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Message from TAG-College Executive Director



*Dear Students, Faculty, Staff, Alumni and
Friends of the Talal Abu-Ghazaleh College of
Business,*

Throughout last year, Talal Abu-Ghazaleh College of Business (TAG-College) has welcomed more than 70 new students, with a cumulative percentage growth of 56% in 2008, making the number of our students 200. In addition, TAG-College has launched two MBA programs with concentrations in finance and banking and Islamic finance in order to promote education in these vital fields in the Arab region.

To achieve excellence, TAG-College has built strong partnerships with leading international accreditation institutions during 2008; moreover, the College is planning to enhance its existence in the international arena by being the first Jordanian academic institution to be accredited by international business accreditation bodies.

We will continue to offer the highest of educational standards, innovate teaching methodologies, accept only the top-of-the-top students to prepare them for their professional careers and grant generous scholarship programs to assist qualified students.

I hope this year features success stories for our students. And I hope you will continue to share your thoughts, concerns and achievements with us as 2009 progresses.

Bassam Abu - Ghazaleh
Executive Director of the TAG-College



Firm Response Strategies Under Globalization's Impact



During a visit to Finland last summer, Dr. Al-Obaidi finalized a paper with colleagues that discussed firm response strategies under globalization's impact in high-tech and knowledge-intensive fields.

The paper is now published in the Finnish Journal of Business Economics, issue No. 1 (2008).

The research empirically investigates firm response strategies under the impact of globalization. It begins with exploring specific theoretical approaches, namely firm competitive advantage, the resource-based view and the eclectic model, to develop a theoretical framework by which it is possible to evaluate the impact of globalization on firms originating in small and open economies. The research highlights the need to develop dynamic capabilities, particularly in configuration and coordination of the global value chain, and recommends the use of response strategies that result in multiple advantages, such as cost and differentiation.

Furthermore, the results of the study suggest that response strategies are environment, and-situation-specific and are in line with earlier organizational and strategy research. The industry lifecycle stage influenced the response strategy appropriate for a given situation. During the era of internationalization and growth, selection of appropriate operations modes, utilization of innovative products and design and the use of channels that enable presence in international markets were important. In the maturing phase of escalating global competition, the sustainability of the competitiveness can be increased by efficient configuration of the value chain on a global basis and the use of multiple operation modes, expansion of the product range and its standardization, holistic design, which enhances both production efficiency

and marketing differentiation, and hybrid channel arrangements.

The above results are also expected to bring certain managerial implications. Managers should evaluate globalization threats and opportunities from a holistic and dynamic viewpoint. They should remember the importance of analyzing their resource and capability bases. None of the functions can be investigated in isolation from the overall competitive strategy. Moreover, managers should follow the steps identified in the framework to carefully evaluate the presented response strategies and select the most suitable for them. Naturally, governments must also review their current policies with an open mind as far as educational system, taxation, legislation and other support for enhancing the factor conditions of their country. The study examined operation-mode and marketing-based response strategies utilizing four Finnish case companies: Nokia, Kone, Wärtsilä and Ensto, all of which are heavily involved in the Arab region.

Dr. Zuhair Al-Obaidi, D.Sc. in business economics, is a professor of marketing and international business at the Talal Abu-Ghazaleh College of Business (TAG-College) in the German-Jordanian University. Prior to this position, he was a professor of international business at the Helsinki School of Economics in Finland. His current research interests include technology transfer and globalization of the high-tech SMEs and international marketing. Professor Al-Obaidi has been published in the journals of Euro-marketing and Industrial Marketing Management as well as the Finnish Journal of Business Economics. He has had consulting assignments with the World Bank, Finnish development agencies and firms doing business in the Middle East. He currently serves on the editorial boards of various referred academic journals.

The paper will be available on TAG-College website.

