

LEADERS OUTLOOK

Talal Abu-Ghazaleh Graduate School of Business Magazine

For A Special Summer

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Fourth Master's
Degree Graduates

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Judo
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All Roads
Lead to Rome

Issue 8

Summer/Fall 2012



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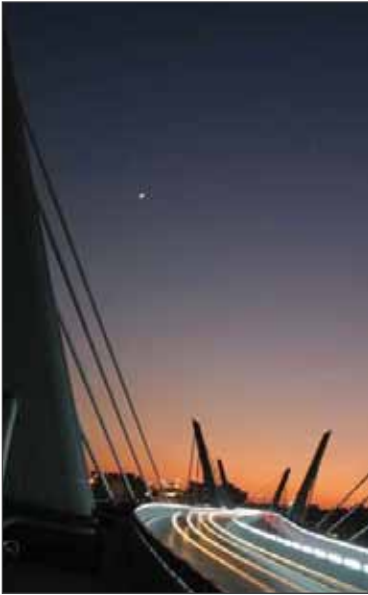
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LEADERS OUTLOOK TEAM

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WELCOMING NOTE

It has been few months since our last issue, and I can guarantee that the level of awareness and contribution has elevated as I see you all involved.

Leaders Outlook brought together this Team Family to bridge both communication and knowledge between TAGSB and its students, graduates and alumni, and by issuing this eighth edition I guess ...we did!

Your written words, comments, articles and voices are so precious to Leaders Outlook and it's the soul of its continuity, so keep up the spirit, credibility and enthusiasm and be ambassadors to TAGSB by just being yourselves, your presentation and your words to infinity and beyond.



Happy Reading!

Dr. Majdy Zuriekat
Director

Do you have a comment on any of our articles? Do you have any contributions to the magazine? Your feedback matters to us and will be taken into consideration. Please feel free to share with us your thoughts, ideas and suggestions. Email us at editorinchief@tagcb.edu.jo.

TAGSB Celebrates its Fourth Master's Degree Graduates



Under the patronage of HE Ralph Tarraf, the Ambassador of the Federal Republic of Germany, the Talal Abu-Ghazaleh Graduate School of Business/ the German Jordanian University, celebrated the graduation of the fourth Masters class at the Royal Cultural Center on June 19th, 2012.

The ceremony was attended by HE Dr. Talal Abu-Ghazaleh, Chairman of TAGSB Advisory Council, Dr. Labib Khadra, President of the German Jordanian University (GJU), Dr. Amin Mahmoud, Chairman of the Board of Trustees of the German Jordanian University, members of the Board and members of the Advisory Council, faculty members and a host of guests.

At the beginning of the ceremony, Dr. Edward Gress, TAGSB Senior Advisor announced that 78 students have successfully completed the requirements for obtaining the Master's degree in Business Administration, Marketing, Quality Management, Banking and Finance,

HR and Intellectual Property.

HE Ambassador Tarraf commended in his opening note the wisdom of His Majesty King Abdullah II for his constant support to the German Jordanian University which is considered a success story. He also stressed the successful partnership between both private and public sectors in Germany and Jordan in the establishment of TAGSB; a model partnership in the higher education, thanks to the cooperation and joint efforts along with the support and inspiration of Dr. Talal Abu-Ghazaleh TAGSB's main force and drive.

Meanwhile, Dr. Khadra said in his speech that "the University has sought after partnerships with the private sector which was crystallized by the establishment of TAGSB; the joint venture between the public sector represented by GJU and the private sector represented by Talal Abu-Ghazaleh Organization. We consider this partnership an example

to be followed by other universities and a translation of His Majesty King Abdullah II's vision in building strategic partnerships between higher education and private sector"

Dr. Khadra underlined GJU's pride of its partnership and ongoing cooperation with Talal Abu-Ghazaleh Organization not on the financial aspect but also on the academic one.

"The absolute belief of Talal Abu-Ghazaleh in the need to contribute to the sustainable development and serve the Jordanian and Arab youth led to surpassing all obstacles and continuous achievements by TAGSB," he concluded.

TAGSB Advisory Council Chairman, in his speech, recalled the directives of His Majesty King Abdullah II in making the higher education a key priority for the country, and to His Government. He also congratulated the graduates and their families for their accomplishment.

