



Editor: Lacey Bradley-Storey



#### Director's Message

The Center for Emerging Markets had another good year, despite cutbacks in government funding for international education and transitions within the school. The number of faculty associates continued to grow to over 60, from across the colleges of business, law, social sciences, and criminology. The Center's reputation for applied research continues to strengthen, thanks to the expanding publications of its faculty associates and the prizes their research is winning. There has also been an increase in the number of academics interested in spending time at CEM as visiting scholars.

Opportunities for students to study and work in emerging markets have also grown, because of field study trips organized by CEM faculty associates, including several done as part of NU's signature Dialogue of Civilizations program. The Center organized a number of events for students and the business community, including a talk by the WTO's Deputy Director General. We were delighted that Massachusetts Governor Deval Patrick inaugurated the 2012 Emerging Markets symposium in July 2012, underlining the growing importance of these economies to the Bay state and the U.S.

CEM's strong foundations were laid by the late dean Thomas Moore, and it is sustained by the passion and energy of its faculty associates. We look forward to taking CEM to greater heights under dean Hugh Courtney.

*Ravi Ramamurti,  
Distinguished Professor of International Business & Strategy*

#### CBA Welcomes New Dean



Hugh Courtney took over as Dean of the College of Business Administration on July 1, 2012. He has a PhD in Economics from MIT. He worked for several years in McKinsey & Co., where he was a leader in its strategy practice and served clients on six continents across many industries. He arrives from the Robert H. Smith School of Business, U. of Maryland, College Park, where he was Vice Dean for undergraduate, graduate, and executive programs.



**Governor Deval Patrick speaks at 2012 CEM Symposium.**

See story on pages 15 and 18-19.

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# Advisory Board

CEM is guided by a seasoned group of executives, who are deeply engaged in emerging markets.

**Nigel Burton**

Chief Marketing Officer  
**Colgate-Palmolive, Inc., USA**

**Michael Cannon-Brooks**

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**IBM Growth Markets, China**

**Alberto Carvalho**

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**Spencer Fung**

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**Mitchell Habib**

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former President, Emerging Markets  
**Pfizer, Inc., USA**

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**Liberty Mutual International, USA**

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**Ozires Silva**

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**Ron Somers**

President, **US-India Business Council, USA**

**Wiebe Tinga**

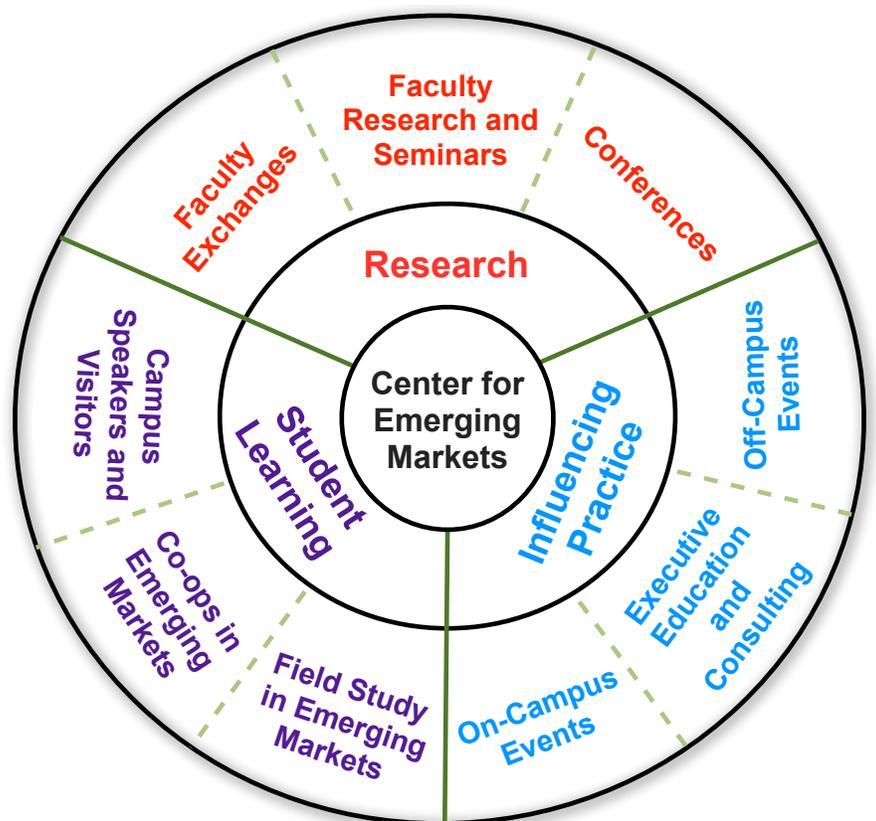
President,  
North American Sales and Marketing,  
**Hasbro, USA**

**Ravi Uppal**

CEO, **L&T Power, India**  
Formerly President Global Markets,  
**ABB, Switzerland**

## CEM Mission

Northeastern University's Center for Emerging Markets (CEM), founded in 2007, is dedicated to conducting research on how organizations can leverage high-growth emerging markets for global competitive advantage and to disseminating best practices to managers, policy makers, students, and academics.



## Faculty Publications

Over the past year, CEM Faculty Associates produced a wide array of scholarship relating to emerging markets and transnational issues.



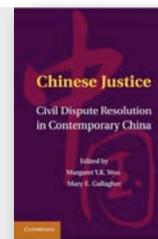
**Garcia, Denise.** 2011. *Disarmament Diplomacy and Human Security: Norms, Regimes and Moral Progress in International Relations.* Oxford: Routledge.



**Ramamurti, Ravi** and Niron Hashai, Eds. 2011. *The Future of Foreign Direct Investment and the Multinational Enterprise.* Bingley: Emerald Publishing.



**Rolland, Sonia.** 2012. *Development at the WTO.* Oxford: Oxford University Press.



**Woo, Margaret** and Mary E. Gallagher, Eds. 2011. *Chinese Justice: Civil Dispute Resolution in Contemporary China.* Cambridge: Cambridge University Press.

Aharoni, Y. and **R. Ramamurti.** 2011. Evolution of Multinationals, In R. Ramamurti and N. Hashai (eds.). *The Future of Foreign Direct Investment and the Multinational Enterprise*, Bingley, UK: Emerald, 2011, pages 113-136.

**Banalieva, E., Sarathy, R.** (2011). A Contingency Theory of Internationalization-Performance for EM MNEs; 2nd R&R; *Management International Review*, 51(5): 593-634.

**Banalieva, E.,** Eddleston, K. (2011). Home Regional Focus and Performance of Family Firms: The Role of Family vs. Non-Family Leaders. *Journal of International Business Studies*, 42: 1060-1072.