College Corner

Accreditation News

*By Dr. Majdi Zuraikat
Assistant Professor of Accounting, TAG-College*

TAG-College has signed an agreement with two international accreditation agencies, namely the Institute for Accreditation Certification and Quality Assurance (AGQUIN) and the Foundation for International Business Administration Accreditation (FIBAA). TAG-College will submit all the required documents for the latter by the end of February 2009.

The agreements aim at inspecting TAG-College's MBA program as part of the initial accreditation and further inspect TAG-College for the institutional accreditation.

- *Contribute to the improvement of the college by raising standards to meet the demands and challenges of business education.*
- *Benchmark our strategies and processes against global norms in business education and confirm that our MBA and management programs meet international standards.*
- *Enhance TAG-College's brand recognition through its membership in the elite league of premier accredited business schools worldwide.*
- *Ensure that our MBA program is systematically embedded in the TAG-College overall quality assurance strategy.*
- *Regularly improve TAG-College's organization and decision-making processes by implementing systematic, ongoing quality management.*

Library News

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

LexisNexis database has offered our library a trial period for the past two weeks, from which students have benefited greatly in their academic fields.

With our e-Library service, students have access to EBSCOhost, the world's premium research database service, allowing access to thousands of libraries and institutions around the world.

The library is also working to subscribe with Emerald, the world's leading publisher of management research and online business journals.



TAG-Business Forum

Seminar: “The Arab Region and the After Math of the Global Financial Crises”

The Arab Region and the After Math of the Global Financial Crises seminar was held at Talal Abu-Ghazaleh Business Forum at TAG-College on November 24, 2008.

Participating in the Seminar were Mr. Talal Abu-Ghazaleh, CEO and chairman of the Talal Abu-Ghazaleh Organization, Dr. Mohammed Halaika former Minister of Industry and Trade, Mr. Ghassan Nuqul, vice chairman, Nuqul Group, Jordan, Dr. Labib Khadra, president of the German-Jordanian University, Mr. Jawad Al-Hadeed, CEO of Jordan Commercial Bank and other high-ranking officials.



The event addressed various issues relating to the global financial crisis and the effect of this crisis on the Arab countries.

“Transformation Management and Integral Business” at TAG-College

TAG-College conducted a lecture entitled “Transformation Management and Integral Business” on November 19, 2008 at its premises.

The lecture tackled different topics such as the four world’s perspective, the practice of transformation in different fields, transforming the competitive strategy into strategic renewal, transforming organizational development into cultural dynamics, transforming research and development (R&D) into social innovation and transforming the functions of management, and highlighted a number of real-life practices around the world.

The lecture was presented by Professor Ronnie Lessem, a graduate of Harvard Business School and the London School of Economics. Lessem



is also a director of the trans-cultural centre and trans-cultural programmers at the University of Buckingham in the United Kingdom. In earlier years, he ran the family textile businesses in Zimbabwe. Lessem is also the author of more than 20 books in the field of leadership, transformation and trans-cultural management.

Seminar on Technology Development in the World



Proceeding from the responsibility entrusted to the private sector to contribute in promoting awareness, knowledge and the exchange of experiences and dialogue in the economic and business fields, the “Technology Development in the World and Its Impact on the Middle East and North Africa (MENA) Region” seminar was held in cooperation with the Talal Abu-Ghazaleh Business Forum on November 11, 2008. It was presented

by Alaya Bettaieb, leader of the Arab Academic Technology Transfer project for the region in the Arab Science and Technology Foundation.

The seminar focused on two essential topics: the private sector’s role in the economic balance of countries and financial risks in performing technology transfer projects, and some countries’ experiences in this field. The seminar showed the rapid macroeconomic growth of some countries and the role technological companies play in fostering their countries’ development and overall performance.

Bettaieb analyzed the ‘Technology Ecosystem’, attributing such growth to the technology alphabetism, technology watch, research breakthroughs, technology incubation and entrepreneurship, technology investment, technology commercialization and the challenges MENA countries face in reducing the technology gap with the developed world.

