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Talal Abu-Ghazaleh College of Business

Welcoming Note



Dear Students, Faculty, Staff, Alumni and Friends of TAG-College,

On June 25th, we will be witnessing a joyous occasion; the first Graduation Ceremony of the Talal Abu-Ghazaleh College of Business / the German Jordanian University.

For graduates, I would like to congratulate you on your success in academic pursuits. For students, I am sure you will be walking on that platform with no doubt in your mind that you have made the right strategic choice by joining TAG-College.

Being a TAG-College graduate, we are confident that you will make a fruitful and noticeable difference at your organization or wherever you go. For business community, I would like to say TAG-College has invested unmatched efforts and facilities in preparing high caliber and most talented graduates who will become your business leaders and will tackle unprecedented business challenges in the years ahead.

Dear Graduates,

Even after graduation, you are encouraged to remain involved with the College in many ways. First and foremost, keep us posted on where you are and what you are doing. Also, share your thoughts, and experiences through our electronic newsletter

Mamoun Akroush

Dr. Mamoun Akroush
Associate Professor of Marketing and Vice Dean
TAG-College



Dr. Talal Abu-Ghazaleh Awards for Academic Merit

Dr. Talal Abu-Ghazaleh has initiated three awards for exceptional graduate students who have demonstrated outstanding academic achievement in their GPA cumulative. The purpose of these awards is to recognize their accomplishments and encourage current students to excel in their performance. These awards are:

- *Acknowledgement Certificates*
- *Honorary Shield*
- *Incentive Prizes*

Dr. Mr. Talal Abu-Ghazaleh has also initiated a free one-year membership in the following Arab Societies for the graduates of TAG-College pertinent to their specializations:

- *Arab Knowledge and Management Society (AKMS)*
- *Arab Society for Intellectual Property (ASIP)*
- *Arab Society of Certified Accountants (ASCA)*
- *Licensing Executives Society - Arab Countries (LES-AC)*

The awards will be presented at the 2008 - 2009 Graduation Ceremony on June 25th, 2009 at the Royal Cultural Centre.

Congratulations Dr. Gress



The Talal Abu-Ghazaleh College of Business would like to congratulate Dr. Edward J. Gress for his 30 years of faithful distinguished service in the Canisius College of Buffalo.

Congratulations on receiving this prestigious award We are

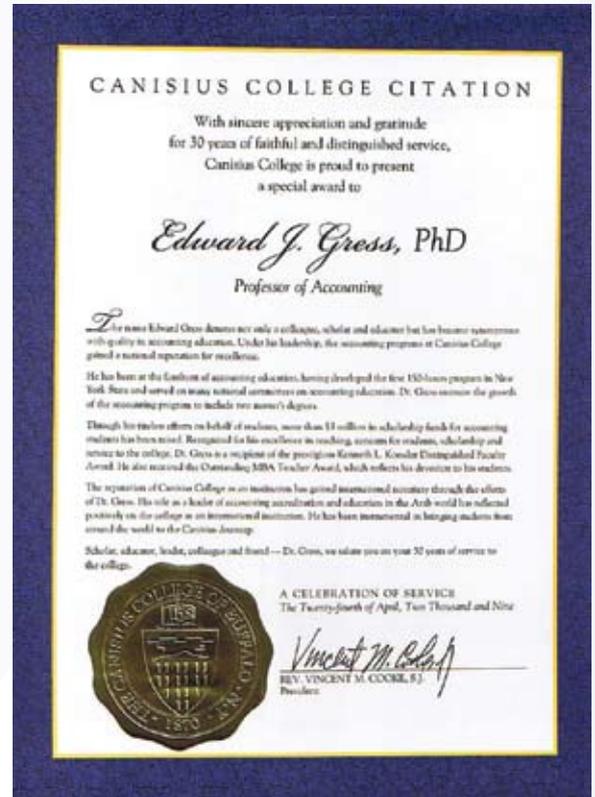
enormously proud of you and of the great honor you have brought to us by your achievements.

Thank you, Dr. Edward, for your continuous contribution to Talal Abu-Ghazaleh Organization and your outstanding support to Talal Abu-Ghazaleh College of Business.

We are thrilled with your devotion.

Keep up the excellent work for many more years.

Talal Abu-Ghazaleh College of Business



Managing Corporate Reputation in the Midst of the Global Crises

By Dr. Hala Sabri
Associate Professor of Management

Much has been said lately about the decline in reputation and public trust of America's big corporations. However, while reputations take a long time to be built, they can be destroyed virtually overnight. In this regard, I recall a quote by US President Benjamin Franklin, who may have said it best: "Glass, China and reputations are easily cracked and not easily repaired." For that

reason, recognizing the fragility of a company's reputation has led to a general acceptance now that reputation matters.

