.



Professor Geoffrey Jones

# MANAGEMENT LESSONS FROM THE PAST

To operate in a global economy, MBA students must understand business history. It is on this premise that Professor Geoffrey Jones built the Entrepreneurship and Global Capitalism course in the second-year Elective Curriculum. “Globalization creates disparities,” Jones says. “If there are too many losers, a major backlash will result. This course has been shaped for the world in which our students will lead.” Covering a span of 150 years, including what Jones describes as a “glorious burst of global entrepreneurship” in the 19th century, the course traces the closely related issues of globalization and corporate responsibility through the eyes of entrepreneurs.

Jones, the Isidor Straus Professor of Business History and faculty chair of the Business History Initiative (BHI) since its inception in 2011, notes that HBS has a unique record of investing in the study of business history. Today, its work includes “Creating Emerging Markets,” an oral history project in which the BHI is documenting the stories of entrepreneurs in Latin America, Asia, the Middle East, and Africa. Videos, texts, and links to resources are available on a public website ([www.hbs.edu/businesshistory/emerging-markets](http://www.hbs.edu/businesshistory/emerging-markets)) for users worldwide—including, of course, Jones’s students. Interview transcripts are also available at Baker Library’s Historical Collections.

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Entrepreneurship and Global Capitalism has evolved as students have suggested new case topics and even coauthored cases. Jones takes particular satisfaction in the fact that there is now a much greater concern about corporate responsibility and its role in the future of global capitalism.



Restaurateur Gastón Acurio, center, with HBS students and restaurant associates, from left Nabil Mohamed, Elizabeth Dykes, Matt Cooper, Acurio, Cici Liu, Alejandra Arispe, Gideon Wilk, Erika Schuler, and Junghans Tasani.

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“MBAs are great at coming up with business ideas, but to be successful, those ideas have to be based on the way people in-country really think.”

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# HANDS-ON EXPOSURE TO BUSINESS

As part of their research into extending the brand of Peru-based chef and international restaurateur Gastón Acurio, Elizabeth Dykes (MBA 2015) and a team of classmates interviewed consumers in grocery stores and on nearby streets in Lima, Peru. The HBS students made the trip in January as part of the Global Intelligence module of their year-long FIELD (Field Immersion Experiences for Leadership Development) course, which was introduced into the Required Curriculum in 2011.

Team members were seeking feedback on their idea for semiprepared meals with the Gastón Acurio brand. “Even though Gastón is highly regarded,” says Dykes, “our idea wasn’t well received. People in Lima cook for large numbers and take immense pride in their own family recipes.” In a city where shantytowns are clearly visible from neighborhoods with high-end retail shops, some consumers also felt that Acurio’s brand was too upscale.

With that research in hand, the team quickly regrouped, proposing the concept of small neighborhood shops that would sell sauces and other ingredients served in Acurio’s restaurants for home use.

“Gastón liked the idea, as well as our suggestion that a share of the profits from a venture like this could support his many charitable endeavors,” says Dykes, a chemical engineer who wants to work internationally post-HBS. This global immersion experience underscored for her the complexity of doing business in emerging economies.

“MBAs are great at coming up with business ideas,” she notes, “but to be successful, those ideas have to be based on the way people in-country really think.”



Professor Leslie Perlow

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“The Global Research Fellowship enabled me to conduct a study I simply could not have done otherwise. I feel incredibly grateful for the opportunity.”

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# INSIGHTS INTO THE EFFECTS OF TECHNOLOGY AND GLOBALIZATION

According to Professor Leslie Perlow, people's everyday actions are full of eye-opening insights. Her research focuses on the microdynamics of work, particularly as it is influenced—on a very human level—by technology and globalization. Through close, long-term observation of what people do all day and how they interact with others, her research offers a deeper understanding of the significance of daily interactions and the effects of technology and globalization.

Perlow notes that, as globalization accelerates, so does the demand for skilled workers who can collaborate easily across differences in language, time, and culture. As a 2014 HBS Global Research Fellow, she recently spent five months in Shanghai, China, working with two research assistants—one from Fudan University in Shanghai and the second from Harvard University, who relocated to California to conduct this study of teams in a high-tech company that is headquartered in the United States and has a major development center in China. “To my knowledge, it was the first time employees interacting with their counterparts in a different country have been studied concurrently from multiple locations,” says Perlow, the Konosuke Matsushita Professor of Leadership.