Chen, Mavis Yeh-Yun Lin, Hsing-Er Lin, and **Edward F. McDonough III.** 2012. Does Transformational Leadership Facilitate Technological Innovation? The Moderating Roles of Innovative Culture and Incentive Compensation, *Asia Pacific Journal of Management*, (February): 1-26

**Cuervo-Cazurra, A.** 2012. Business relationships between Latin America and Asia: The next research frontier. *Globalization, Competitiveness, and Governability*, 6(1): 16-22. (Introduction to special issue)

**Cuervo-Cazurra, A.,** Thomas, D., Brannen, M. Y. (2011). Explaining theoretical relationships in international business research: It's about the arrows linking the boxes. *Journal of International Business Studies*, 43: 1073-1078.

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**Cuervo-Cazurra, A.,** and Un, A. 2011. Economic integration and the technological capabilities of local firms. In Jovanovic, M. (ed.) *International Handbook of Economic Integration*, Volume II. Northampton, MA: Edward Elgar, pages 77-89.

**Cuervo-Cazurra, A.** 2011. Internationalization process. In Kellermanns, F. & Mazzola, P. (eds). *Handbook of Strategy Process Research.* Northampton, MA: Edward Elgar, pages 432-451.

**Cuervo-Cazurra, A.** How developing country multinational companies upgrade capabilities using value chain configuration in advanced economies. In Williamson, P., Ramamurti, R., Fleury, A., and Fleury, M.T. (Eds) *The competitive advantages of emerging market multinationals.* Cambridge, UK: Cambridge University Press.

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Huang, G.H., Cheng, T., **Lee, C.,** & Ren, X.P. Effects of Organizational Uncertainty on Employee Outcomes: Moderating role of Emotional Intelligence and Supervisor-Member Relationship Quality. *Asia Pacific Journal of Management*, forthcoming.

Huang, G.H., Zhao, H.H., & **Lee, C.** (in press). Job insecurity in the Chinese context: A Critical Review. In M. Bond & X. Huang (Eds.), *Handbook of Chinese Psychology*, CH 20. Hong Kong: Oxford University Press, forthcoming.

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**Lamin, A.** and Zaheer, S. 2012. Wall St. vs. Main St.: Firm strategies for defending legitimacy and their impact on different stakeholders. *Organization Science*, 23(1): 47-66.

**Lamin, A.** and **Dunlap-Hinkler, D.** 2011. Complex Technological Capabilities in Emerging Market Firms: The Role of International and Domestic Knowledge Linkages. *Journal of International Management*, 17(3): 211-228.

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Liu, J., Wang, H., Hui, C., & **Lee, C.** Psychological ownership: How Having Control Matters. *Journal of Management Studies*, forthcoming.

Liu, J., Hui, C., **Lee, C.,** & Chen Z.X. 2012. Taking on obligations: why employees stay. *International Journal of Human Resource Management*, 23(1): 35-51.

May, R. C., Stewart, W. H. Jr., **Puffer, S. M., McCarthy, D. J.,** and Ledgerwood, Donna E. 2011. Predictors of individual knowledge acquisition commitment in a post-Soviet setting. *Management International Review*, 51(5): 697-728.

**McCarthy, D. J.,** and **Puffer, S. M.** 2012. Business and management in Russia: A review of the post-Soviet literature and future research directions. *European Journal of International Management*, 6(2). Forthcoming

**McCarthy, D. J.,** and **Puffer, S. M.** Wikimart: Building a Russian version of Amazon. In M.W. Peng, *Global Strategy*. Forthcoming.

McGinnis, L. P., J. W. Gentry, and **T. (Tony) Gao.** Antecedents of Consumers' Feelings of Sacredness about Extended Service Activities. *Journal of Service Research*, forthcoming.

Michailova, S., **McCarthy, D. J.,** and **Puffer, S. M.** (guest eds.) 2013. Special Issue: Russia: As Solid as a BRIC? *Critical Perspectives on International Business*. Includes editorial.

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**Puffer, S. M.,** and **McCarthy, D. J.** 2012. Corporate governance and initial public offerings in Russia. In Alessandro Zattoni and William Judge (eds.), *Corporate Governance and Initial Public Offerings*. Cambridge: Cambridge University Press, pages 354-377.

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**Puffer, S. M., McCarthy, D. J., Jaeger, Alfred M., and Dunlap, Denise.** The use of favors by emerging market managers: Facilitator or inhibitor of international expansion? *Asia Pacific Journal of Management*. Forthcoming.

**Puffer, S. M.** 2012. La entrada de Rusia en la OMC es buena para países como España. (Russia's entry into the WTO is good for countries like Spain). *La Gaceta de los Negocios*, Madrid, Spain, January 18, p. 20.

**McCarthy, D., Puffer, S., Dunlap, D., & Jaeger, A.,** 2012. A Stakeholder's Approach to the Ethicality of BRIC-firm Managers' Use of Favors, *Journal of Business Ethics*, forthcoming.

**Ramamurti, R.** Competing with Emerging-market Multinationals, *Business Horizons*, 55, 1 (May 2012): 241-249.

**Ramamurti, R.** What's really different about emerging market multinationals? *Global Strategy Journal*, 2(1), (February 2012): 41-47

**Ramamurti, R.** Impact of the Crisis on New Players in Global FDI. *Transnational Corporations*. 20, 1 (April 2011): 39-68.

**Ramamurti, R.** The role of international M&A in building the competitive advantage of Indian firms. In Williamson, Ramamurti, Fleury & Fleury, *Competitive advantage of emerging market multinationals*. Cambridge, UK: Cambridge, ch. 12.

**Ramamurti, R.** Research on Foreign Direct Investment and the Multinational Enterprise in a Changing World, In R. Ramamurti and N. Hashai (eds.) *The Future of Foreign Direct Investment and the Multinational Enterprise*, Bingley, UK: Emerald, 2011, pages 1-22.

**Robertson, C.,** Geiger, S. (2011). Moral Philosophy and Managerial Perceptions of Ethics Codes: evidence from Peru and the United States. *Cross-Cultural Management: An International Journal*, 18 (3): 351-365.

**Robertson, C.,** Al-Alsheikh, S., Al-AIKahtani, A. An Analysis of Perceptions of Western Corporate Governance Principles in Saudi Arabia. *International Journal of Public Administration*. (Accepted January 2012)

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**Sarathy, R.** 2012. Integrated Strategies for the Base of the Pyramid, in David Griffith and Subhash Jain, Eds. *Handbook of Research in International Marketing*, 2nd. Edition, Edward Elgar.

**Sultan, Fareena, Andrew J. Rohm, Tao (Tony) Gao.,** and Margherita Pagani. Brand in the Hand: Consumer Acceptance of Mobile Marketing across Three Influential Markets. *Business Horizons*, forthcoming.

Schakett, T., A. Flaschner, **T. (Tony) Gao,** and Adel El-Ansary. 2011. The Impacts of Social Bonding on Buyers' Loyalty, Trust, Satisfaction and Perceived Service Quality in Buyer-Seller Relationships, *Journal of Relationship Marketing*, 10 (4): 264-280.