A society's expectations of good corporate behavior define the specific attributes of its reputation. For this reason, what defines a company's reputation is unique for each and every company. Unfortunately though, with the continuous rise of the global economic crisis, the business world everywhere is filled with scandals that keep shocking the

people's beliefs about the honesty and integrity of those corporations. And when those corporations hesitate or do not dare, for one reason or another, to declare their regret for any bad practice, the public remains so skeptical about their culture and hence, it becomes so difficult and takes so long before they are able to redeem themselves in the eyes of the public.

However, in the midst of the current crisis it is apparent that for quite some time most CEOs did not actually pay attention to their company's reputation as they did with regard to their profits, tangible assets, brands, and quality of products and services. Over the past few years, and more specifically since 2001 and 2002, companies have rushed in to look for best ways in managing their reputation and restoring peoples' trust and confidence. This came as a result of a wave of American corporations' scandals- from Enron, Arthur Anderson to WorldCom- that shocked the public's confidence in America's corporations.

Moreover, what's motivating the rush to reputation management is a plethora of evidence that the choice of America's 100 best Companies to work for in 2005 (led by FedEx, Intel, and Starbucks) ranked by FORTUNE magazine, relied on two criteria. The first was the evaluation of the policies and culture of each company (i.e. demographic makeup, pay and benefit programs, and the like); and the second: the opinions of the company's own employees about things such as attitude towards management, job satisfaction and companionship. The latter was given more weight in the evaluation. Finally, companies were scored in four areas: credibility (communication to employees), respect (opportunities and benefits), fairness (compensation, diversity), and pride/camaraderie (philanthropy, celebrations).

The most interesting thing I found about this evaluation is that after evaluations were completed, if news about a company came to light for any misconduct that might significantly damage the employees' faith in management; the company was excluded from the list.

Many argue that one gets the feel of the corporate culture before he walks in its door. Hence, if the corporate culture is that important then a company's top executives need to understand the importance of reputation management and should set it as a priority in their corporate strategy and culture. In addition, they should understand that a good reputation-including the reputation of the CEOs themselves- and adherence to ethical values grow revenue, profits and stock price; increase employee loyalty; boost recruiting and generally improve performance.

For these reasons, CEOs need to realize the importance of building strong employee communication programs in carrying out the strategy and embracing the values of the company. They also must set the example that there is an open culture of truth, responsibility, fairness and respect, in addition to establishing the appropriate strategies for communicating with analysts, investors, customers and other stakeholders.

Finally, one might wonder if the world of business, everywhere, is facing a value crisis. I have always thought that misleading practices originate in certain cultures. Apparently, though, the rise in globalization and Multinational Corporations (MNCs) is getting peoples and executives closer, up to the point where they seem in agreement on one code of conduct. Announcing their white deeds while hiding the black ones till troubles arise and scandals erupt then it is too difficult to rectify.

Does Service Quality Implementation Mediate the Relationship between Technical Service Quality and Performance: An Empirical Examination of Banks in Jordan?

By Dr. Mamoun N. Akroush

Associate Professor of Marketing

Director of TAG-College Research Centre

The banking industry has been slow in adopting a market oriented approach. It is viewed largely as undifferentiated market from customers' perspectives. Service quality is considered as a critical success element for modern service businesses. Service quality has been discussed conceptually as a potential alternative to traditional skills and resources, as well as empirically tested as a potential driver of improving business performance. Recent research has invested much effort on the conceptualisation and measurement of service quality and its relationship with business performance. Service quality is usually noted as a prerequisite for achieving sustainable competitive advantage. The relationship between service quality and business performance has emerged as a topic of significant and strategic concern. Delivering a high quality of service has become a strategic approach for satisfying and retaining customers as well as building and sustaining profitable and long term relationships with them. Many empirical studies found that there is a positive and, significant, relationship between service quality and business performance. Further, some studies of service quality attempted to investigate its indirect relationship with performance.

Although the topic of service quality is well

established in services marketing, there is a need for more research in this area. Firstly, previous research indicated that more empirical research is needed on the relationship between service quality and business performance especially among different service industries, cultures, and countries. Secondly, while there is research effort devoted to examine the indirect relationship between service quality and performance, more empirical research is needed on this topic. The essence of this argument is that service quality literature has presented insufficient insights to the strategic role of service quality implementation on the relationship between service quality dimensions and performance. Third, research on service quality in banking and on other service industries has strongly recommended measuring and investigating service quality and performance from managers' perspectives as a fruitful area of research in Jordan. Fourth, there has been little research attempts that are devoted to investigate the direct and indirect relationship between the technical service quality and performance. The major focus of this study is on the technical service quality that has not yet received much research attention relative to the research effort invested in the functional service quality. Consequently, this study contributes to the service quality literature through examining the relationship between the technical service quality and banks performance in a developing country business environment-the banking

sector in Jordan. The study contributes to the service quality literature through examining the mediating role of service quality implementation and providing insights related to this role on the proposed relationship between the technical service quality and performance. Further, the study also provides banks' managers in Jordan with insights concerning the need for a holistic approach towards service quality through integrating the technical service quality and its implementation to maximize its effect on banks performance. Therefore, this research is built upon previous research to gain empirical insights from the banking sector of Jordan that would contribute to service quality literature and increase banks managers' knowledge in this field.