Lecture: “The Legal Aspects of the Technology Transfer Contracts”

The Talal Abu-Ghazaleh Business Forum at TAG-College hosted a lecture titled “The Legal Aspects of the Technology Transfer Contracts” on November 16, 2008.

The lecture was delivered by Dr. Barbuddha Ganguli, advisor of VISION-IPR in Mumbai, India who discussed the anatomy of the licensing agreements and other related topics.

Professor Ganguli serves as a consultant for the Indian government and works with the World Intellectual Property Organization (WIPO). He has several publications in chemical physics, chemical processes, specialty materials; in addition to over 30 publications, which include research papers in the field of Intellectual Property Rights (IPRs).



TAG-College Holds Corporate Social Responsibility Lecture

TAG-College conducted a lecture entitled “International Business Leaders Forum (IBLF) and Corporate Social Responsibility” on November 18, 2008 at its premises.

The lecture focused on the context for business, the challenges for society, business vested interest, blending business benefit with development gain, the leadership challenge and how to make the social partnership work.

Delivering the lecture was Peter Brew, IBLF director of corporate policy and an internationally acclaimed expert and speaker on corporate social responsibility.

IBLF is an international non-profit organization that was set up in 1990 by the Prince of Wales and a group of chief executives of international companies in response



to the emerging challenges of economic growth and change in the global economy. IBLF’s mission is to promote responsible business leadership and partnerships for social, economic and environmentally sustainable international development, particularly in new and emerging market economies.

AKMS Conducts ISO 9001:2008 Lecture

The Arab Knowledge and Management Society (AKMS) conducted a lecture on the ISO 9001:2008 on December 15, 2008 at the Talal Abu-Ghazaleh College of Business (TAG-College) premises.

Delivering the lecture was Khaled Abu-Osbeh, executive director of Talal Abu-Ghazaleh and Co. International - Jeddah and AKMS representative in the ISO 9000 specification (ISO/TC 176/SC) committee.



In his lecture, Abu-Osbeh, member of the WG 18 Expert Committee which emanated from the ISO/TC 176/SC2 committee, discussed the following topics: the motives for change to the specification, the need for proposed changes, the applicable approach in amending the ISO 9001 series, the scope of amendments to the new specification, the timetable of the transition process and how to stay up to date with ISO 9001 specifications.

The lecture also focused on providing the opportunity to those interested in quality systems and ISO 9001 to learn about new standards and their amendments prior to issuing them, just as their counterparts in developed countries do.

The 2008 edition of ISO 9001 is the fourth edition since 1987, as ISO laws and regulations require that standards be reviewed every five years to determine whether they should be amended, improved or withdrawn.

Training Corner

Abu-Ghazaleh Speaks at Amman Model UN Conference



Talal Abu-Ghazaleh, vice chairman of the Board of Directors of the United Nations Global Compact, chairman of the Talal Abu-Ghazaleh College of Business (TAG-College) Board of Directors and chairman and CEO of the Talal Abu-Ghazaleh Organization (TAG-Org) addressed the seventh annual session of the Amman Model United Nations Conference in its closing session held on November 24, 2008.

In his remarks entitled “Future Peace and Security Risks”, Abu-Ghazaleh stated, “The 20th century witnessed two World Wars and countless other major ones, numerous genocides, natural and man-made disasters and existential threats to human civilization. From the Cold War and its geopolitical balance of mutual assured destruction (MAD) to Chernobyl and the Iraq-American wars, the 20th century was a frightening and terrible time for the human race.”

Abu-Ghazaleh also tackled key issues such as the global climate change, peak petroleum and energy

insecurity, water insecurity, population growth, unemployment, social and political instability, nuclear proliferation, biological instability (epidemics, plagues and killer viruses) global economic instability and economic inequality.

The conference aimed at raising awareness of the international problems and productivity, and was attended by students of TAG-College as well as high school students and other educational bodies.