Wang, H., Begley, T., Hui, C., & **Lee, C.** 2012. Are the Effects of Conscientiousness on Contextual and Innovative Performance Context Specific? Organizational Culture as a Moderator. *International Journal of Human Resource Management*. 23(1): 174-189.

Wei, Y. S., Frankwick, G., **Gao, T. (Tony),** and Nan Zhou. 2011. Consumer Adoption Intentions Toward the Internet in China: The Effects of Impersonal and Interpersonal Communication Channels," *Journal of Advertising Research*, 51 (4): 594-607.

Williamson, P., **R. Ramamurti,** A. Fleury, and M.T. Fleury. *The Competitive Advantage of Emerging Market Multinationals*. Cambridge, UK: Cambridge University Press, 2013.

Williamson, P., **R. Ramamurti,** A. Fleury, and M.T. Fleury. 2013. Introduction and Conclusions. In Williamson, Ramamurti, Fleury & Fleury (eds.) *Competitive advantage of emerging market multinationals*. Cambridge, UK: Cambridge, ch. 1 and 17.



## Research Honors: 2011-2012

Over the past year, several faculty associates have been recognized for excellence in research and scholarship



**Elitsa Banalieva**, Assistant Professor of International Business, received multiple awards at the annual meeting of the Academy of International Business in Washington DC in July 2012. Her paper, "Making the Most of the Second Best: Synchronization of Reform Rhythms, Slack, and Performance of Transition Economy Firms," received the Bryant University prize for Best Paper in the Emerging Markets track. Subsequently the same paper was awarded the Haynes Prize, which is given to the best paper written by an author under 40 years of age.



**Ravi Ramamurti**, Distinguished Professor of International Business, received the European Business School's prize for the Best Paper published on Innovation Management in 2011 for his paper, "Reverse innovation, emerging markets, and global strategy," co-authored with Vijay Govindarajan of Dartmouth College and published in *Global Strategy Journal*. Other finalists at the competition held in Germany in June 2012 were papers by Jason Davis (MIT) and Kathy Eisenhardt (Stanford) published in *Administrative Science Quarterly*, and a paper by Oliver Alexy et al from Imperial College London published in *California Management Review*.



Professor **Alvaro Cuervo-Cazurra** received the 2011 International Management Division GWU-CIBER Award for Best Paper on Emerging Markets for

his paper "Milking the Rich Cow Dry?: Cross-Border M&As by Developing Country Multinational Companies." Professor Cuervo-Cazurra was also nominated for the Best Paper award at the 2011 annual meeting of the strategic management society held in Miami in November 2011.



Prof. **Alvaro Cuervo-Cazurra** has been elected to the Executive Council of the Academy of Management's (AOM) International Management Division (IMD). The Academy of Management has more than 19,000 members from 110 countries, mostly academics. The IM Division is one of its largest constituents, with almost 3,000 members. As a member of IMD's Executive Council, Prof. Cuervo-Cazurra will serve a five-year term that will include one year as Program Chair and another as Division Chair. Prof. **Ravi Ramamurti** served earlier in this capacity from 2003-2008. The election brings visibility and prestige to NU. In addition, Prof. Cuervo-Cazurra received a Best Reviewer award at the 2012 Academy of International Business Annual Conference in Washington DC.



Prof. Cuervo-Cazurra is also the Reviewing Editor for the prestigious *Journal of International Business Studies*.

## Research Honors Continued



**Denise Dunlap**, Assistant Professor of International Business, was selected to advise the United Nations in the preparation of its 2011 World Investment Report on the theme of “Non-equity modes of international production and development.” Professor Dunlap also received a Certificate of Appreciation from UNCTAD for her contributions at the seminar leading to the report. Professor Dunlap (smiling into camera) is pictured above with colleagues at UNCTAD offices in Geneva



**Luis Dau**, Assistant Professor of International Business, is pictured (left) receiving the award for Best Paper—Runner Up for his paper, “Reforms and Multilatinas” at the Strategic Management Society meeting in Rio de Janeiro in March 2011, out of more than 150 presented papers.



Cherry Family Senior Fellow of International Business Professor **Sheila Puffer** was awarded the title of University Distinguished Professor at the inaugural Academic Honors Convocation in April 2011. It is the highest honor Northeastern can give to a faculty member. Puffer's research focuses on the organizational and economic life in Russia and the former Soviet Union.



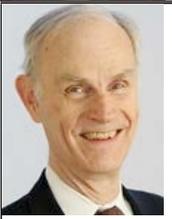
**Cynthia Lee** was the 2012-2013 recipient (co-investigator with Helen Zhao and M. Susan Taylor) of the 2012 Society of Industrial and Organizational Psychology (SIOP) small grant research for the study of “Employees’ Attitudes and Behaviors in Leader Transition and Subsequent Organizational Changes.”



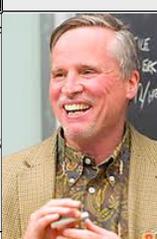
**Tony Gao** was the 2011 recipient of the IMR Best Paper award in International Marketing at 2001 Academy of International Business (AIB) Annual Meeting in Nagoya, Japan in July 2011.

## Liberty Mutual Seminar Series

As part of the Center for Emerging Markets' Liberty Mutual Seminar Series, the CEM hosted several speakers during the 2011-2012 academic year.

	<p><u>Wenjie Chen</u>, Asst Professor, George Washington Univ., Sept. 21, 2011 <i>Hosted by Prof Alvaro Cuervo-Cazurra</i></p> <p><b>Which came first, the chicken or the egg? Using propensity score matching to determine causality in strategic management</b></p>		<p><u>Raveendra Chittoor</u>, Indian School of Business, Hyderabad, India, Dec. 1, 2011 <i>Hosted by Prof Alvaro Cuervo-Cazurra</i></p> <p><b>Business group affiliation and the quality of institutions: Substitutes or complements?</b></p>
	<p><u>Peter Williamson</u>, Cambridge U., <u>Afonso Fleury</u>, U. of Sao Paulo, <u>Maria Tereza Fleury</u>, Dean, Fundacao Getulio Vargas, and <u>Ravi Ramamurti</u>, Northeastern U., Sept. 29, 2011</p> <p><b>Competitive advantage of emerging-market multinationals</b></p>		<p><u>Soumitra Jha</u> Asst. Professor of Economics &amp; Pol Science, Stanford Univ., Graduate School of Business, Dec. 2, 2011 <i>Hosted by Prof Sheila Puffer</i></p> <p><b>Sharing the future: Financial innovation and innovators in solving the political economy problems of development</b></p>
	<p><u>Schon Beechler</u>, Academic Director, Duke Corporate Education; Adjunct Professor, INSEAD and CEIBS, Oct. 5, 2011 <i>Hosted by Prof Allan Bird</i></p> <p><b>Global leadership and global mindset: Are Chinese the next global leaders?</b></p>		<p><u>Bhaskar Chakravorty</u>, Sr. Associate Dean, and Director, Center for Emerging Market Enterprises, Fletcher School, Tufts U, Nov. 2, 2011</p> <p><b>Nano, tweet, long tail: What is the next big small thing?</b></p>
	<p><u>Anna Lamin</u>, Asst Professor of International Business, Northeastern U., Oct. 19, 2011</p> <p><b>R&amp;D investment dynamics in agglomerations under weak appropriability regimes: Evidence from Indian R&amp;D labs</b></p>		<p><u>Luis Dau</u>, IB&amp;S group, College of Business Admin, Northeastern U, Nov. 16, 2011</p> <p><b>Pro-market reforms and the multinationalization of developed, developing, and least-developed country firms</b></p>
	<p><u>Huaichuan Rui</u>, Senior Lecturer in International and Comparative Business, U. of London , Oct. 26, 2011 <i>Hosted by Prof Alvaro Cuervo-Cazurra</i></p> <p><b>China's outward investment and multinational enterprises</b></p>		<p><u>Kamran Dadkhah</u>, Associate Professor of Economics, NU, Jan. 18, 2012</p> <p><b>The international monetary system and emerging markets</b></p>
	<p><u>Lou Wells</u>, Herbert F. Johnson Professor of International Management, Harvard Business School, Nov. 30, 2011</p> <p><b>International protection for foreign investors: Where are the streets of Seattle?</b></p>		<p><u>Vlad Vaiman</u>, Professor of International Management, Reykjavik University, Iceland, and Visiting Scholar, CEM, Jan. 25, 2012 <i>Hosted by Profs McCarthy and Puffer</i></p> <p><b>Leadership and talent management in Emerging Markets</b></p>