Consequently, Akroush (2009) conducted an empirical study that aimed to examine the mediation effect of service quality implementation on the relationship between technical service quality and banks performance. Drawing on relevant literature, the author empirically tested a model of technical service quality and performance on a sample of 346 managers of banks headquarters in Jordan, integrating the technical service quality, service quality implementation, and performance. The findings of this study indicate that the technical service quality has a positive and significant effect on banks performance measured by financial-based and customer-based measures. The majority of relationships between the technical quality and banks financial and customer-based performance measures are fully mediated by service quality implementation variables; even their effects vary among performance measures. The findings indicated that marketing capabilities exerted the strongest mediation effect on the relationships

between the technical service quality and banks performance.

The study findings hold important managerial implications for banks' managers. The main issue is that a bank may view service quality as a strategic driver of performance to achieve a predetermined set of long-term objectives. The ability of a bank to achieve its strategic service quality intents on performance relies on service quality implementation activities and capabilities. The focal issue here is that a bank's customer does not see service quality strategy but experiences its implementation that should be positive in the customer's mind. Consequently, banks managers need to comprehend issues of service quality implementation to maximize the impact of service quality on performance. This relies on the banks abilities to implement the intended service quality strategy that requires, for example, cross functional teams, interdepartmental integration, employees and managers motivation and commitment, understanding customers' needs, having superior customer relationships, positive word of mouth, excellent reputation, and superior customer service. The technical service quality is relatively similar among banks since it is the outcome of the functional service quality or the interaction process between the bank and the customer. Consequently, a bank can maximize the customer value through having unique marketing capabilities, cross-functional integration between a bank's units, teamwork, and distinguished image in the customers' minds.

This study is published in the International Journal of Services, Economics and Management (IJSEM), Vol. 1, No. 3, pp. 209 – 232.

http://www.tagcb.edu.jo/page.aspx?page_key=newsletter&lang=en

Abu-Ghazaleh Hosts Prime Minister of the Federal State North Rhine-Westphalia / Germany



Mr. Talal Abu-Ghazaleh, Chairman of TAG-College Advisory Board and Chairman and CEO of Talal Abu-Ghazaleh Organization (TAG-Org) discussed with H.E. Dr. Juergen Ruetters, Prime Minister of the Federal State North Rhine-Westphalia mutual cooperation between the two parties in various fields. The Premier and his accompanying delegation conducted an official visit to Jordan on April 29th 2009.

During the meeting, Mr. Abu-Ghazaleh briefed Dr. Ruetters on the main professional services offered by the Organization with all its companies, academies and societies.

In addition, Mr. Abu-Ghazaleh underscored the important role of the Talal Abu-Ghazaleh College of Business (TAG-College) as one of the major faculties of the German-Jordanian University (GJU).

“The Talal Abu-Ghazaleh College of Business was established in 2006 and it represents the first of its kind partnership in education on the regional level between the public and private sectors. This partnership brings the expertise of TAG-Org to the academic world of GJU” Mr. Abu-Ghazaleh said.

From his part, Dr. Ruetters expressed his admiration for the role TAG-Org plays on local, regional and international levels stressing at the same time the significant role the German-Jordanian University and the TAG-College carry out in boosting bilateral ties between the two countries.

Dr. Ruetters invited Mr. Abu-Ghazaleh to open an office in the North Rhine – Westphalia region to become a regional office in Düsseldorf that serves and covers the European Union’s region as a whole.

He also discussed the possibility of opening a network of primary schools between Germany and the Arab region in addition to a regional institute for professional and vocational qualification in all Arab countries.

At the end of the visit, Mr. Abu-Ghazaleh hosted a special luncheon on the honor of the Prime Minister attended by the accompanying delegation in addition to a number of Ministers, Government Officials and Directors of Public Institutions.

College Corner

TAG-College Holds its Sixth Advisory Board Meeting in Amman

The Advisory Board of the Talal Abu-Ghazaleh College of Business / German – Jordanian University held its meeting at the premises of the College on April 2, 2009.

During the meeting, Mr. Talal Abu-Ghazaleh, Chairman of TAG-College Advisory Board, announced that TAG-College is in the final step of obtaining the special European accreditation of the Federation International for Business Administration Accreditation (FIBAA), Germany.

“A specialized accreditation committee will arrive in Amman on June 27th to review the MBA program conducted at the College; consequently, TAG-College will be the first to obtain such accreditation” he said.

In addition, the Board members were briefed on the Principles for Responsible Management Education (PRME) adopted by TAG-College that aim at introducing students to social responsibility principles in teaching in accordance with the United Nations Global Compact initiative, vice-chaired by Mr. Abu-Ghazaleh.

The meeting also tackled the first graduation ceremony’s arrangements of the MBA class of TAG-College. The ceremony will be held under the Patronage of the Minister of Higher Education and Scientific Research on June 25th,



2009 at the Royal Cultural Center.

