



Impact REPORT



"America converges here. And in so many ways, the history of Rutgers mirrors the evolution of America."

President Barack Obama delivered his address at Rutgers' 250th anniversary commencement to an audience of 50,000.

RUTGERS

Rutgers Business School
Newark and New Brunswick

FALL 2016

Obama tells Class of 2016: “It is your turn to shape our nation’s destiny.”

This story originally appeared in Rutgers Today. It was written by Robin Lally.

President Barack Obama told the Rutgers University Class of 2016 that ignorance is not a virtue and urged graduates to have faith in democracy.

“You’ve got to be a citizen full time, all the time,” Obama told the more than 50,000 who gathered at High Point Solutions Stadium for the university’s historic 250th commencement. The 2016 graduating class of nearly 17,000 students is Rutgers’ largest ever.

The first sitting president to speak at Rutgers commencement told students and their families that the world is more interconnected than ever before and needs to work globally to solve problems, not just to build walls.

“The biggest challenges we face cannot be solved in isolation,” he said. “When overseas states start falling apart, they become breeding grounds for terrorists and ideologies and nihilism and despair that ultimately can reach our shores,” Obama said.

Before Obama spoke to the packed stadium, President Robert Barchi bestowed a Doctor of Laws upon him and journalist Bill Moyers. S. Jocelyn Bell Burnell, an astrophysicist, received an honorary Doctor of Science.

Barchi told the 250th commencement class to take the anniversary milestone to heart. “Be revolutionary, challenge the status quo. Change your communities, change lives,” Barchi said. “Don’t just go out and make a fortune, make a difference.”

Obama’s commencement remarks were among the last of his eight-year presidency. He told students he decided to speak at Rutgers, the nation’s eighth oldest university, because it was the only university to launch a three-year campaign to try and convince him to come to New Jersey. ■



Photo credit: Ray Groething



Students enjoyed President Obama’s references to grease trucks, campus buses and other facets of Rutgers life. The 250th graduating class of nearly 17,000 students was Rutgers’ largest ever.

Professor Michael Katehakis participates in prestigious University of Leiden doctorate committee

Michael Katehakis traveled to Leiden to participate in Laurens C. Smit's defense of his Leiden University PhD thesis on Steady-State Analysis of Large Scale Systems. Picture taken on May 25, 2016, at the Academy building of Leiden University.

Rutgers Business School faculty expertise and academic excellence are recognized around the world. ■

Professor Michael Katehakis participated as co-adviser and member of the doctorate committee supervising Laurens Smit's research for his work on "Far-Reaching Successive Lumping Solutions for Stochastic Models" that is part of Smit's PhD. Smit was subsequently placed as a doctoral student at the University of Leiden.



Professor Endre Boros is elected into esteemed Hungarian Academy of Sciences

Endre Boros, a distinguished professor of management science and information systems at Rutgers Business School, was recently elected a member of the prestigious Hungarian Academy of Sciences.

Boros, who was born in Budapest, joined the Rutgers Center for Operations Research in 1989 after teaching at Rutgers Business School in New Brunswick. He has served as the center's director since 2007.

The center, or RUTCOR as it is known informally, develops advanced analytical systems to guide decision-making in a wide variety of disciplines. In today's business world, operations research is considered an

essential tool to improve the efficiency of business and management.

Professor Boros' research focuses on discrete methods of operations research and their application and his influence in the field is evident by his positions as editor-in-chief of the *Annals of Operations Research* and of *Discrete Applied Mathematics*.



Endre Boros, distinguished professor of management science and information systems and director of the Rutgers Center for Operations Research.

"My old friend and teacher Gyula O.H. Katona sent me a one word email saying, 'Congratulations,' which I did not take seriously at first," Boros said of his election to the academy. "I could believe it only after a day or so, when I heard the same from multiple sources. Of course, I feel very honored." ■

Retired faculty member among RBS' most thoughtful donors

Retired Professor Fariborz Damanpour and his wife, Taraneh Sohrab, have been loyal and generous supporters of Rutgers Business School for 30 years. Most recently, they funded a scholarship to support Newark RBS undergraduate students.

Dr. Damanpour's research focused on the management of innovation and technology. ■



Professor Fariborz Damanpour and Taraneh Sohrab.