She and the research assistants in the two locations attended all meetings (both local and global) of the teams they were studying in order to explore global interactions as they were experienced by both sides. They also examined how interactions with global teammates compared to those with local teammates. While it is still too early to share definitive findings, Perlow hopes to provide a better comprehension of how global team members actually get their work done and what can be done to make their interactions more effective.

Global Research Fellowships, such as the one that supported Perlow in her work, enable HBS faculty members to pursue in-depth research or course development projects outside the United States by providing full funding for an international stay ranging from one to several months. “The fellowship enabled me to conduct a study I simply could not have done otherwise,” says Perlow. “I feel incredibly grateful for the opportunity.”

## FACULTY AND RESEARCH



# 59%

New cases published are globally oriented

# 4.2M

Cases sold outside the US



# 41%

Faculty born outside the US (41 countries)

## ALUMNI

# 26,000

alumni in 166 countries

## HBS AROUND THE GLOBE



## GLOBAL COLLOQUIUM ON PARTICIPANT-CENTERED LEARNING (GloColl)

# 2,197

Participating faculty from 330+ universities since 2000



**MBA PROGRAM**



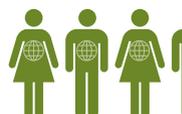
**1,060**

MBA students participated in global immersion programs



**44%**

MBA electives that focus on global business issues



**34%**

MBA Class of 2015 students born outside the US (60 countries)



Assistant Professor Doug J. Chung

# THE CASE FOR GLOBAL IMMERSIONS

Assistant Professor Doug J. Chung's interest in the airline industry has led him to research how a Japanese airline facing a declining domestic market can expand internationally. Chung hopes it will become a "home-run" case, as he calls it—one that focuses on a compelling topic, examines an industry that is rarely highlighted in the first-year Marketing course, and is global in nature, set against the backdrop of Japan's economic resurgence.

Chung's case is an example of the increasingly international nature of research at HBS, as the School prepares students to be global business leaders. It was prompted by his participation in a recent faculty immersion, Japan on the Move. Eighteen faculty members traveled to Tokyo to gain a deeper understanding of Japan's business environment by attending an all-day conference and a research symposium hosted by HBS's Japan Research Center (JRC). In-country experiences such as this—which have also taken place in China, Israel, Brazil, and Turkey—expand the global awareness of HBS faculty and foster new research opportunities.

As part of the immersion, the JRC arranged for Chung and nine other faculty members to meet with local business executives. Accompanied by Hideki Hamada (MBA 2012), who served as a guide, Chung spoke with representatives from All Nippon Airways (ANA). Although ANA is one of the world's most profitable airlines, its revenues are largely dependent on the domestic market, which is shrinking due to Japan's declining population and competition from high-speed trains. "ANA needs to expand internationally," explains Chung, "but it is little known outside of Japan, so it has a brand-recognition issue."

He says the immersion "helped me identify what will be the only case featuring a Japanese company offered in first-year Marketing, which will broaden the global perspective of the more than 900 students who take this course."



HBS faculty and staff met with Abdullah Gül, center, the 11th president of Turkey. Pictured from left: Arthur I. Segel, Toni Wegner, Robin J. Ely, Felix Oberholzer-Gee, Paul M. Healy, Gül, Rajiv Lal, Gautam Mukunda, Ethan S. Bernstein, Juan Alcacer, Esel Çekin.

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“Immersion stimulates research in interesting ways and enable us to create an efficiency of time and financial resources that makes it possible for faculty to visit places they might not be able to travel to otherwise.”

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# A DEEPER UNDERSTANDING OF TURKISH BUSINESS AND SOCIETY

Turkey is among the fastest-growing economies in the emerging market, one that remained largely unscathed during the recent worldwide financial crisis, says Professor Felix Oberholzer-Gee. “Typically, you would think that economies relying on global financing to a great extent would be very vulnerable, but Turkey mastered the global recession wonderfully and businesses there are thriving,” he explains.

To get a comprehensive overview of business in that country—which is positioned at important cultural, geographic, and historical crossroads—eight HBS faculty, including Oberholzer-Gee (senior associate dean for international development at the time), and two staff members participated in an immersion in June. It was coordinated by the School’s Division of Research and Faculty Development and the Istanbul Research Center (ITRC), the newest of HBS’s global research centers.