Moreover, Mr. Abu Ghazaleh discussed the idea of establishing an open IT University that is consistent with the recommendations of the Afro-Asian Knowledge Society conference launched in Cairo.

The members were also informed of the research center established at the College and its activities that aims at serving the community’s needs.

Mr. Abu-Ghazaleh also welcomed H.E. Dr. Idris Hadi Saleh, Minister of Higher Education and Scientific Research in the province of Kurdistan – Iraq and congratulated H.E. Prof. Dr. Walid Maani on behalf of the Board for being selected the Higher Education and Scientific Research Minister.

TAG-College and UCB Sign MoU



Mr. Talal Abu-Ghazaleh met with Dr. Khalid Bin Mohammed Al-Khalifa, President of the University College of Bahrain (UCB) where they discussed means of cooperation.

During their meeting, Dr. Al-Khalifa was briefed on the professional services offered by TAG-Org mainly the educational system at the Talal Abu-Ghazaleh College of Business; one of the key faculties of the German-Jordanian University (GJU). Furthermore, a detailed explanation was given about admission policy, educational programs offered by the College.

In addition, Dr. Al-Khalifa met with the Talal Abu-Ghazaleh Academies Executive Manager Dr. Qais Al Khalafat where they discussed the possibility of establishing a specialized training center affiliated with the UCB to offer professional courses in the fields of business, accounting, Islamic finance, management, media, marketing and information technology.

He also met the Executive Director of the Arab Quality Assurance and Accreditation Network (ARQAANE) Dr. Bayan Abdulhaq during which they tackled means of cooperation between the Network and the UCB to enable the College

implement quality standards in respect of the University's education and management.

At the end of the two-day visit, Dr. Al-Khalifa met with Mr. Bassam Abu-Ghazaleh, TAG-College Executive Director, where they signed a Memorandum of Understanding (MoU) at the premises of TAG-College.

According to the MoU, the two parties will cooperate in the following areas; education (academic and professional development programs), student and faculty exchange, joint seminars and conferences, internship and placement opportunities for UCB students and TAG-College, consultancy and research.

The MoU also stipulates that both parties will jointly plan and implement the delivery of MBA program for the coming years.

The University College of Bahrain (UCB) in collaboration with the American University of Beirut offers undergraduate degrees in Business Administration and Computer Information Management. Its vision is to provide a truly unique and valuable management education for students in Bahrain and the surrounding countries.

Abu-Ghazaleh and NPS Delegation Discuss MA Program in Leadership

Mr. Talal Abu-Ghazaleh welcomed a delegation from the Naval Postgraduate School (NPS) where they discussed the proposed project by the School to establish a partnership with TAG-College/German-Jordanian University and the Jordanian Armed Forces.

According to the proposed project, which comes in accordance with the Letter of Accord signed between TAG-College and the NPS, specialized Master programs in the field of leadership, defense management and information technology will be offered to Armed Forces' affiliates in Jordan and the Arab region.

A delegation from the NPS and TAG-College visited Jordan Armed Forces' headquarters where they met Head of Operations and Training Commission.

In addition, the delegation visited the National



Military College and met with the Commander of the College and other personalities; where the visiting delegation was briefed on the MA programs offered. From their part, the head and members of the NPS delegation presented a brief about TAG-College's Master Programs that would be implemented in the Arab region in cooperation with the Jordanian Armed Forces and TAG-College/GJU.

ENU Delegation and Kazakhstan Ambassador Visit TAG-College

A delegation from the L.N. Gumilyov Eurasian National University headed by Professor Dr. Abdraimov Bakhytzhan, Rector of the University and Mr. Bulat Sarsenbayev, Ambassador of Kazakhstan to Jordan visited the Talal Abu-Ghazaleh College of Business/German-Jordanian University.

The delegation met with TAG-College Executive Director Mr. Bassam Abu-Ghazaleh, TAG-College Dean, Dr. Hisham Gharaibeh, and a number of professors where they discussed

activities and programs offered by the University and the College.

Both parties tackled cooperation in the field of research and program exchange as well as offering mutual programs.

The L.N. Gumilyov Eurasian National University, in the Astana city, was established in 1996 and it is one of the major Universities with 8500 BA students, 433 MA students and 130 PhD students.

Abu-Ghazaleh Lectures at Kuwait University about the Financial Crisis



Mr. Talal Abu-Ghazaleh delivered a lecture on the “Global Financial and Economic Crisis and its Impact on the Gulf Countries’ Economies” at the premises of the Kuwait University.

In his lecture, conducted upon an invitation by Dr. Rashed Al Ajami, Dean of the Faculty of Business Administration and the Manager of the Center of Excellence in Management at Kuwait University, Mr. Abu-Ghazaleh addressed three key points; the financial crisis, the consequences and the solutions.

In respect of the crisis itself, Mr. Abu-Ghazaleh described it as “a turning point in the global financial system and world economy that will last for at least ten years.”