Professor Sengun Yeniyurt selected as chancellor's scholar

One of the initiatives of the New Brunswick Strategic Plan is the creation of a Chancellor's Excellence Fund, which calls for the designation of a select group of faculty members at the professor level as "Chancellor's Scholars." These individuals are nominated by their deans, and will carry the designation of "Chancellor Scholar" for up to five years. They will also receive an addition to their research account.

In a May 20 email to the university community, Chancellor Edwards announced Rutgers Business School Marketing Professor Sengun (Shen) Yeniyurt was among 16 individuals selected as Chancellor's Scholars for 2016 – 2017.

"I was delighted to read in Chancellor Edwards' message to the university community that Professor Sengun Yeniyurt was selected as a Chancellor's Scholar,



Shen Yeniyurt

2016-2017," said Dean Lei Lei. "Shen is an accomplished scholar and an outstanding faculty member very deserving of this honor and recognition."

"I am deeply honored to have been selected from among my esteemed colleagues," said Yeniyurt. "I see being named a New Brunswick Chancellor's Scholar as a recognition of my past and current work. I feel inspired to build

upon my previous achievements through continued research, teaching, and service, and to work toward building an ever stronger Rutgers Business School. At the present time, together with my colleagues, I am focusing my efforts upon ensuring the success of our new journal, the Rutgers Business Review, as well as the expansion of the Center for Market Advantage."

Yeniyurt has an outstanding interdisciplinary research record and currently serves as the founding co-editor-in-chief of Rutgers Business Review. RBR is a new Rutgers-based journal that aims to provide thought leadership in the business world by combining academic rigor with practical relevance. ■

Professor Terri Kurtzberg receives university's highest teaching honor

Professor Terri Kurtzberg, who teaches negotiations along with other management and organizational behavior topics, is a winner of Rutgers University's Warren I. Susman Award for Excellence in Teaching for 2015 – 2016.

The award is the university's highest honor for innovative teaching and mentoring. It includes an honorarium of \$1,000.

"What makes Professor Kurtzberg an especially extraordinary teacher is her innovation in methodologies for teaching management-related courses," Dean Lei Lei wrote in a letter recommending Kurtzberg for the award.



The winners of the Warren I. Susman Award for Excellence in Teaching for 2015-2016. Professor Terri Kurtzberg is standing on far right. Other winners are: Professors Lena Struwe, Ivo Jansen, Thomas Prusa and Camilla Stevens.

"Across all courses she has taught, including very challenging courses in the management field, Professor Kurtzberg has achieved an overall teaching rating average of 4.6 out of 5, including both core and elective courses," Lei said. "This is a tremendous accomplishment and speaks volumes about her superior ability to present complex information in an engaging and relatable manner."

Kurtzberg is part of the Management and Global Business faculty at Rutgers Business School. She has been teaching at Rutgers since 2002. She teaches undergraduate as well as MBA students and also teaches students in the Executive MBA program. ■

A selection of Rutgers faculty research that appeared in top journals used in *Financial Times* ranking