## Liberty Mutual Seminar Series (continued)

	<p><u>Nikos Passas</u>, College of Criminology and Criminal Justice, Northeastern U, Feb. 1, 2012</p> <p><b>Informal economy payments</b></p>		<p><u>Sonia Rolland</u>, Assoc. Prof. of Law, Northeastern U., March 15, 2012</p> <p><b>Development at the WTO</b></p>
	<p><u>Grigorios Livanis</u> and <u>Chris Robertson</u>, Northeastern U. Feb. 8, 2012</p> <p><b>Managerial perceptions of outsourcing and offshoring scenarios in Saudi Arabia</b></p>		<p><u>Mohan Subramaniam</u>, Assoc. Prof. of Strategy, Boston College, March 21, 2012 Hosted by Prof. Annique Un</p> <p><b>Competing globally, allying locally</b></p>
	<p><u>Tamara Stucchi</u>, Copenhagen Business School (PhD Student), and Visiting Scholar, CEM, Feb. 15, 2012</p> <p><b>Emerging market firms' internationalization: How institutional fungibility of firm resources matters</b></p>		<p><u>Laura-Christiane Renker</u>, PhD student, U. of Bamberg and Visiting Scholar, CBA, March 28, 2012 Hosted by Profs Bird and Cuervo-Cazurra</p> <p><b>Multicultural Teamwork: Hybrid Culture Building as a Consequence of Intercultural Encounters?</b></p>
	<p><u>H. David Sherman</u>, Prof. of Accounting, Northeastern University, Feb. 22, 2012</p> <p><b>US-Listed Chinese firms: The role of directors, CFOs, auditors, and others in enhancing value and governance</b></p>		<p><u>Hisham Fahmy</u>, CEO American Chamber of Commerce in Egypt Host: Professor Denis Sullivan, Political Science, April 12, 2012</p> <p><b>Egypt-US Relations after the Revolution: Business, Military, and Political Challenges</b></p>
	<p><u>Steve Tallman</u>, Claiborne Distinguished Professor, U. of Richmond, and Editor-in-Chief, <i>Global Strategy Journal</i>, Feb. 28, 2012</p> <p><b>Strategic management of the global multi-business firm</b></p>		<p><u>Brook K. Baker</u>, Professor of Law, NU Organizer: Professor Susan Montgomery, School of Law, April 24, 2012 Interdisciplinary Roundtable in Law and Business</p> <p><b>NATCO: Is India's first compulsory patent license the dawning of a new era of access to medicine and R&amp;D in emerging markets?</b></p>
	<p><u>Grazia Santangelo</u>, Prof. of Economics, U. of Catania, Italy, and Visiting Scholar, CEM, March 13, 2012</p> <p><b>Does the global fragmentation of R&amp;D activities pay back? The home region perspective</b></p>		<p><u>Murali Chari</u>, Associate Professor of Strategy, Rensselaer Polytechnic Institute, April 25, 2012 Host: Professor Alvaro Cuervo-Cazurra</p> <p><b>Business groups and foreign direct investments by developing country firms: An empirical test in India</b></p>

## Eleven Faculty Members Awarded BIE Mini-Grants



During 2011, the CEM awarded 11 mini-research grants using BIE Department of Education funds. In June 2009, the U.S. Department of Education awarded NU a two-year \$190,000 Business and International Education (BIE) grant to fund the CEM. The BIE grant program is geared towards the promotion of partnerships between academic institutions and corporations with the goal of improving US competitiveness.

### A. Fall 2011 Recipients

Recipient		Project Title	Emerging Markets Involved
Luis Dao, Assistant Professor of International Business, College of Business Administration		Regulatory change and internationalization	Peru, Costa Rica, Colombia, Venezuela,
Nikos, Passas, Professor of Criminology, College of Criminology and Criminal Justice		Compliance programs in multinational firms in Latin America	Argentina, Brazil, Chile
Sonia Rolland, Associate Professor of Law, School of Law		What future for Vanuatu at the World Trade Organization?	Vanuatu
Burna Turam, Associate Professor of Sociology and International Affairs, School of Social Studies and Humanities		Internationalization of Muslim business networks: From Turkey across the globe	Turkey

B. Spring 2011 Recipients

Recipient		Project Title	Emerging Markets Involved
Matt Allen, Entrepreneurship & Innovation, CBA		Adoption of and performance implications for strategic HRM in developing countries: Case of Southeast Asia	South-east Asia
Jeff Born, Finance, CBA		Energy independence in the developing world: The role of bio-fuels in the South Pacific	South Pacific
Adenekan Dedeke, Information & Operations Analysis, CBA		Exploring the impact of an improved environmental performance index on the rankings of emerging market economies	Multiple
Denise Dunlap-Hinkler, International Business & Strategy, CBA		The geographic organization of a firm's R&D activities and its influence on innovation: Evidence from Indian R&D pharmaceutical labs	India
Denise Horn, International Affairs, SSH		Social entrepreneurship, civic participation, and the future of democracy	Cambodia, India, Thailand
Grigorios Livanis, International Business & Strategy, CBA		Location and organizational determinants of R&D lab closure: An examination of Indian R&D labs	India
Denis Sullivan, Political Science, SSH		Getting back to business in Egypt	Egypt



## Third Conference on Emerging Market Multinationals: Looking Back, Looking Ahead

August 4, 2012 at Northeastern University  
Organizers: Alvaro Cuervo-Cazurra and Ravi Ramamurti

The Third conference on Emerging Market Multinational Enterprises (EMNEs) was held at Northeastern University on August 4, 2012. It built on the first conference organized jointly with the Wharton School in June 2007 and the second conference organized with Cambridge University, University of São Paulo and Fundação Getulio Vargas in March 2011. The aim of this conference was to explore the theoretical issues raised by EMNEs. It was organized by Northeastern U. professors **Alvaro Cuervo-Cazurra** and **Ravi Ramamurti** and also featured **Dan McCarthy** and **Sheila Puffer** as session chairs.