However, Mr. Abu-Ghazaleh expected that the economy will move from recession to depression in the United States of America and the Western

countries with variable degrees; nevertheless, the effect on the Arab region will be of a lesser degree.

He emphasized the need to reform the World Order along with all its financial, economic, and monetary and trade institutions, noting that the USA and the world will tend to place more legislative and regulatory control on the economy, particularly on financial institutions, to ensure greater transparency and accountability, and to shift from the absolute free capital economy to a controlled, monitored and responsible capitalist system.

Mr. Abu-Ghazaleh also advised nations to shift their interest from the ‘borrowing agreements’ to technical cooperation agreements in order to benefit from technology transfer rather than money, because technology would be more nationally feasible and beneficial, as well as more logical, under the present global financial conditions.

TAG-College Participates in PEDEX 2009

TAG-College and the German Jordanian University (GJU) took part in the 5th Palestinian Educational Exhibition PEDEX 2009.

The event, held under the Patronage of Palestinian President Mahmoud Abbas, was organized by the Eastern Mediterranean Educational Services (EMES) in three major Palestinian cities; Ramallah, Nabulus and Hebron.



Visiting the Conference were high ranking officials such as; Dr. Sabri Saidam, the President's consultant on Telecommunications and Information Technology, Secretary General of Higher Education Ministry Dr. Mohammad Abu Zeid, the General Manager of the Islamic Bank Mr. Attiah Shananeer and the Turkish Ambassador.

Visitors were briefed on TAG-College activities and programs.

Library News

TAG-College Library continues its mission to promote excellence in learning, serving as a gateway for information that is vital for research.

ProQuests database has offered our library a trial period for the past three weeks, from which TAG-College faculty and students have benefited in their academic research.

New periodicals available at TAG-College library:

- *Middle East Policy (The Middle East Policy Council)*
- *The Accounting Review (The American Accounting Association)*
- *The Journal of Finance (BlackWell)*
- *Harvard Business Review (Harvard Business School Publishing Cooperation)*
- *Strategic Finance*
- *Business and Finance (Moranna Business and Finance House)*
- *Journal of Global Marketing (Taylor and Francis Group)*
- *Journal of Marketing Research (American Marketing Association)*
- *DePaul Business and Commercial Law (DePaul University College of Law)*
- *Venture (Jordan Publishing)*
- *Jordan Business (Frontrow Publishing and Media Services)*
- *Jordan Economic Mention (Dr. Fahed Al Fanek)*
- *Resalatuna (Talal Abu-Ghazaleh Organization)*

TAG-Business Forum

HRH Princess Rym Ali Tackles ‘Media and Cultural Development’ at TAG-Business Forum



HRH Princess Rym Ali discussed “Media and Cultural Development” calling for effectively benefitting from the modern media components to promote local and Arab culture globally on May 6th, 2009 at Talal Abu-Ghazaleh Business Forum at TAG-College.

HRH Princess Rym’s presentation was attended by Mr. Talal Abu-Ghazaleh, the European delegation Ambassador Patrick Reno in addition to other academics and concerned individuals in the media.

“Media plays a significant role in improving the cultural development; thus, it is significant to boost all creative potentials in the country” she said.

“Modern mass media is essential in enhancing the cultural activities inside the societies though it requires financial resources and efforts to sponsor talented young entrepreneurs who are capable of making a change in the stereotype created by the world regarding our values, traditions and culture” she stated.

HRH Princess Rym also emphasized that culture, in all its patterns, needs more support and encouragement to promote the social identity through utilizing modern mass media methods such as the information and communication technology.

“Jordan’s image as an open and democratic country based on justice and tolerance that consists of various cultures needs to be transmitted to the world” she added.

In his welcoming remarks, Mr. Abu-Ghazaleh expressed his pleasure to receive HRH Princess Rym Ali at TAG-Forum.

“The presentation by HRH Princess Rym Ali is of a great importance since we need to endorse a better image of our countries in the Arab world and Jordan in particular through the media” Mr. Abu-Ghazaleh said.

At the end of the lecture, Mr. Abu-Ghazaleh handed over the TAG-Org shield to HRH Princess Rym Ali.



A Prestigious Ceremony to Celebrate TAG-Confucius Institute's Inauguration



Under the Patronage of H.E. Dr. Sabri Irbeihat, Minister of Culture, a high-status ceremony was held to celebrate the inauguration of the Talal Abu-Ghazaleh Confucius Institute at the Talal Abu-Ghazaleh Business Forum, TAG-College on April 1st, 2009.

The ceremony was attended by the Ambassador of the People's Republic of China to Jordan Mr. Yuhang Yang, Professor Zhao Dayu, President of Shenyang University, Dr. Adel Tweisi, President of the Steering Committee of the Al-Hassan

Scientific City, and a number of Distinctive Scholarly Leaders, University Presidents, Deans, and Professors, in addition to State Officials, Businesspeople and Diplomats.