Author's Name & Department	Article Title	Article Pub. Date	Journal Name	Journal Vol./Issue
ARASH AZADEGAN	See what we want to see? The effects of managerial experience on corporate green investments	May 2016	<i>Journal of Business Ethics</i>	Online version
HELEN BROWN-LIBURD	Discussion of "Encouraging professional skepticism in the industry specialization era"	April 2016	<i>Journal of Business Ethics</i>	Online version
JOHN CANTWELL	Knowledge connectivity: An agenda for innovation research in international business	April 2016	<i>Journal of International Business Studies</i>	Vol. 47, Issue 3
PETRA CHRISTMANN	Effects of local legitimacy on certification decisions to global and national CSR standards by multinational subsidiaries & domestic firms	April. 2016	<i>Journal of International Business Studies</i>	Vol. 47, Issue 3
FAROK CONTRACTOR	Choosing an appropriate alliance governance mode: The role of Institutional cultural and geographical distance in international research & development (R&D) collaborations	Feb. 2016	<i>Journal of International Business Studies</i>	Vol. 47, Issue 2
DAVID DOBRZYKOWSKI	Examining pathways to safety and financial performance in hospitals: A study of lean in professional service operations	May 2016	<i>Journal of Operations Management</i>	Vol. 42-43*
DEBORAH DOUGHERTY	Abductive Reasoning: How innovators navigate in the labyrinth of complex product innovation	Feb. 2016	<i>Organization Studies</i>	Vol. 37, Issue 2
MICHELLE GITTELMAN	Question-based innovations in strategy research methods	Jan. 2016	<i>Strategic Management Journal</i>	Vol. 37, Issue 1
MICHAEL KATEHAKIS & BENJAMIN MELAMED	Cash-flow based dynamic inventory management	May 2016	<i>Production & Operations Management</i>	Online version
VIKRAM NANDA	Executive overconfidence and compensation structure	Mar. 2016	<i>Journal of Financial Economics</i>	Vol. 119, Issue 3
DAN PALMON	The corporate social responsibility information environment: Examining the value of financial analysts' recommendations	May 2016	<i>Journal of Business Ethics</i>	Online version
AVIAD PE'ER	Growth and survival: The moderating effects of local agglomeration and local market structure	Mar. 2016	<i>Strategic Management Journal</i>	Vol. 37, Issue 3
LIAN QI	Quality provision with heterogenous consumer reservation utilities	May 2016	<i>Production & Operations Management</i>	Vol. 25, Issue 5
DANIELLE WARREN	When lying does not pay: How experts detect insurance fraud	Apr. 2016	<i>Journal of Business Ethics</i>	Online version
ZHAODONG ZHONG	Does Dodd-Frank affect OTC transaction costs and liquidity? Evidence from real-time CDS trade reports	Mar. 2016	<i>Journal of Financial Economics</i>	Vol. 113, Issue 3

* Special issue

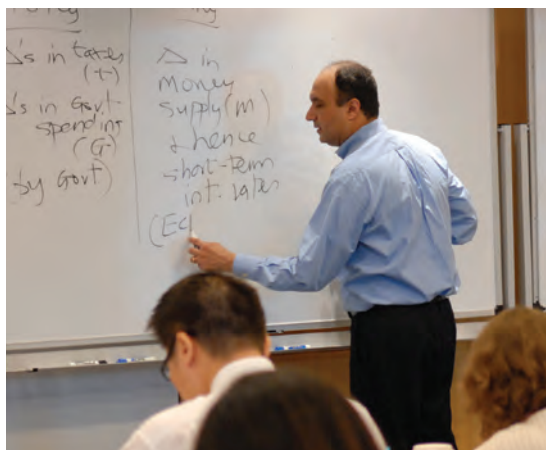
Inaugural classroom naming honors Professor Farrokh Langdana

For the first time in Rutgers Business School history, a classroom was named to honor a professor: the Professor Farrokh Langdana Classroom will be located at One Washington Park in Newark.

The classroom naming provided a way for alumni and faculty to demonstrate their admiration and respect for Professor Langdana, and to ensure that his name will be forever associated with Rutgers Business School.

"Farrokh's dedication to RBS and to his students is legendary," said Dean Lei Lei.

"He has received many outstanding teaching awards and has been an inspiration to countless Executive MBA, MBA, and International Executive MBA students over the years."



Professor Farrokh Langdana with his students.

"I am honored to have a classroom named after me, but really this is a testimony to the exceptional Rutgers Executive MBA students who give their all to the program, as well as my outstanding faculty colleagues, who went above and beyond to donate the funds to make this possible," said Langdana.

Langdana is the recipient of the Horace dePodwin Research Award and more than 30 teaching awards, including the highest

possible teaching award at Rutgers University – the Warren I. Susman Award. He also has received Rutgers Business School's Paul Nadler Award for Excellence in Teaching. From 2011 to 2013, the Award for Excellence in teaching in the MBA Program was named the Farrokh Langdana Teaching Excellence Award. ■

A second classroom is named for MBA alumnus Robert E. Campbell

"I am very pleased to announce the naming of the Robert E. Campbell Classroom at RBS–New Brunswick in 100 Rock as a small token of our gratitude for Bob and his wife Joan's continuing support of Rutgers University and Rutgers Business School," said Dean Lei Lei.