During the eight-day trip, participants traveled to Istanbul; Gaziantep, in Anatolia; and Ankara, the capital city. They met with Abdullah Gül, the 11th president of Turkey; Ali Babacan, the deputy prime minister who oversees the Turkish economy; and Mehmet Şimşek, the minister of finance, in addition to business leaders in the fields of technology, retail, private equity, and banking. The trip included visits to a variety of companies, educational and cultural institutions, and the ITRC, which opened in 2013.

“Opportunities like this enable faculty members, within a very short period of time, to really get a deep sense of not only an individual company, but also an entire economy, culture, and political landscape,” says Oberholzer-Gee, who has written a case study featuring Turkey’s leading mobile operator, Turkcell, with Assistant Professor Charles C. Y. Wang and ITRC executive director Esel Çekin (AMP 184, 2013). “Immersion stimulates research in interesting ways and enable us to create an efficiency of time and financial resources that makes it possible for faculty to visit places they might not be able to travel to otherwise.”

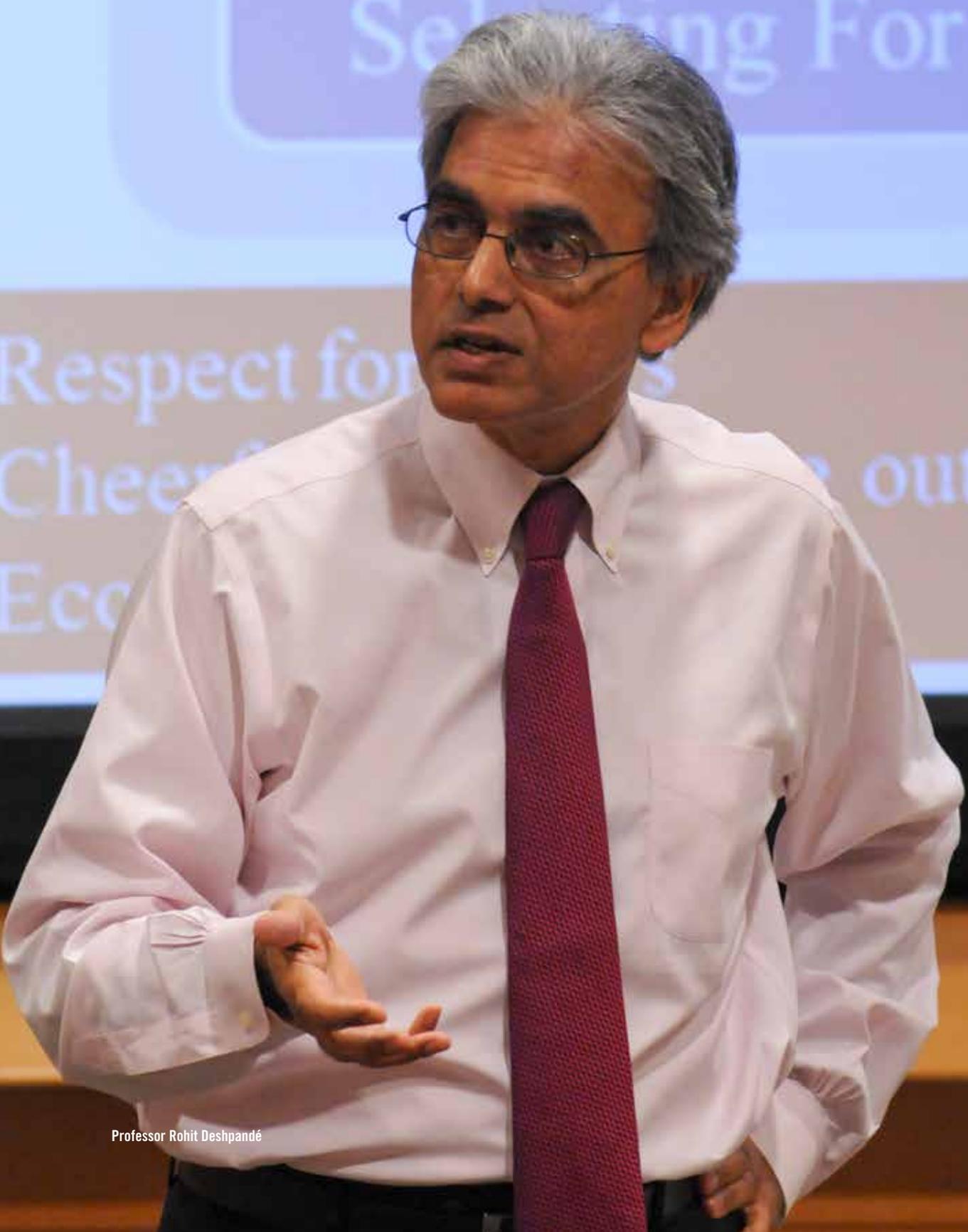
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Professor Rohit Deshpandé