The TAG-Confucius Institute will offer Chinese language courses for non-native speakers, while hosting researchers and language instructors from China for this purpose, in addition to offering lectures and workshops for businesspeople and governmental sector representatives, which aim to enhance cultural knowledge and exchange.

“Accreditation Commission: A Future Look at Quality Assurance” Seminar

The Arab Quality Assurance and Accreditation Network (ARQAANE) hosted a seminar entitled “Accreditation Commission: A Future Look at Accreditation and Quality”, delivered by Prof. Dr. Ikhleif Al-Tarawneh, President of the Jordanian Higher Education Accreditation Commission, at the Talal Abu-Ghazaleh Business Forum, TAG-College.

The seminar focused on the role played by the Accreditation Commission and the newly established system for external quality assurance.



A number of academics from Jordanian universities participated in the seminar, in addition to local and international civil society institutions that are concerned with the quality of education.

The Arab Quality Assurance and Accreditation Network is a non-for-profit organization established in Belgium 2007 with the fundamental objective of raising the quality of education in the Arab world through providing accreditation services, disseminating knowledge and exchanging good practices in the field of educational quality.

Training Corner

“Knowledge Management” and ‘Job Analysis and Evaluation’ Training Courses at TAG-College premises

The Arab Knowledge and Management Society (AKMS) organized two professional training courses; the “Job Analysis and Evaluation”, and “Knowledge Management: Theory, Concepts and Application in Excellence Model”.

The first course focused on human resources (HR) strategic overview, building a base pay structure, job analysis, job documentation, and the market-based job evaluation and was attended by

managers and employees of HR departments from different companies participated in the course.

Attending the “Knowledge Management” course were members of organizations competing for excellence awards from the public and private sectors, Information Technology (IT) and Human Resources (HR) managers, CEOs and Senior Executives who wish to apply or improve knowledge management in their organizations.

Professional Training Courses

The Talal Abu-Ghazaleh Professional Training (TAG-Training Academy) continues to provide professional training in over 20 sectors and through more than 300 training programs. The following training courses are selected to meet the training needs of the Talal Abu-Ghazaleh College of Business (TAG-College) students:

Course Title	Training Hours	Course Date
Financial Management	20	May 24 - 28, 2009
Management of Collection and Loans Problems	20	May 24 - 28, 2009
Effective Planning Budgets and Variances Analysis	20	May 24 - 28, 2009
Information Technology Infrastructure Library (ITIL)	24	May 30 - June 4, 2009
Marketing	30	May 31 - June 11, 2009
Documentary Letter of Credit	20	May 31 - June 4, 2009
Negotiation Skills	16	June 7 -10, 2009
Report Writing and Presentation Skills	20	June 14 -18, 2009
Business Finance (Advanced)	50	June 14 - July 12, 2009
Financial Analysis Using Excel	24	June 13 -18, 2009
How to Effectively Prepare a Marketing Plan	20	June 14 -18, 2009
Business Organization and Environment	30	June 21 - July 2, 2009
How to Minimize Costs and Maximize Profits	20	June 21 -25, 2009
Team Building	16	June 28 - July 1, 2009
Mind Mapping	16	June 28 - July 1, 2009
HR Accounting	20	June 28 - July 2, 2009
Effective Business communication	30	July 12 - 23, 2009

For more information or registration, visit: www.tagitraining.com/default.aspx?lang=en

Two Sessions of IELTS Exam Held at TAG-College

The Talal Abu-Ghazaleh College of Business (TAG-College) as an International English Language Testing System (IELTS) examinations center accredited by the British Council held two sessions of the IELTS on April 18th and May 16th, 2009.

IELTS results are used by organizations to assess your language skills when you want to study, work or live in an English-speaking country. It has the highest quality control and security procedures. More than 6000 organizations, including many government departments and universities, rely on IELTS. The IELTS scoring system is recognized globally, giving you a truly international result.

TAG-College will offer an IELTS preparation

crash course this summer. The course runs from Saturday, June 13th to Wednesday, June 24th 2009 and involves daily classes (Except Fridays) from 5:00 – 9:30 p.m.

The IELTS Preparation Course will help you understand the IELTS test and equip you with the skills and strategies necessary to achieve the score you require to progress your career.

Upcoming Exam Dates

2009	Day		
June	13	20	27
July	11	23	25
August	8	22	29

For more information and registration for the next session; please contact the Students Affairs Department at: student.affairs@tagcb.edu.jo, Tel (+962 - 6 - 5509222 ext. 5415).

Students Corner

First MBA and MA-IP Classes to Graduate in June

Under the Patronage of H.E. Prof. Dr. Walid Maani, Minister of Higher Education and Scientific Research, TAG-College and the German-Jordanian University will be celebrating the first graduation of more than 50 students from the MBA and MA in Intellectual Property (IP) programs on June 25th, 2009 at the Royal Cultural Center.



The ceremony will be launched with an academic procession of the Graduates, Professors, Deans, Vice Presidents and members of the stage and will be followed by the Jordan National Anthem and the remarks of Dr. Labib Khadra, German Jordanian University President, Dr. Talal Abu-Ghazaleh, Chairman of TAG-College Advisory Board, and H.E. Dr. Maani.