"I was quite surprised and moved to receive this honor," Campbell said.

"Bob and his wife Joan have been long time benefactors of Rutgers University and Rutgers Business School," Dean Lei continued. "One of their many philanthropic priorities is the Cancer Institute of New Jersey. Bob was one of the original visionaries in the development of CINJ in the early 1990s. Bob is a generous supporter of the Graduate School of Management. He also established the Robert E. Campbell Endowed Fellowship at Rutgers Business School, which has provided financial assistance to numerous full-time or part-time MBA students. In addition, he funded the Robert E. Campbell Seminar Series in RBS Pharmaceutical Management Studies."



Joan and Bob Campbell at the dedication.

Campbell is a distinguished alumnus of the Rutgers MBA program. (Rutgers MBA '62) "I was drawn to Rutgers Business School by its reputation, cost and convenience," Campbell said. "I obtained an excellent education."

Retired Vice Chairman of the Board of Directors of Johnson & Johnson, Campbell joined Johnson & Johnson in 1955. Shortly after that, he served for three years in the United States Air Force. After returning to the company in 1959, he held numerous positions in financial and general management including treasurer, vice president of finance, and executive committee member. After nearly 40 years with Johnson & Johnson, Bob retired in 1995.

Campbell is currently a member of the Rutgers Foundation Board of Overseers. He is also a member of the RBS Board of Advisers. ■

Class offers graduate students hands-on approach to entrepreneurship

This story originally appeared on the New Jersey Economic Development Authority website. It was written by Rachel Goemaat.

As the academic year winds down, nearly a dozen Rutgers University graduate students are getting ready to showcase what they learned in the inaugural Collaborative for Technology Entrepreneurship and Commercialization (CTEC) class. The course, which teaches students how to take products from intellectual property (IP) through commercialization, continues New Jersey's long-standing tradition of cultivating the next generation of innovators in the Garden State.

Known as Discovery to Business Model (fall semester) and Business Model to Venture (spring semester), the two-semester course involves MBA, Master's degree and Ph.D candidates in the science, technology, engineering and mathematics disciplines working together in teams of four to six students. Each team puts together a portfolio of IP, which is comprised of patents owned by Rutgers University and/or the United States Navy. Every three-hour class is broken into two halves. During the first half, students hear lectures about steps entrepreneurs should take to build companies. Guest lecturers include established entrepreneurs, investors and others involved in

the startup process. The second half of each session is devoted to the teams applying what they learned that day to their own portfolios.

By the end of the second semester, the goal is for each team to create a business proposal for a startup company and hopefully launch that company in New Jersey.

The class is offered jointly by Rutgers Business School and Rutgers University's School of Engineering and is led by professors Ted Baker and Roger Debo of the business school and Stephen Tse of the Department of Mechanical and Aerospace Engineering. This is the first year that professors Baker and Debo are teaching at Rutgers, after teaching a similar class at North Carolina State University for the last 15 years. According to Baker, during that time, half of the startups

coming out of North Carolina State were involved in the program. He said this type of hands-on approach to entrepreneurship is being implemented around the country and throughout the world. ■



Professor Roger Debo speaking with Rutgers MBA student Vikram Saryeiya.

Students understand the value of increasing their skills for industry

The Business Association of Supply Expertise (BASE) has been offering Excel workshops to both undergraduate and graduate students each semester. Taught by Professor Tom York, the workshop is now in its seventh semester with an amazing enrollment of more than 65 students in Newark and more than 160 students in New Brunswick.

"Five years ago, Newark students asked me to teach a workshop on using Excel to solve problems in case analysis," said York. "About the same time, industry partners told me that graduates coming out of business schools did not have the advanced skills in Excel that they needed."



Students voluntarily attend Professor Tom York's BASE Excel workshops

BASE now offers the workshop, free of charge, on the Newark and the New Brunswick campuses; and is assisted by student volunteers on each campus.

Students from all subject areas of Rutgers Business School attend as do students from other schools of Rutgers University, including the School of Engineering, the School of Communication and Information, and the School of Arts and Sciences. York said, "last workshop I had 30 engineering students."