# TEACHING THE TEACHERS

Helping business school faculty around the world become even more effective teachers, develop case studies, and create an engaging curriculum plan is the focus of HBS's Global Colloquium on Participant-Centered Learning (GloColl). Launched in 2000 (and initially focused on Latin America), it formalized the decades-long relationships HBS had with business schools in emerging markets, helping them develop pedagogy tailored to their students and regions. GloColl has since grown into a by-invitation program that draws about 140 faculty members each year from more than 80 institutions in Latin America, Asia, and Europe.

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“The program has generated huge goodwill for the School, especially as we expand our intellectual footprint globally. We are seen increasingly as a partner rather than as a competitor by these schools.”

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Senior business school faculty members are nominated by their deans and, upon acceptance by HBS, invited to campus for a weeklong session each summer. Participants—many of whom primarily use the lecture method—attend classes led by HBS professors that focus on the philosophy of discussion-based learning and the ways in which people learn, as well as their development as leaders and teachers. They also examine the field method, the use of multimedia cases, and online learning vehicles. This first session is followed six months later by a four-day workshop on case writing. Participants can choose to return to Boston or attend the session in Asia, which alternates annually between Mumbai and Shanghai.

“The program has generated huge goodwill for the School, especially as we expand our intellectual footprint globally. We are seen increasingly as a partner rather than as a competitor by these schools,” says Rohit Deshpandé, the Sebastian S. Kresge Professor of Marketing and faculty chair for GloColl. These institution-to-institution relationships are one beneficial result of the program. Another is the multiplier effect of GloColl, which now has thousands of graduates who have in turn taught tens of thousands of students. “What happens in the learning developed here is impacting future business leaders all around the world.”

# HBS GLOBAL LEADERS CIRCLE

We gratefully recognize the members of the HBS Global Leaders Circle. These alumni and friends have made leadership gifts to enhance the global understanding of our faculty and students and to expand the School's impact around the world.

## FOUNDERS

Victor Fung, PHD 1971  
William Fung, MBA 1972  
Robert F. Greenhill, MBA 1962  
André R. Jakurski, MBA 1973  
David M. Rubenstein  
Ratan N. Tata, AMP 71, 1975  
Anonymous

## MEMBERS

Pujit R. Aggarwal, OPM 2004  
Ajay Arora, OPM 43, 2013  
Isik Kececi Asur, MBA 1997  
Rahul Bajaj, MBA 1964  
Lincoln Benet, MBA 1989 and  
Patricia Benet, MBA 1989  
Bharti Airtel Ltd.  
Len Blavatnik, MBA 1989  
The Bullard Family  
The James S.C. Chao and  
Ruth Mulan Chu Chao Family  
Hope X. Chen, MBA 1995 and  
William A. Chen, MBA 1995  
Sir Ronald M. Cohen, MBA 1969  
André François-Poncet, MBA 1984  
Vikram S. Gandhi, MBA 1989  
Dionisio Garza-Medina, MBA 1979  
William W. George, MBA 1966  
Nadir B. Godrej, MBA 1976  
Ken Hakuta, MBA 1977  
Martin Halusa, MBA 1979  
John K. F. Irving, MBA 1989  
Alex Knaster, MBA 1985  
Tatparanandam Ananda Krishnan, MBA 1964  
The Lemann Foundation  
The Lorentzen Family  
Scott D. Malkin, MBA 1983  
Hiroshi Mikitani, MBA 1993  
Rajiv C. Mody, AMP 161, 2001  
Hüsnü M. Özyeğin, MBA 1969  
Ajay G. Piramal, AMP 110, 1992  
Anand Ajay Piramal, MBA 2011  
Thierry Porté, MBA 1982  
Gayatri Sondhi, MBA 1989  
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Global Leaders Circle



For more information on the HBS Global Leaders Circle, contact Skip Nordhoff, Senior Development Officer, [snordhoff@hbs.edu](mailto:snordhoff@hbs.edu), 617.495.9974.

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