“ I am convinced that if you sustain the spirit of excellence and stand by the core values of ethical and moral behavior that have been embedded in you by your elite business education, nothing will be beyond your grasp ”

HE Dr. Talal Abu-Ghazaleh



H.E. Dr. Talal Abu-Ghazaleh speaks during the ceremony

H.E. Dr. Talal Abu-Ghazaleh honors the graduates for attaining the highest cumulative average

“I would also like to express my profound appreciation and thanks to the Patron of this ceremony, His Excellency, Mr. Ralph Tarraf, Ambassador of the Federal Republic of Germany, who has honored us with his patronage and whose Government, himself, and the German people are our most valued partners in making this institute of higher learning an outstanding example of a successful



H.E. Dr. Talal Abu-Ghazaleh honors Prof. Ma'moun Akroush with the Outstanding Faculty Award

public-private partnership in the field of education,” Abu-Ghazaleh said

He also stated that “although TAG Graduate School of Business is a young institution, within the short span of six years, it has won an international recognition and renown for the excellence of its academic and professional standards. Soon after its establishment, its MBA Program was accorded in 2009 a five-year accreditation by the Foundation for International Business Administration Accreditation (FIBAA). In the past year, not only was the school featured in the Forbes Magazine as the region’s premier business school, it was also given the Award of the ‘Best Educational Institute in Management in Asia’ by the World Educational congress Asia Awards 2011. But, to me,

the greatest recognition has come in the form of the fierce and growing competition among some of the most gifted students in Jordan and worldwide for every seat in the MBA Program.”

Abu-Ghazaleh addressed the graduates; “I am convinced that if you sustain the spirit of excellence and stand by the core values of ethical and moral behavior that have been embedded in you by your elite business education, nothing will be beyond your grasp. You can scale any heights and overcome any obstacles that might come your way. You are the gifted who have been trained to become the leaders of tomorrow.”

On behalf of all the graduates, Zein Malhas said that during the past two years, the students attended lectures,

took part in intensive discussions and conducted research for one joint goal which is learning. Malhas addressed Abu-Ghazaleh saying “Yes, you should be proud of this School that you have established and of those leading graduates.”

At the end of the ceremony, Abu-Ghazaleh presented TAGSB shield to Ambassador Tarraf for his patronage, Shield of Excellence to TAGSB Professor of Marketing Prof. Ma'moun Akroush as nominated by the graduates in addition to financial rewards, TAGSB Shields, and a “TAGITOP” to three exceptional graduate students who have demonstrated an outstanding academic achievements in their GPA cumulative. The rewards were presented to: Zain Malhas, Mohammed Al-Daraghmah and Johny Al-Attrash respectively.



“ Education is the most powerful weapon which you can use to change the world ”

Nelson Mandela

TAGSB Offers MBA in Logistic... Prepares for Forensic Accounting

Dr. Hesham Gharaibeh, TAGSB Dean, announced that the School will start teaching the Logistic Science within its MBA program starting Fall 2012/2013 semester.

“TAGSB takes the lead in offering such a concentration for its growing demand on local and regional levels,” Gharaibeh said. Also, he pointed out that TAGSB

Advisory Council and Deanship have finalized a study focusing on other vital specialties required by the local and neighboring markets including an a Master of Science in Forensic Accounting stressing that work is under process to finalize procedures to be offered at TAGSB.

Gharaibeh revealed that the

Jordanian Armed Forces, represented by the Royal Medical Services, have signed an agreement with TAGSB Administration to send pharmacists working at the Royal Medical Services to study Logistics; in addition to companies and organizations who showed interest in enrolling their employees in this field of study.

Judo Strategy

By Ibrahim Abu Einain | MBA Quality Management



The powerful force of competition leads firms to demonstrate different tactics and develop new strategies to compete and survive.

This creates a variety of strategic interactions among these firms who are continuously involved in offensive and defensive strategies, not only for sustaining their positions in the market, but also to grow and prosper.