"We work with the students to recognize how Excel could solve a problem," York said. "Once they are thinking and working within the program, I teach them tools that improve efficiency and reduce errors. ■

Undergraduate and graduate supply chain management programs ranked among Top 10 in North America

Gartner's newest survey puts Rutgers' undergraduate program in the company of Penn State, Michigan, Tennessee and Arizona State.

Rutgers Business School's undergraduate supply chain management program jumped into the No. 5 spot in Gartner's 2016 ranking of the Top 25 programs in North American universities.

The ranking reflects an improvement of four spots, up from No. 9 in 2014 and moves Rutgers into the company of such schools as No. 1-ranked Penn State and Michigan State, which has the No. 2 ranked program.

For 2016, the Rutgers graduate supply chain management program was ranked No. 7 by Gartner.



Rutgers Supply Chain Management students have an opportunity to meet representatives of dozens of companies at an annual career expo.

Professor Alok Baveja, who chairs the Supply Chain Management Department at Rutgers, said, "This rise in Rutgers SCM program's ranking occurred despite stiff, mounting competition from top-tier schools that continue to put considerable resources into strengthening and growing their supply chain management programs."

"We are thrilled to see that our ongoing efforts to provide comprehensive, quality instruction to our supply chain management students at Rutgers Business School is recognized by Gartner," said Dean Lei Lei who was the founding chair of the Rutgers Supply Chain Management Department. "It is a great accomplishment for our faculty, alumni and corporate sponsors."

"A number of factors helped to propel Rutgers to the No. 5 spot, including a comprehensive, cutting-edge curriculum, the program's growth in size and scope, the high starting salaries of graduating students and a requirement within the curriculum that students get hands-on work experience through an internship, co-op or industry client project," Baveja said. ■

Part-time MBA program climbs higher in U.S. News ranking

The Rutgers Part-Time MBA is ranked No. 43 among graduate business programs in the nation, according to a new listing compiled by *U.S. News & World Report*.

Rutgers Business School, which offers the part-time program as an option for students who want to continue to work while they earn an MBA, rose five spots in the latest ranking.

"The Rutgers Part-Time MBA continues to provide working professionals with an opportunity to gain the knowledge and skills to advance their careers," said Rutgers Business School Dean Lei Lei. "Our students can remain career focused while they benefit from excellent faculty and build their professional networks."

"Like our full-time students, our part-time students graduate realizing they have achieved a great return on their investment with a Rutgers MBA," Lei said. "We are proud of our standing among the ranks of part-time MBA programs in the nation."

Among universities in the Tri-State area, the Rutgers Part-Time MBA program ranked No. 2, according to *U.S. News & World Report*.

Rutgers ranked higher than Fordham University's Gabelli School of Business, University of Connecticut and Baruch College's Zicklin School of Business.

"The recent rise in ranking confirms the high caliber of students we have in the part-time program," said Barbara Sackie, assistant dean and director of MBA student services for Rutgers Business School-New Brunswick. ■

Top Part-Time MBA Programs in Tri-State Area (NY, NJ, CT)

1. New York University (Stern)

2. RUTGERS BUSINESS SCHOOL

3. Fordham University (Gabelli)

4. University of Connecticut

5. CUNY Bernard M. Baruch College (Zicklin)

Source: *U.S. News & World Report*, 2016

Graduates heading to Wall Street through work of student club strengthening alumni connections

Rutgers Business School's pipeline to Wall Street has never been stronger. Through the hard work and dedication of the student club LIBOR (Little Investment Bankers of Rutgers) and their faculty adviser Ben Sopranzetti, Rutgers placed 26 front office internships in the finance industry this summer at global companies such as Bank of America, Credit Suisse, Deutsche Bank, Goldman Sachs and Citi.



Over 330 people attended the April 26 Rutgers LIBOR Finance Summit: 180 professionals/alumni, 10 faculty and 140 students.

Integral to this success has been the relationship building between Rutgers alumni and students. Celebrating Rutgers' 250-year anniversary, LIBOR and the Rutgers Financial Alumni Network brought together over 330 alumni, students and faculty to their 9th Annual

Finance Summit held at Citi's world headquarters in Manhattan, the third straight year the event has been in New York City.