TAG-Knowledge Concludes Two Courses for University Students

The Talal Abu-Ghazaleh Knowledge Society (TAG-Knowledge) recently concluded two courses on creative thinking and effective communication skills for university students.

In the first course, participating students were trained on effective communication skills and techniques, methods of optimal application of these skills, avoiding communication obstacles, methods of problem solving and effective decision making as well as optimal investment in time management.



Meanwhile, in the second course, students were trained to use creative thinking and its applications in scientific and practical fields. The course included promoting creativity potential and skills for participants and reducing creativity impediments.

TAG-Knowledge was launched in Amman in 2008 to provide free services to university and higher education students that include access to the Internet and computer applications, access to digital libraries, publishing houses and other knowledge resources, a career building hub and others. It aims at supporting the Arab youth to develop their skills as well as their scientific and practical capabilities in order to contribute to building their professional futures in an optimal manner.

Professional Training Courses

The Talal Abu-Ghazaleh Professional Training (TAG-Training Academy) continues to provide total 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
Effective Business Communications	30	January 4 - 15, 2009
Business Finance	30	January 18 - 29, 2009
Advanced Human Resources	20	January 18 - 21, 2009
The New Strategic Marketing	20	January 25- 29, 2009
Accounting for Non-Accountants	20	February 1 - 5, 2009
Amendments of IFRSs up to the end of 2008	20	February 1 - 5, 2009
Human Resources Management	30	February 1 - 12, 2009
Certified Information Systems Auditor (CISA)	60	February 8 - 26, 2009
Foreign Exchange and Money Markets	20	February 8 -12, 2009
Project Management Professional (PMP)	52	February 10 - 26, 2009
Marketing	30	February 15 - 26, 2009
Financial Analysis Using Excel	24	February 14 - 19, 2009

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

JCPA Continues

The Jordanian Certified Public Accountant (JCPA) exam preparation course offered by the Arab Society of Certified Accountants (ASCA) will resume at the TAG-College premises during 2009 on the following dates: February 7 - April 18, 2009; March 21 - May 30, 2009; and May 23 - August 1, 2009.

This course is in addition to the Arab Certified Professional Accountant (ACPA) exam preparation course, which will take place from April 12 - July 23, 2009, and other training courses in the fields of accounting and auditing.

For more information or registration, contact info@ascasociety.org Tel: +962 - 6 - 560 9000, ext: 3608

Students Corner

First Graduation Ceremony

TAG-College will be holding its first graduation ceremony on June 25, 2009 at the Royal Cultural Center. The ceremony marks the graduation of more than 50 students from the MBA and MA in Intellectual Property programs.

As part of the graduation process, TAG-College is organizing photo sessions for the MBA and MA-IP graduates through a professional studio, Black & White, and we urge our graduating students to take their photos in preparation for the yearbook.



For further information, contact: student.affairs@tagcb.edu.jo Tel: 96 2 -6 -550 9222, ext: 5415

Conflict Management

By Shadi Nejem

MBA in Management - Class of 2009

Board conflicts are among the most challenging conflicts an executive faces. They generally come in two forms; conflict among board members and conflict between the board and professional management of the organization, either the executive of (or) the staff. Both of these difficult situations require special consideration.

Most executives value board members' constructive disagreements about what is best for the organization. But they fear the times when these disagreements become destructive. Many board members also dislike conflict, so much so that they frequently abdicate their board responsibilities in favor of dealing with them.

A 1994 study of the members of over 50 boards in Minnesota reported that conflict avoidance is the most common reason for members' resignations. So, it's important to steer the conflict to a resolution and keep as many board members as possible committed to your organization.

Facilitating a conflict among board members holds real danger for an executive. He or she frequently ends up caught in the choppy waters between warring bosses. It is a setup to sink, no matter what the outcome. In a board conflict, it is nearly impossible for an executive to maintain each board member's belief in his or her impartiality. And that trust is essential for a good working relationship and for constructive conflict resolution.