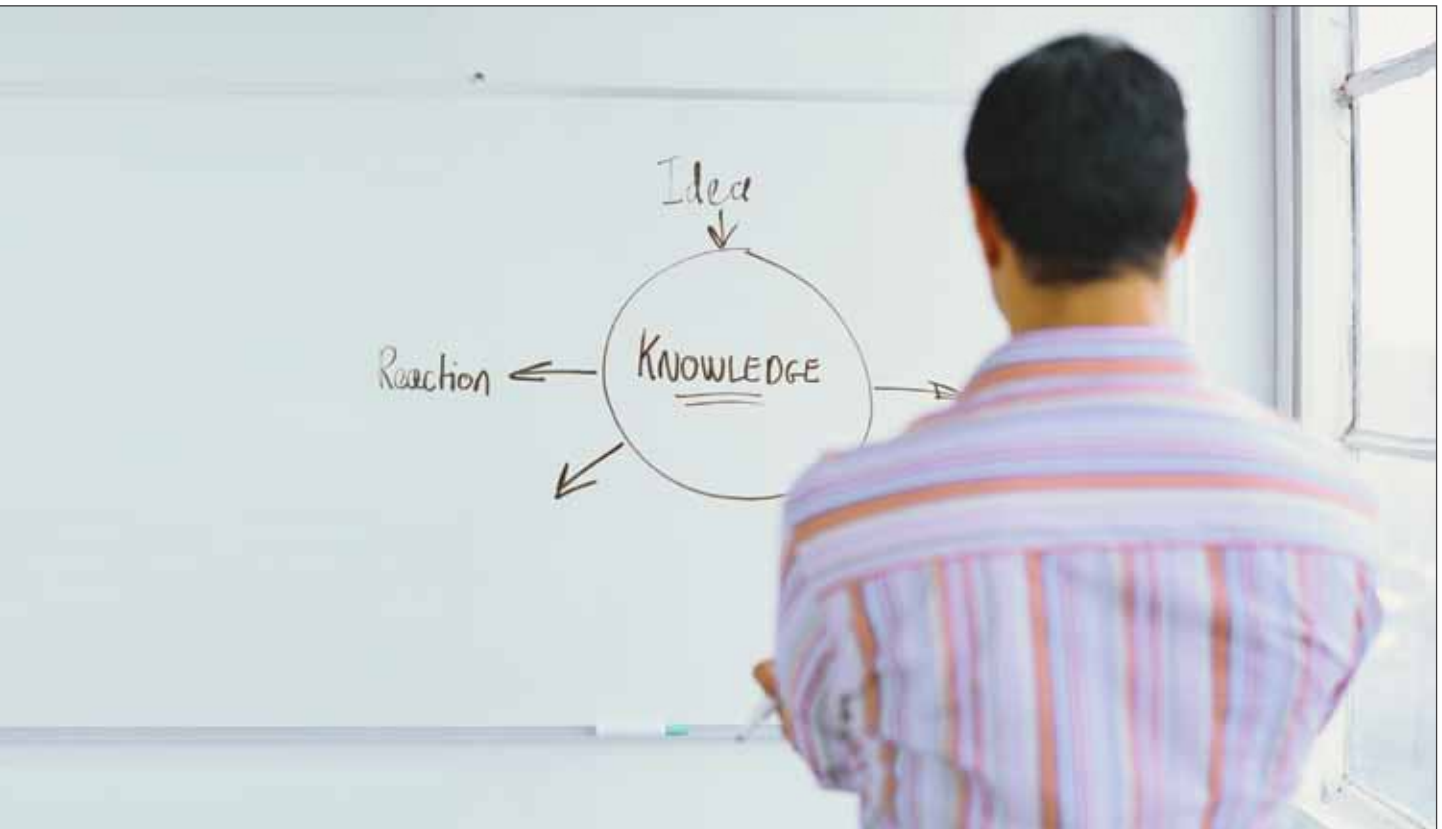
Judo Strategy is an offensive marketing strategy that emphasizes

skills rather than size or strength. It is named after the Japanese Martial Art, and is used in the book “Judo Strategy” (2001) by David B. Yoffie and Mary Kwak. They were inspired by the work of two economists, Judith Gelman and Steven Salop, who coined the term “Judo economics”. (David B. Yoffie and Mary Kwak, 2002).

The gist of Judo Strategy is how a firm can turn a larger rival’s strength to its advantage, and it is used to allow firms to do more than just survive, but to grow and thrive through successfully attacking weakness with strength, flexibility, and leverage (Yoffie and Kwak, 2001).

Attack Weakness with Strength:

The principle is by avoiding frontal attacks and attacking the competitor in markets where it has an advantage but is not well prepared to fight or will be uncomfortable in defending.



Flexibility: The principle is that firms should never fight a war that cannot be won and should know when to engage in a tactical retreat when it is up against superior opposition.