"It is here in the heart of the financial capital of the world that Rutgers Business School is proving itself," said Sopranzetti, professor of finance and economics. "Our success is due to the accomplishments of our alumni."

Highlighting the event was a panel discussion on technology and the future of Wall Street led by Rutgers alumnus Gary Chropovka, a partner at Goldman

Sachs. Joining the high-level discussion were Edward Brandman, Chief Information Officer at KKR; Brian Fagen, Head of North American Execution Services Sales at Deutsche Bank; and Peter Zangari, Head of Analytics at MSCI – all Rutgers alumni. ■

Students win real estate case competition through strength of finance and environmental sustainability

The joint Rutgers Business School – Bloustein team won the NAIOP real estate case study competition, beating out teams from New York University and from Monmouth University. The winning prize was \$5,000 for the students.

NAIOP New Jersey recently announced the winner of the 2016 CRE Intercollegiate Case Study Competition (CREICS), where teams from RU, Monmouth and NYU accepted the challenge of re-imagining an industrial site located near Liberty State Park in Jersey City. The site location was donated by sponsor KRE Group for purposes of the competition.

The case study submissions were judged on three criteria: financial feasibility, design excellence and sustainability. Each team received support from professional mentors in addition to working with educational advisers.



From left to right are: Professor David Listokin, Bloustein School of Planning and Public Policy, Deepnath Majumber, Himadri Shekhur Kundu and Richard Asirifi, students at the Bloustein School; Robert Stern, a Rutgers Business School student and Kevin Riordan, adjunct professor at the Center for Real Estate Studies.

The joint winning team from the Bloustein School/Rutgers Business School presented a hotel project, Gateway Golf Suites, which repositioned the site as a destination for golfers playing at the nearby Liberty National and Bayonne golf courses. The project was sustainable from both a financial and environmental standpoint, with a minimal building footprint, energy-efficient layout and features designed to move the project towards Net Zero Energy and LEED Platinum certification.

The RBS-Bloustein team included RBS student Rob Stern (concentration in Real Estate) and Bloustein students Himadri Kundu, Deepnath Majumder, and Richard Asirifi. The students worked under the direction of Bloustein Professor David Listokin and RBS Professor Kevin Riordan. ■

2016 Distinguished Leadership Student Awards



Urvi Tiwari
Finance and accounting
KPMG



Sebastian Rojas
Finance and supply chain management
Enterprise Partners Group



Melissa Diep
Supply chain management
and entrepreneurship
CIT Group, LLC

Distinguished Alumni for 2016



Robert Falzon, BA '81
RBS Newark
Commencement Address
CFO Prudential Financial



Arthur Certosimo, BA '77
RBS New Brunswick
Commencement Address
Vice Chairman
Promontory Interfinancial
Network



Weiwei Chen, MBA '02
CFO and Vice President,
Starbucks, China



Len DeCandia, MBA '87
CPO J&J Pharma Group
at Janssen



Olena M. Paslawsky, MBA '78
Retired Senior VP,
Chief Financial Officer, and
Treasurer of Metropolitan
Museum of Art

MBA team wins supply chain finance case competition



Rutgers MBA winning team poses with Dean Lei Lei, Supply Chain Management faculty, and Johnson & Johnson representatives. From left to right: John Impellizzeri, RBS; Eric Larson, RBS; Sarah Harse, J&J; Len DeCandia, Chief Procurement Officer, J&J; Dr. Lei Lei, Matthew Watters, MBA; Rebecca King, MBA; Jagadish Mahendran, MBA; Anupriti Warade, MBA; Tom York, RBS; Rudi Leuschner, RBS; Aisha Khan, J&J.

Business community symposium showcases Newark's expanding economic potential

Through programs such as Rutgers' Entrepreneurship Pioneers Initiative (EPI) – which has helped small businesses create 181 new jobs since 2010; and Rutgers Pre-College Enrichment Program (PREP) – which assisted 18 under-represented high school students from Newark to get accepted into 4-year colleges in 2016, Rutgers Business School is committed to building a stronger Newark community.