Even if the executive has strong ideas about the issue dividing a board, it is wise to let the board chair take the lead in resolving conflicts within the board. After all, managing the board is the chairperson's job. Unfortunately, many chairs do not understand or accept the full scope of their responsibilities. And many would rather not deal with conflict, even when they understand that it is their role.

Don't be surprised to find board leaders uncomfortable with conflict and its management. When the board chairperson can't or won't help, you might seek another leader. A vice chair might fill this role, although members may ask why the chair is not managing the conflict. This can undermine the chairperson's authority, which you want to avoid. A highly respected former board chair or board member can be a good choice. Whoever you choose, the person should have conflict management skills, be well regarded by all parties, be viewed as

impartial toward the parties and be objective about these issues.

If neither current nor past board leaders are willing or able to manage the conflict, consider consulting a skilled mediator.

Given the inevitability of conflict in non-profits, board members need to know how to have constructive conflicts. The executive is the person who must help them better understand conflict and develop ways to disagree constructively – before serious erupt. Healthy conflict on a board can stimulate creativity and strengthen an organization. Training your board in the processes of healthy conflict is always a worthwhile investment of the organization's resources.

Source: Adapted from Resolving Conflict in Nonprofit Organizations: The Leader's Guide to Finding Constructive Solutions by Marion Peters Angelica, PhD.

Why Get Your Master of Business Administration Degree?

Earn More Money

Salaries earned by graduates of MBA programs just keep getting higher. For example, in the USA, according to the Graduate Management Admission Council's (GMAC) Global MBA Survey 2002, "Overall, the typical graduate earned US\$48,000 before entering the MBA program and now expects to earn US\$75,000 in the first job after graduation - a 56 percent increase.»

Advance Your Career

Whether you're a real estate agent, an ER doctor, an engineer or an editor for your local newspaper, a graduate business degree can prepare you to move into a managerial position within your field.

Change Your Career

Is your current career path a less than perfect fit for your aptitudes and interests? If so, an MBA program

can give you the opportunity to explore your options and provide you with the training you need to change careers entirely.

Start Your Own Business

Interested in starting your own business, but not sure you have the necessary expertise to launch a start-up in a high-growth industry? An MBA can prepare you to do everything from writing a business plan to acquiring venture capital to launching an IPO. Research has shown that the failure rate for small businesses started by MBAs is about 50 percent less than the standard failure rate.

Enjoy Greater Job Security

MBA graduates are desirable in any job market, as an MBA will give you the opportunities you need to advance in the business world.

Final Exam Schedule

Final Exam Schedule

Date	Course Number	Course Name
10 /01/ 2009	MBA 771	Total Quality Management Concept
	MBA 751	Marketing Management
11 /01/ 2009	MBA 712	Managerial Accounting
	IP 760	Intellectual Property Management
12 /01/ 2009	MBA 731	Managerial Economics
	MBA 743	Strategic Management and Business Policy
13 /01/ 2009	MBA 713	Intermediate Accounting I
	MBA 776	Quality Tools and Techniques
14 /01 /2009	MBA 741	Organizational Behavior
	MBA 755	Global Marketing Strategy
15 /01/ 2009	MBA 721	Corporate Finance
	IP 761	Legal Writing
17 /01/ 2009	MBA 742	Business Communication
	IP 711	Introduction to Intellectual Property
18 /01/ 2009	MBA 745	Human Resources Management
	MBA 773	Supply Chain Management
19 /01/ 2009	MBA 701	Research Methodology
	IP 716	Industrial Design and Models
20 /01/ 2009	MBA 714	Intermediate Accounting II
	MBA 762	Corporate Governance
21 /01/ 2009	MBA 754	Marketing Communication
	MBA 777	Operations and Quality Management
22 /01/ 2009	MBA 711	Financial Accounting
	MBA 716	Accounting Information Systems

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