The conference speakers were senior professors who are leaders in this field (see program below). Among them were seven Fellows of the Academy of International Business, the incoming President of the Strategic Management Society, and two past Presidents of the Academy of International Business. More than 70 junior faculty members and PhD students from around the world attended the full-day conference. Like previous conferences, this one is expected to lead to a book published by a reputable university press.

The conference consisted of four panels featuring leading scholars in the field, as follows:

### Panel 1: *Evolution of the EMNE Literature*

Chair: **Sam Park**, Skolkovo Moscow School of Management, Russia  
**Yair Aharoni**, Tel Aviv University, Israel  
**Donald Lessard**, Massachusetts Institute of Technology, USA

### Panel 2: *Transformation of EMNEs for Global Competition*

Chair: **Bernie Wolf**, York University, Canada  
**Helena Barnard**, University of Pretoria, South Africa  
**Robert Hoskisson**, Rice University, USA  
**Klaus Meyer**, China Europe International Business School, China  
**Ram Mudambi**, Temple University, USA

### Panel 3: *The Global Expansion of EMNEs*

Chair: **Dan McCarthy**, Northeastern University, USA  
**Maria Tereza Fleury**, Fundação Getulio Vargas, Brazil  
**Afonso Fleury**, Universidade de São Paulo, Brazil  
**Torben Pedersen**, Copenhagen Business School, Denmark  
**Peter Williamson**, University of Cambridge, UK

### Panel 4: *The Study of EMNEs and Theory Development*

Chair: **Sheila Puffer**, Northeastern University, USA  
**Jean-François Hennart**, Tilburg University, Netherlands  
**Rajneesh Narula**, University of Reading, UK  
**Alan Rugman**, University of Reading, UK

### Conclusions: *What Next?*

**Alvaro Cuervo-Cazurra**, Northeastern University, USA  
**Ravi Ramamurti**, Northeastern University, USA



## Research Conferences

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### Conference on the Competitive Advantage of Emerging Market Multinationals, March 25-27, 2011

The Center for Emerging Markets at Northeastern University co-sponsored, along with Cambridge University and the University of Sao Paulo, a conference on the competitive advantage of Emerging Market Multinationals. This conference aimed to shed light on how emerging market multinationals (EMNE) are able to compete with more established multinationals by focusing on the shift from country to firm-specific advantages. Event organizers were: Professor Peter Williamson of Judge Business School, Cambridge University; **Ravi Ramamurti** of Northeastern University; Professor Afonso Fleury, University of Sao Paulo; and Maria Tereza Fleury, FGV, Brazil. Northeastern University faculty members who

participated in the conference included Profs. **Ravi Sarathy**, **Sheila Puffer**, and **Alvaro Cuervo-Cazurra**.

The original research papers presented at the conference are forthcoming in Williamson, P., Ramamurti, R., Fleury, A., and Fleury, M.T. (eds.), *The Competitive Advantage of Emerging Market Multinationals*, Cambridge, UK: Cambridge University Press.

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### CEM Co-Sponsors International Workshop on Anti-Corruption Training Materials, May 22-24, 2011

Under the leadership of Professor **Nikos Passas** of the School of Criminology and Criminal Justice, this international workshop aimed to bring together eminent experts in the field of anti-corruption, representing a wide range of emerging economies and prominent international institutions and organizations, such as the United Nations. To jump start the expert group's deliberations, a baseline syllabus and a database containing relevant bibliographies and support materials with module suggestions for different audiences was prepared by the School of Criminology and Criminal Justice, in collaboration with the Law School, the Center for Emerging Markets and the College of Business Administration of Northeastern University. Faculty from the three NU colleges supported the deliberations. The objective of the meeting was to discuss both the substance and the structure of the draft academic program and to ensure its adaptability and applicability in countries worldwide. The consultation process initiated by this first expert group meeting in Boston endeavored to produce academic material designed for students and will be offered as an educational tool contributing to the prevention of corruption in emerging markets around the world.

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## Visiting Scholars at CEM

During the 2011-12 academic year, the following scholars visited CEM for short periods to work on their research on emerging markets.

Scholar	Date	Research Area/Host
 <p><b>Marion Vieu</b> PhD student, Aix-Marseille University, France Center in Logistics and Strategy (CRET-LOG)</p>	<p>Sept-Oct 2011</p>	<p>Emerging market multinationals Host: Ravi Ramamurti</p>
 <p><b>Huaichuan Rui</b> Senior Lecturer, School of Management, Royal Holloway, London University</p>	<p>Oct-Dec 2011</p>	<p>Internationalization of Chinese firms Host: Alvaro Cuervo-Cazurra</p>
 <p><b>Tamara Stucchi</b> PhD student, Copenhagen Business School, Denmark Department of Strategic Management</p>	<p>Jan-May 2012</p>	<p>International expansion of Indian firms Host: Ravi Ramamurti</p>
 <p><b>Vlad Vaiman</b> Professor of international management and a director of graduate programs at School of Business, Reykjavik U., Iceland</p>	<p>Jan-March 2012</p>	<p>Leadership and talent management in emerging economies Hosts: Sheila Puffer and Dan McCarthy</p>
 <p><b>Grazia D. Santangelo</b> Professor of Economics at the University of Catania (Italy).</p>	<p>March 2012</p>	<p>Impact of R&amp;D offshoring on home country multinationals Host: Ravi Ramamurti</p>
 <p><b>S.R. Gubbi</b> Assistant Professor (International Business and Strategic Management); Faculty of Economics and Business, University of Groningen.</p>	<p>July-Aug 2012</p>	<p>Foreign acquisitions by Indian firms Host: Ravi Ramamurti</p>

## CEM Distinguished Speaker Series



### Deputy Director-General of the WTO Visits Northeastern

On April 5, 2012, Dr. Harsha Vardhana Singh, Deputy Director-General of the World Trade Organization visited Northeastern University as part of the Center for Emerging Markets' Distinguished Speaker Series. Dr. Singh spoke to a room packed with more than 150 students about the future of the WTO and the multilateral trading system in a changing world. His remarks were followed by a lively exchange with the audience.