To build on this momentum, Rutgers Business School convened a "Business Community Engagement Symposium" in Newark in early June to address how corporations, entrepreneurs, higher education, and local government officials could



Bartlett Dairy awarded five entrepreneurial Rutgers Business School students a \$5,000 scholarship each. The winners (left to right) were Addae Williams, Jovan Qeleshi, and Justis Pitt Goodson, next to Wayne Richman from Bartlett Dairy (center), followed by Rahul Anand, and Marwan Ismail.

collaborate to drive new initiatives that make a positive social impact on the greater Newark area.

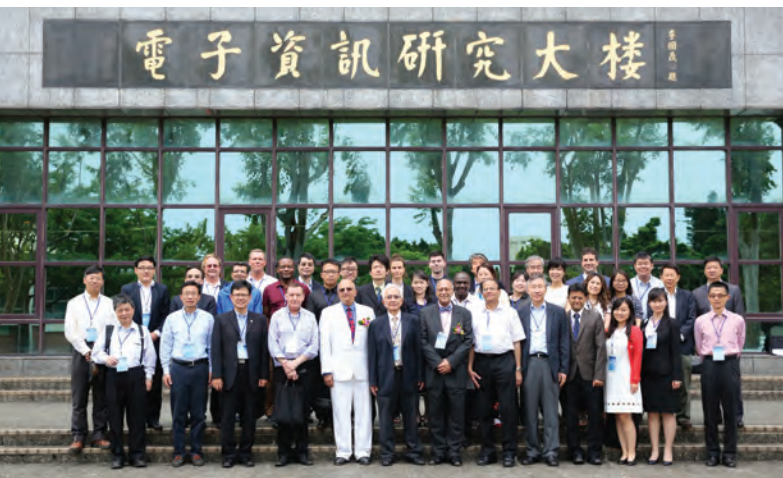
Themes at the symposium ranged from enhancing urban manufacturing productivity and urban entrepreneurship initiatives to cross campus and community collaborations, and facilitating minority access to higher education.

Newark Mayor Ras J. Baraka addressed the symposium attendees during

lunch: "Newark has everything for business to be successful," he said. "Transportation infrastructure is here; technology infrastructure is here; and 50,000 college students are here to provide talent." ■

■ GLOBAL REACH

Annual conference on Pacific Basin finance, economics and management held in Taiwan



The theme of the conference was financial and banking serving industries in Asian and other Pacific basin regions and countries. Corporate social responsibility, corporate governance, privatization, risk management, asset pricing, and financial accounting was also covered. The conference was held at National Chiao Tung University, Hsinchu. Among the distinguished speakers, Nabil R. Adam presented Big Data and Machine Learning in Finance and Economics, and Cheng Few Lee presented Evolution of Financial Econometrics and Statistics for the Last Half Century. ■

Trip to South Africa gives students global perspective on business

Professor Jeffrey Robinson led a group of MBA students on a visit to South African and multi-national companies, manufacturing plants and entrepreneurial firms. "In-class" learning sessions about key social, economic, and political factors affecting modern South Africa businesses, the labor market and HR issues, and South African consumer behaviors were conducted by the companies and business schools visited.

Students gained exposure to the culture of South Africa, with guided tours of Cape Town and Johannesburg as well as a visit to Table Mountain, Robben Island, the Apartheid Museum and various other sites of cultural and historical significance. ■



Class session on South African entrepreneurship environment at the University of Johannesburg Resolution Circle Business Incubator.



www.business.rutgers.edu

Rutgers. Revolutionary for 250 Years.

Founded 10 years before the American Revolution, Rutgers, The State University of New Jersey, is the eighth oldest institution of higher learning in the United States. Once a small sectarian college, Rutgers is now a leading national public research university. Our mission of teaching, research, and service has endured for nearly 250 years — a milestone few have reached. November 10, 2016, will mark Rutgers' 250th Anniversary, an achievement that entreats us to reflect, to engage, and to celebrate. And, through Rutgers 250, our yearlong commemoration, we intend to do just that as we pay tribute to our institution.



Rutgers Business School–Newark and New Brunswick is an integral part of one of the nation's oldest, largest, and most distinguished institutions of higher learning: Rutgers, The State University of New Jersey – founded in 1766. Rutgers Business School has been accredited since 1941 by AACSB International – the Association to Advance Collegiate Schools of Business – a distinction that represents the hallmark of excellence in management education.

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