Leverage: It is about finding ways to turn the competitor's strength and strategy against itself. The Judo strategist must find the factors that make it hard for the larger competitor to react and use them as leverage to attack. A firm can implement the principle of leverage by looking for the opponent's strategic commitments and investments and turn them to its advantage by creating a situation where it would be very difficult for the larger firm to retaliate effectively. In fact, leverage needs talented and experienced strategists, since it can be very tricky to be implemented. My personal point of view is that this is the most critical part in Judo Strategy, since if the strategist determined the

wrong factors or did not implement the leverage correctly, the competitor will be able to bounce back, creating disastrous results for the challenger.

One of the most recognised cases of Judo Strategy is that of Pepsi Vs. Coca-Cola (Adam Brandenburg):-

- 1934: Pepsi Priced its 12-ounce bottle the same as Coke charged for its 6.5-ounce bottle.
- 1940: Created first nationally broadcasted advertising jingle ("Pepsi-Cola hits the spot/Twelve full ounces that's a lot/ Twice as much for a nickel, too/Pepsi-Cola is the drink for you").

In any depression or recession, the propensity of consumers to pay a brand premium is lower. Pepsi began to make a killing in the market.

- 1950: Pepsi tracked successfully the

growth of supermarkets (introduced 26 ounce bottles) and suburbia. On the other hand, Coke was slower, and faced channel conflicts.

- 1958: Targeted young, fashionable consumers with the "Be sociable, have a Pepsi" theme and replaced its straight-sided bottle with the "swirl" bottle. Coke couldn't copy without risking its 'heartland' image
- 1962: Launched its "Pepsi Generation" ad campaign to post-war baby boomer*.

As a smaller competitor Pepsi used a Judo Strategy to turn Coca-Cola's strength to its weakness. Pepsi exploited its competitor's inability to change and adapt. It was not until 20 years later in 1955 that the 10-ounce "king size" bottles and 26-ounce "family size" bottles were launched by Coke (Roopen Roy May, 2011). In the meantime, Pepsi grew from 10% market share in 1950 to 20% by 1970.

(*Baby Boomer: A person who was born during the demographic Post-World War II baby boom between 1946 and 1964.

“ Competition is not only the basis of protection to the consumer, but is the incentive to progress ”

Herbert Hoover

Techniques for Judo Strategy:

David B. Yoffie and Mary Kwak identified 10 techniques for using Judo Strategy to beat stronger opponents.

Technique # 1: the “puppy dog ploy”

At which the firm that applies Judo Strategy keeps a low profile and avoids head-to-head battles since it has little chance to win. It is all about achieving the goal without initiating or provoking a full frontal or head-to-head attack.

Technique # 2: define the competitive space

Identify a competitive space where the firm can take the lead, since taking on a stronger competitor at what it does best is a non-starter. It is about seeking the point of weakness and defining a strategy where you can take advantage of those weak spots.

Technique # 3: follow-through fast

After identifying the first two techniques, judo strategists realise that time is crucial. The firm should act quickly to exploit the rival’s weaknesses to grab an advantage, but it is also important not to rush and make wrong decisions.

Technique # 4: grip your opponent

The tighter the grip, the harder it is for a rival to fight, and a firm can also build relationships with rivals (both current and future) to limit their room for maneuver. The essence of these two moves is to undercut their future ability to attack.

Technique # 5: avoid tit-for-tat

To avoid being locked in a tit-for-tat (Equivalent retaliation) or a war of attrition, some steps can be followed:

1. Study your opponent carefully before deciding which attacks to counter

- and how.
2. Figure out what marketing strategies can work and what’s just a flash in the pan.
 3. Separate the truly compelling propositions from what you should ignore.
 4. Figure out moves that you can launch without getting dragged out of your depth, and prepare counter attacks that play to your strength.

Technique # 6: push when pulled

Use your rival’s momentum to your advantage. Catch your opponent off-balance through incorporating their products, services or technology into your attack and leave them with two choices, either to abandon the opponent’s initial strategy or to watch it fail.

Technique # 7: practice ukemi

Ukemi comes from the verb ukeru, or “to receive”. Ukemi allows the attacker to safely receive the force of a throw, and absorb the power while maintaining the intensity of combat. Simply put, it is the technique of falling safely and with minimal loss of advantage in order to return more effectively to the fight.

Ukemi teaches that it is not possible to win every fight. Losing a single battle does not mean that you lose the war. But, having an adequate strategic retreat means you can conserve your resources and re-group in a better position for the confrontations ahead.

Technique # 8: leverage your opponent’s assets

This technique finds moves that unsettle the opponent’s assets. In other words, turning the opponent’s assets into liabilities.