Dr. Singh spoke to students about the future contributions of developing countries to global growth and output and the need to rely on the multilateral trading system as a result of new centers of economic importance emerging throughout the world. Dr. Singh went on to discuss the significance of enhanced interconnections between business and countries and the role the WTO has in addressing the global challenges that arise as a result of this interconnection and emerging markets. NU provost, Stephen Director, thanked Dr. Singh and presented him with a signed copy of Professor **Sonia Rolland's** new book, *Development at the WTO* (Oxford, 2012).

WORLD TRADE  
ORGANIZATION



### Governor Patrick Speaks About State's Strategy for Emerging Markets

Governor Deval Patrick inaugurated the 2012 Emerging Markets Symposium on July 19th. As part of his introduction to the day's events, Governor Patrick cited Massachusetts' successes in growing emerging market trade. He said that education, innovation and infrastructure drive the development of growing economies. Massachusetts, he added, has these traits in surplus, making the state an ideal business

partner. The Governor was then followed by a series of impressive business professionals who shared their experiences engaging in emerging markets. Professor **Ravi Ramamurti**, described the annual symposium as an outreach event for the greater Boston area's business sector. See complete story on pages 18-19.

Write-up by: Lacey Bradley-Storey and Matt Collette

Photos by: Brooks Canaday



Photo: L to R. Hugh Courtney (CBA Dean) Henry Nasella (Chairman of the Board, NU), Gov. Deval Patrick, and Ralph Martin (SVP and General Counsel, NU)

## Student Field Study Courses

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### Minor in Emerging Markets

Last year, NU introduced a new interdisciplinary minor in Emerging Markets. The minor consists of a required course, “Emerging Markets in the Global Economy,” a summer field service program, and two qualifying courses offered by Arts and Sciences.



Prof. **Ed McDonough**, who teaches the required course, notes that students hail from several emerging economies, including Brazil, China, India, Venezuela, Russia, and South Africa. It raises fundamental questions about the role of emerging economies, how developed-country firms can compete in those markets, and the future prospects for these countries.

The first batch of students went on the field service component to Brazil in the summer of 2012, under the guidance of Prof. **Ravi Sarathy** and colleagues at EAESP-FGV, Sao Paulo. After an introductory course on Doing Business in Brazil, they proceeded to do field research in Brazilian companies. Two NU students plan to spend a full year studying at EAESP-FGV and doing coops with Brazilian firms.

At the same time, NU’s highly successful BS in International Business program now also offers language tracks in Chinese and Portuguese, and gives students the option to study abroad at two leading schools each in China and Hong Kong, two schools in Mexico, and a school in Brazil.

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### MBA’s Visit Russia and China



Professor **Sheila Puffer** led a field study trip to Russia in May 2012 for a group of graduate students. Among the cities visited were Moscow and Saint Petersburg. The group had meetings at various companies in Moscow and St. Petersburg, all featuring presentations by members of top management. Highlights included an overview of real estate development at Jones, Lasalle, strategy and growth at McDonald’s Russia headquarters, a

brewery tour and tasting at Baltika, and a tour of the Gillette razor blade factory. In April 2012, Professor **Ravi Ramamurti** took a group of about 30 Executive MBAs on a 12-day trip to Hong Kong, Shenzhen, Shanghai, and Beijing, that included meetings with high-ranking executives and officials, cultural visits, and interactions with local experts. In all, the group visited or heard from people representing more than 20 organizations, including the US Embassy in Beijing. A highlight this year was taking the new high-speed train from Shanghai to Beijing. Professor **Shiawee Yang** organized an equally exciting and rewarding trip for graduate students in other programs to Hong Kong and China.



## Student Field Study Courses (continued)

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### First Study Trip to India

In May 2011, Professor **R. Balachandra** took the first group of 25 Northeastern students on a study trip to India, which included visits to companies and government offices in Delhi, Chennai, and Bangalore. From Delhi, the students made a side trip to Agra to see the Taj Mahal. Among the companies visited were ABB, Alstom, Dell Computers, and IBM. Picture shows the group at the historic Stone Temple in the ancient city of Mahabalipuram, near Chennai in South India.



### MBAs Visit Argentina and Brazil

In May 2012, Professor **Chris Robertson** took 32 MBAs on a field study course to Argentina and Brazil. The group visited about a dozen companies in total, including a visit to the Brazilian beverage company, Schincariol, where the accompanying picture was taken. A highlight of the trip was a presentation in the house of the US Ambassador to Argentina in Buenos Aires.



### Dialogue of Civilizations

The Dialogue of Civilizations has been one of NU's signature programs, giving hundreds of undergraduates each year the chance to spend a few weeks learning, living, and interacting with students, citizens, and leaders in about 30 countries, including more than 15 emerging economies. Several CEM faculty associates, including **Denis Sullivan, Dennis Shaughnessy, Denise Horn, Denise Garcia, Gordon Adomdza, and Berna Turam** have led such trips to emerging markets such as Brazil, China, Dominican

Republic, Ghana, Haiti, India, Indonesia, Kenya, South Africa, Turkey, and Uganda. For many students, this has been a life-transforming experience.

Photo: NU News

## Outreach Events

### 2012 Emerging Markets Symposium



Gov. Patrick Speaking with Ravi Ramamurti

The Fourth Annual Emerging Markets Symposium, *Winning in Emerging Markets: Lessons of Experiences*, brought together distinguished practitioners, as well as student entrepreneurs, to discuss how best to engage in emerging markets. The event was inaugurated by Governor Deval Patrick.

Symposium speakers:

Gov. **Deval Patrick**

**Sanjay Mirchandani**, Chief Information Officer and COO, Centers of Excellence, **EMC Corp.**

**Luis Bonell**, Chief Executive Officer, **Liberty International**  
**Giri Chakraarthy**, President- Emhart Asia, **Stanley Black and Decker**

**Michael Cantalino**, Founder, **Jola Ventures**

**Elizabeth A. Cherchia**, NU student

**Venetia Kontogouris**, Managing Director, **Venkon Group LLC**



Governor Patrick with symposium speakers

**Nigel Burton**, Chief Marketing Officer, **Colgate-Palmolive Inc.**

#### Summary of Speaker Presentations

by Paul R. Sullivan, Senior Fellow, William Davidson Institute, U. of Michigan



**Sanjay Mirchandani**, Chief Information Officer & COO, Global Centers of Excellence, EMC Corp. talked about

leveraging talent in emerging markets for global competitiveness. “Although two-thirds of the world’s growth will be in emerging markets,” he emphasized. “It will be harder and take longer to win than expected.” Mirchandani described other top challenges as finding the right local leaders, instilling an “EMC DNA,” managing attrition and building employer brand awareness.



**Luis Bonell**, Chief Executive Officer, Liberty International Holdings said, “Global growth is moving East and South.” With growth in emerging markets, the question now is

how to become successful in more competitive markets? He underlined the need for a long term view of risks and opportunities in emerging markets, and the value of entering early.