The ceremony also recognizes overall achievements of three outstanding graduates, who will receive the Talal Abu-Ghazaleh Awards for Academic Merit. This recognition is based on the cumulative marks of the graduates.

All graduates, attending the graduation ceremony, are required to wear the graduation attire, which consists of a simple one piece robe, hood, and cap. The graduation attire can be collected directly from students' affairs office at any time during TAG-College operating hours and before May 25th, 2009.

For further information, contact student.affairs@tagcb.edu.jo, Tel (+962 - 6 - 5509222 ext. 5415).

Reflections of Graduate Students

By Razan Al-Mideneh

MBA International Accounting - Class of 2009

As my days at the Talal Abu-Ghazaleh College of Business (TAG-College) come to an end, I look back at my experience here and realize the fundamental role the College has played in my personal and professional growth.

After graduating first rank in accounting from the University of Jordan's Business Faculty, I started my career as a trainee at the Talal Abu-Ghazaleh Organization (TAG-Org) to later become an accountant at Abu-Ghazaleh Intellectual Property (AGIP). During my first year there, I managed to earn the Arab Certified Public Accountant (ACPA) certificate, which enhanced my professionalism in the field.

I was then transferred to the Pricing and Costing Department at AGIP, where I spent three years as an Assistant Manager. For my distinguished performance, I was one of two employees to be granted a full scholarship by Mr. Talal Abu-Ghazaleh, TAG-Org Chairman and CEO, to pursue MBA in international accounting at TAG-College.

When I was granted the scholarship, I had one goal in mind: to excel in my studies and utilize all available resources to succeed in fulfilling my

professional ambitions. Fortunately, I was promoted to be a consultant in the Internal Audit and Corporate Governance Department at TAG-Org.

Now, I realize that I could not have achieved this without the support of the TAG-College faculty and administrative staff. The College is not merely an educational institution, it is one that deeply invests in each of its students, providing more than just a degree; it is a College that values and fosters, among other things, growth, exploration, critical thinking and a passion for lifelong learning.

I would like to take this opportunity to thank Dr. Edward Gress, who always met with his students to offer both advice and encouragement, and Dr. Majdy Zuriekat for his superb teaching methods and efforts in making our College days unforgettable.

For this, I would finally like to extend my deepest gratitude and appreciation to Mr. Talal Abu-Ghazaleh for seeing the potential in me and allowing me the privilege of being one of the first graduates of this remarkable College.

Differences in Leadership between the Middle East and the West

By Khitam Abdullah
MBA Management Candidate

“ The task of a great leader is to get his people from where they are to where they have not been. Leaders must involve an alchemy of great vision. Those leaders who do not are ultimately judged failures, even though they may be popular at the moment.” – Henry Kissinger

Leadership is a function of knowing yourself, having a vision that is well communicated, building trust among colleagues, influencing the behavior of other people toward group goals in a way that fully respects their freedom and taking effective action to realize your own leadership potential. If leaders can successfully understand their natural style of leadership, and explore how that style might be changed to fit different circumstances and different people, then their leadership is much more effective.

It doesn't require a great political mind to notice the significant difference between the Middle Eastern and the Western world in terms of leadership style. However, personally, I find it difficult to say which style is superior. The degree of effectiveness of a leadership approach is measured by the level of fulfillment of the people it's implemented upon, and unfortunately, discontent does not come in short supply, whether in the Arab or Western world.

Three major factors govern the key differences in political stance between the Middle East and the Western world. These are: gender equality, freedom of speech, and the extent to which

religion is incorporated into the scheme of law. These factors are in turn controlled by the cultural diversity between nations and their people and, of course, the leading power that directs the population to the “perceived” greater good.

Gender equality seems to be the most obvious difference between us as Middle Eastern and the greater West. It's not difficult to distinguish which community offers a wider range of opportunities to women. The Arab woman is typically foreseen as the domestic housewife with, preferably, minimum career ambitions; while the western woman is foreseen to have a choice. It's critical at this point to mention that the degree of contribution a woman has in the society differs within the Middle Eastern countries separately. The range extending from severely minimal in Saudi Arabia, where women are not even allowed to drive cars; to moderate in Jordan and Egypt, where women have come to occupy chief ministry positions. Moreover, not all western countries practice full gender equality.

But observing the bigger picture here, it seems the Arab world is in a losing race with the western world when it comes to female empowerment. Country leaders play a major role in this matter. Allowing women to occupy a greater portion of the ruling party instills the notion of the undeniably imperative female involvement in all aspects of the community in the minds of young leaders and generations, and thus allows for an increase in female employment, participation and motivation.

“Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers.” States the UN Universal Declaration of human rights. I have to point out here that the Middle East does not differ much in this respect compared to the Western world. Freedom of speech might have been very much suppressed in the past times, but it has witnessed great improvement in the recent decades. People are using radios, televisions and other media sources to express their opinions. It is perhaps due to this increase in self-expression that more Arabs are reaching to previously deemed “impossible to reach” horizons, and are actually making internationally known figures of themselves. This shows that the more leaders suppress their people, the less they are likely to achieve.

The last major point that, in my opinion, differentiates Middle Eastern from Western leaders is the degree to which they incorporate

religion into the law, and everyday matters. Middle Eastern leaders in general tend to be more likely to view religion as a cornerstone, a referral point for decision making. In my point of view, this is probably the case in order to preserve the culture, the Arab culture, which is tightly intertwined with our religious beliefs. The Western leaders, on the other hand, tend to follow a more secular approach, where governmental practices exist separately from religion. This was done primarily to eliminate any governmental differentiation based on religion; and, in this manner, the rights of the minority group were kept. Interference of religion with the political life in the Middle East has, in fact, hindered scientific research in many areas such as organ transplantation, abortion and stem cell research. The West remains to be the pioneer in such medical research.

To conclude, it has become quite apparent how different leadership styles affect the overall development of the country and its people; and this in turn affects its level of intellectual growth and civilization.

How to Improve Time Management Skills as a College Student

By Paul McDaniel
B.S. and M.S. in Geography; M.A.E.
in Educational Leadership, USA

Developing effective time management skills as a college student is critical to your academic and social success in college. Your success or failure in college is greatly affected by your effective use of time. But being a college student is also a very time consuming job. Therefore it is important to learn good time management skills and habits that will not only help you on the road to academic success in college, but will transfer into other areas of your professional and personal life. The steps in this article will help you manage your time effectively, improve time management, and practice effective time management skills.

Step 1: Plan enough time for study. As a general rule, in college, you should study at least two hours outside of the classroom for every hour that you are in a class.

Step 2: Develop the habit of studying at the same times each day. This creates stronger study habits.

Step 3: Get a weekly or monthly planner - depending on your preferences - and write all due dates for assignments and test dates. Then, two weeks before the assignment's due date, write "start on the particular assignment". One week prior to the due date, write "finish such and such assignment". This will allow for weekly reminders leading up to the actual deadline.

Step 4: Use your free time immediately after class wisely for copying notes and reviewing the material.

Step 5: Study for 20 to 25 minute intervals and then take a short break. Research shows that studying in shorter blocks or intervals of time and then taking a break is more beneficial than studying constantly for hours. Therefore, review material in smaller blocks of time.

Step 6: Schedule a one-hour weekly review and use weekends if possible.

Step 7: Remember to have some unscheduled time and be flexible. This will allow you time to do things you want to do.

Step 8: Participate in extracurricular activities. Plan to have some fun in college. You need a balance of both academic and social life to be a well-rounded individual.

Final Exam Schedule

Date	Course Number	Course Name
30 / 05 / 2009	MBA 742	Business Communication Skills (A+B)
	MBA 744	Operations Management
31 / 05 / 2009	MBA 791	Seminar in International Accounting
	MBA 733	Microeconomics of Competitiveness
01 / 06 / 2009	MBA 751	Marketing Management
	MBA 762	Corporate Governance
02 / 06 / 2009	MBA 711	Financial Accounting (A+B)
	MBA 771	Total Quality Management
03 / 06 / 2009	MBA 743	Strategic Management and Business Policy
	MBA 782	Training and Development
	IP 731	Copyrights

Date	Course Number	Course Name
04 / 06 / 2009	MBA 741	Organizational Behavior and Leadership (A+B)
	MBA 712	Management and Cost Accounting
06 / 06 / 2009	MBA 752	Consumer Behavior
	MBA 701	Research Methodology (A+B)
07 / 06 / 2009	MBA 731	Managerial Economics
	IP 751	Patents and Trade Secrets
08 / 06 / 2009	MBA 777	Operations and Quality Management
	IP 741	Trademarks and Unfair Competition
09 / 06 / 2009	MBA 721	Corporate Finance (A+B)
	MBA 776	Quality Tools and Techniques
	MBA 717	International Auditing Theory and Practice
10 / 06 / 2009	MBA 753	Marketing Research
	MBA 718	Advanced Accounting
	IP 721	Intellectual Property Licensing
11 / 06 / 2009	MBA 745	Human Resources Management
	MBA 748	International Business and Globalization
	MBA 773	Supply Chain Management

**All exams will be held from 5:00 – 8:00 p.m.*

Employment Opportunities

Each graduate student from TAG-College is granted the opportunity to work within one of the offices of the Talal Abu-Ghazaleh Organization (TAG-Org) which has 71 offices and 180 correspondent offices worldwide, or with a client of the Organization. TAG-College students will instantly be informed of any job vacancies through e-mail. For further information, contact: ehaikal@tagcb.edu.jo

Your Contributions

Your feedback and contribution to the TAG-College Newsletter is valuable and much appreciated. Please send any comments or suggestions to: student.affairs@tagcb.edu.jo