Photos by: Brooks Canaday

## Outreach Events

### Summary of Speaker Presentations (continued)



**Giri Chakravarthi**, President – Emhart Asia, **Stanley Black & Decker** echoed the compelling need to go to high-growth emerging markets. With GDP/capita income less than \$10,000 and growing rapidly, he showed how the number of cars per 1000 people would grow in emerging markets in a decade and forecast China's total to be twice the U.S.

total by 2020. Among his strategies for success he offered some dos and don'ts and noted that emerging markets can sometimes be quite profitable despite the risks.



**Michael Cantalino** – BSBA '12 Founder of **Jola Ventures** and **Elizabeth Cherchia** – a Northeastern

Student, discussed their personal

experiences in social entrepreneurship in emerging markets. Michael described an innovative solar sleeve to preserve food and enable farmers to distribute their harvests in Africa. Elizabeth shared lessons from her successes

in building sustainable water security through Engineers without Borders in Honduras and Uganda.



**Venetia Kontogouris**, Managing Director, **Venkon Group LLC** noted that "today it is easier and faster to



launch a new company in India where emphasis on education is very high, regulations are more manageable and there are 350 million young people. She emphasized her firm seldom invests in a lone entrepreneur. She always looks for a solid team.



**Nigel Burton**, Chief Marketing Officer, **Colgate-Palmolive** surprised participants when he said Colgate has been in Mexico since 1925 and India since 1937 and that there are 4.4 billion consumers in emerging markets.

However with 855 million living on less than \$1.25 per day Colgate has found

their key to unlocking the potential in

emerging markets is to have innovation centers located close to the consumer. "The key to balancing global and local is to know 'when to hold and when to fold,'" according to Burton. He concluded that you have to create markets and even create consumers sometimes, which is why the consumer goods industry is at the forefront of emerging markets. Nigel Burton, Chief Marketing Officer at Colgate-Palmolive, discussed how his company has- for many decades- specifically designed products that are mindful of both local culture and economic needs. As a result, Colgate has become the dominant oral care brand in emerging markets, such as India.



**Hugh Courtney**, Dean, College of Business Administration, concluded the symposium by thanking the speakers and stressing the importance of

gaining a more global mindset, developing cultural competency and seeking meaningful global experiences. He emphasized that Northeastern has been "moving South and East for a long time and understanding emerging markets better is essential to our success."

## Outreach Events

### 2011 Emerging Markets Symposium



Top row: L to R, Philip Guarino, Chad Walter, Alan Hassenfeld, Anthony Pannozzo, Abe Donner. Bottom row: L to R, Ravi Ramamurti, Mitchell Habib, William Shaw, John Frisbie

The Third Annual Emerging Markets Symposium, organized by the Center for Emerging Markets, Northeastern University, was part of its mission to disseminate best practices to the business community. The symposium, which is partly funded by the Liberty Mutual Foundation, and the US Department of Education and co-sponsored by the AIM International Business Council and WorldBoston, brought together distinguished speakers from industry in order to discuss the impact of emerging markets on globalization and adapting business practices to emerging markets. The



symposium also included discussions of China and Latin America. Speakers included:

**William Shaw**, Visiting Scholar, **Carnegie Endowment for International Peace** & Author of *Juggernaut*

**John Frisbie**, President, **US-China Business Council**

**Mitchell Habib**, Executive Vice President, Global Business Services, **The Nielsen Company**

**Anthony Pannozzo**, Principal, **Continuum**

**Abe Donner**, General Manager, Latin America, **New Balance**

**Philip Guarino**, President, **Elementi Consulting**

**Chad Walter**, Vice President of Operations, North America, **Chile-IT**

**Alan Hassenfeld**, Chairman, Executive Committee of **Hasbro, Inc.**

**Ravi Ramamurti**, Director, CEM, Northeastern University



Mitchell Habib speaking



Alan Hassenfeld delivers keynote



Anthony Pannozzo speaking



William Shaw discusses his book, *Juggernaut*

Photos by: Craig Bailey

## CEM Faculty in the Media



### **Grameen Bank Co-op: Micro-Finance**

#### **and a Lesson in Power Politics**

**news@Northeastern, July 11, 2011**

The article discusses student co-ops with the Grameen Bank in Bangladesh.

### **Analyzing Egypt's presidential Election and its future outlook**

**news@Northeastern, June 29, 2012**

Denis Sullivan is featured in an article discussing the results of the Egyptian presidential election and the future of Egypt.

### **Brady bond-style solution isn't a Greek guarantee**

**TD Ameritrade, June 29, 2011**

Jeffery Born is quoted in an article about the Brady bonds program and its possibilities for Greece.

### **Invisible Hand, Greased Palm The New Yorker, June 14, 2012**

Alvaro Cuervo-Cazurra is quoted on bribery in

business and the reduction of bribes since 1997, as a result of businesses cutting investment in countries that continue the practice.



### **Northeastern University and TSiBA Education join forces in entrepreneurship TSiBA Education blog, June 09, 2011**

Dennis Shaughnessy, executive professor and academic director of the Social Enterprise Institute at Northeastern University, is mentioned in the TSiBA Education's blog regarding the upcoming 4th annual TSiBA / Northeastern Field Study Program in Cape Town.

### **Can Splurging Chinese Firms Save Europe?**

**IBT, June 7, 2012**

Ravi Ramamurti comments on Chinese tactics for buying European firms.

### **When the BRICs Crumble Global Post, June 4, 2012**

Ravi Ramamurti comments on positioning firms for an economic rebound by using the down cycle to expand on strengths in chosen countries.



### **China Overtakes US in the Smartphone Market**

**news@Northeastern, June 20, 2012**

Fareena Sultan discusses how and why China has become dominant in the mobile phone market.

### **The world's 'New Tigers' lie ready to pounce**

**MarketWatch, May 23, 2012**

Ravi Ramamurti comments on the potential for Turkey's economy.

### **Apple's future depends on transparent supply chain**

**fundweb UK, Apr 02, 2012**

Ravi Ramamurti is featured in an article about how Apple has been in the limelight lately for how its unbeatable profit margin leaves its manufacturers literally in the dust.

### **Emerging Markets, Opportunities and Challenges**

**news@Northeastern, April 9, 2012**

WTO deputy director general Harsha Vardhana Singh speaks at NU as part of the CEM distinguished speaker series.

### **Identifying the 'engines of change' in the Middle East**

**news@Northeastern, April 18, 2012**

Denis Sullivan comments on the state of

Egypt in an article discussing a NU conference on the Middle East, as part of the Global Lecture Series.



The conference was organized by Denise Garcia.

### **Analyzing Greece's latest bailout**

**news@Northeastern, February 22, 2012**

Kamran Dadkhah discusses the economic implications of Greece's bailout.

### **Forecasting 2012 for the BRIC Nations**

**news@Northeastern, Feb. 8, 2012**

Ravi Ramamurti discusses what is next for the BRIC countries in 2012, their global impact and which BRIC nation to watch in 2012.

### **China's Inflation Eases in January, Aiding Leadership Transition**

**IBT, Feb. 8, 2012**

Ravi Ramamurti comments on inflation and the leadership transition in China.

## CEM Faculty in the Media (continued)



**For better or worse:  
FTAs**  
**Global Finance  
Magazine, Mar 15,  
2012**

Christopher Robertson is featured in an article about how Foreign trade agreements (FTAs) are a strategy that not all partners of an industry are willing to use.



**Caught in troubled  
waters**  
**Boston Globe, Feb  
20, 2012**

David Sherman is quoted in an article about bio-tech start-ups.



**China feeds  
copper run, but  
gains may not  
last**

**MarketWatch, Feb 03, 2012**

Jeffery Born is featured in an article about the profitability of industrial metals in China.

**Advising Across Borders**

**AdvisorOne, Feb 02, 2012**

Jeffery Born, faculty director of the executive MBA program at Northeastern's College of Business Administration, gives financial advice on living and working abroad.

**India Stumbles; Indonesia Rises**

**Yahoo! Finance, Jan 20, 2012**

Professor Ravi Ramamurti is quoted in Yahoo! Finance that "Indonesia is starting to get its act together while India seems to be almost resting on its laurels."



**The Right  
Study Abroad  
Program Can  
Prepare**

**Students for the**

**Global Marketplace**

**Huffington Post, Nov 17, 2011**

Global Business Professor Allan Bird, College of Business and Administration, explains, "Students in the BSIB program spend their first three years at NEU studying and completing a domestic co-op placement."



**Oil Production in  
Libya Should Jump  
With the End of  
Gaddafi**

**Oil & Gas Monitor,  
Oct 31, 2011**

In this op-ed, Jeffery Born, professor of finance at Northeastern University's CBA, comments on the unpredictability of Libya's future, stating that oil production will be one of the mainstays in keeping it together.

**'Speed bumps' clutter copper's trading  
landscape**

**MarketWatch, May 27, 2011**

CBA's Jeffery Born comments on copper's influence on the global market. Copper has recently dropped from price which can be seen as a benefit to market consumers as it becomes more accessible.



**What Every Investor  
Should Know About  
Qatar**

**CNBC, Apr 05, 2011**

CBA's Professor Jeffrey Born warns that Qatar's

market is "overall much more erratic" than the U.S. The country's influx of investment is due to its wealth of oil and gas holdings.

**Ravi Ramamurti comments upon 'war  
for talent'**

**North Jersey Media Group, Feb 07,  
2011**

Ravi Ramamurti, professor of International Business and Strategy, tells North Jersey Media Group that the lawsuit filed by HOV Services, Inc. against Cognizant Technology Solutions is demonstrative of a larger "war for talent."



**Ramamurti  
speaks at  
Economist's  
India  
Business  
Summit**

In January 2011, Prof. Ravi Ramamurti was the first speaker on the opening panel of The Economist magazine's India Business Summit held in Paris, France. The panel was moderated by The Economist's Foreign Affairs editor, Edward Carr, and included CEOs of several Indian companies.

**Sullivan Comments on Egypt: Next  
Steps**

**news@Northeastern, February 15,  
2011**

In a February 15, 2011 Q&A with news@Northeastern, Professor of Political Science Denis Sullivan comments, along with history professor, Ilham Khuri-Makdisi, on the recent events in Egypt.

## CEM Faculty in the Media (continued)



### "Egypt: From Social Networks to Social Movements"

**Intlawgrrls.com, January 31, 2011**

In a blog written in January 2011 for Intlawgrrls.com, Professor Hope Lewis of the Law School discusses the relationship between social networks and social movements in Egypt.



### Professor Ramamurti speaks at Economist's annual

#### conference on Innovation

Prof. Ravi Ramamurti spoke at the Economist's annual conference, The Ideas Economy—Innovation, in Berkeley CA in March 2011. His topic was disruptive innovations coming out of emerging economies. Other speakers included the founders of Twitter and SpaceX, Chief Economist at Google, President of MIT, CTO to President Obama, Robert Reich, and senior executives of several US multinational firms.

### Alvaro Cuervo-Cazurra

**news@Northeastern, September 14, 2011**

Alvaro Cuervo-Cazurra, Northeastern University of international business and strategy, says that businesses must expand their operations beyond their borders to survive - especially in a world in which the communication and transportation sectors are growing like never before.

### Executive MBAs visit China for Experiential Learning Opportunity

**news@Northeastern, July 25, 2011**

Executive MBAs visit China to learn more about China's role in the global economy.

### Kimberly Jones: For Middle East Peace, More Heat than Light

**news@Northeastern, May 31, 2011**

The prospects for peace between Israel and Palestine, and U.S. policy on the complicated issue, captured the world's attention earlier in May, as President Obama delivered a major speech on the Middle East, followed by a daylong meeting between the president and Israeli Prime Minister Benjamin Netanyahu and Netanyahu's subsequent address to Congress. Kimberly Jones, a faculty associate in Northeastern's Middle East Center for Peace, Culture and Development, assesses the impact of these developments.

### Kwamina Panford: In Ghana, Are New Resources a Blessing or Curse?

**news@Northeastern, May 3, 2011**



Kwamina Panford, an associate professor of African American Studies at Northeastern University, wants to know whether the African nation of Ghana will fall victim to the Resource Curse. That is the phrase social scientists use when countries plentiful in natural resources mismanage those resources, often resulting in unbridled conflict and corruption.

### Grant Expands Mideast Studies

**news@Northeastern, April 20, 2011**

Northeastern's Middle East Center for Peace, Culture and Development wins grant from the

*news@Northeastern* Social Science

Research Council, a New York City nonprofit devoted to advancing social science research. The purpose of the grant is to broaden the understanding of Islamic traditions and Muslim societies through global experiential learning opportunities for students and interdisciplinary seminars for the Boston community

### Denis Sullivan Comments on Egypt: New Normal

**news@Northeastern,**

**February 25, 2011**



Denis Sullivan, Professor of Political Science, is featured in a February 25, 2011 *news@Northeastern* article discussing the impact of revolts in Egypt, which toppled President Hosni Mubarak.

### Globalization, From the Bottom Up The Korn/Ferry Institute, 2011

In a report on how the rise of emerging economies is transforming globalization, Prof. Ravi Ramamurti is quoted extensively on the contributions of local firms to advancing innovation in and for these markets.

## CEM Website

The Center for Emerging Markets has continued to develop its website in order to bring together information relating to faculty research, outreach events, CEM-sponsored university events, and student opportunities.

For more information, please visit the CEM's website:

[www.cba.neu.edu/cem](http://www.cba.neu.edu/cem)

## Stories, Research, Activities?

Dear Faculty Associates:

If you have been working on anything that you think might be of interest to the CEM, please send it our way! Please e-mail us a brief description of the event, activity or research, and we will include it in the 2011-2012 CEM Newsletter.

Please send your stories to Lacey Bradley-Storey at [bradley-storey.l@husky.neu.edu](mailto:bradley-storey.l@husky.neu.edu)

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