I believe this is the most powerful technique that can bring about your opponent’s demise.

Technique # 9: leverage your opponent’s partners

This technique is used to attack the competitor’s network (suppliers, distributorsetc) by using the old tactic of divide and conquer. It is very important to remember that for this technique to work, you must have holistic information and views about the opponent network. And a key source of information would be the departments that have interactions in the market, such as sales.

Technique # 10 : leverage your opponent’s competitors

There is an old saying that “the enemy of my enemy is my friend” but as a Judo Strategist, you should target an opponent’s competitors to your favour. This can be done in several ways:

- Adding value on top of opponent competitors’ products.
- Build partnerships with opponent competitors.
- Serve as distributor for opponent competitors.

In summary, the Judo Strategy can be used to leverage your position against your opponent.

Though, I believe a rigid SWOT* analysis, integration between different departments, and preparation for every single department for the battle are pre-requests for such strategy, due to the amount of information and planning required. In other words, it is important for the firm that implements a Judo Strategy to ensure that all of its departments working together to understand its own and its competitor strengths and weaknesses.

Overall I agree that it is a high risk strategy but I believe it is a risk worth taking for a higher return.

(*SWOT: is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture

Importance of KPI's to Organizations

By Ehab Abu-Diab | MBA Quality Management



Any organization that intends to compete in both local and foreign markets must have a clear vision which shows the intentions of the decision takers and the stakeholders for the future and how growth will be achieved. In order to achieve the long term vision, a strategic plan has to be established to reflect the vision of the organization on the departmental level. The strategic plan can be translated into Key Performance Indicators (KPI's).

KPI's are being created and continually developed to meet the organization's vision for advanced business performance. Key Performance Indicators can generally be defined as measures used to view the status of performance for different processes taking place at the organization.

Benefits of KPI's:

When KPI's are established at any organization, many benefits are expected. The following points show how important the implementation of KPI's at organizations is:

- Enable top management to monitor performance of different processes taking place at the organization with the minimum time and effort needed.
- Enable top management to check the compliance of the current performance level with the expected one. Any deviation will cause an interruption to the organization's mission to achieve its objectives. Corrective actions will be

implemented to guide performance on the expected path.

- KPI's validate the strategic plan. By implementing the strategic plan of the organization, the vision can be achieved. However, as time passes by and the strategic plan is being implemented, the results could be far from the vision, such deviation can be easily detected by KPI's at the earliest opportunity and the strategic plan can be updated accordingly.
- As discussed KPI's can be used to monitor performance at any organization. To identify the weakness points within the organization and to discover of weakness points which leads to improvements that confront the root cause of the problem; suggesting and implementing solutions that keep check the efficiency of the implemented actions. Eventually the root cause of the problem is expected to disappear.
- Some organizations have no specific, clear and convenient performance evaluation system for staff. Using KPI's as an evaluation tool is a valid method for that purpose with the results used to implement future direction. Furthermore, those who achieve matched or required KPI's – including cost savings, effort and efficiency - more efficiently are rewarded by management. .

Practical application:

As an example to show the importance of KPI's to achieve business objectives, we will take an example from practical life. The organization vision is "To be the leader in the market".

The organization's vision can be achieved through transforming it into objectives. Doing so, means developing a strategic plan explaining the actions to be taken within the organization to achieve the vision.

After reviewing the strategic plan of the organization, one of the key items is to increase efficiency of the internal processes. These are considered vital in the organization's business activities and by increasing their efficiency, the number of individuals empowered will be increased so organization as a whole will benefit.

In order to achieve this objective, the following ways must be implemented:

- Executing efficient BPR (Business Process Reengineering) programs with continual improvement to increase the continual development impact.
- Encourage teamwork.

Each point has to be linked to Key Performance Indicators.

The Organization Vision to be the leader in the Market

Strategic Plan

Increase the Efficiency of Internal Process

Train teamwork's

KPI

Total number of courses conducted

Executing efficient BPR

KPI

Saved cost, time and effort

Relation between the vision and the process level KPI's

Conclusion:

As a general conclusion, KPI's are very important to both, successful and succeeding organizations. Keep creating and developing the KPI's within the organization will keep the heartbeats of organizations.

Privatization between “Proponent and Opponent”

By Khaldoun Al-Naierat | MBA Marketing

Rania Khoury | MBA Management

Walid Kheetan | MBA Management



For the past two years, discussions that Jordan has not delivered on privatization have increased dramatically, while the Jordanian government has lost out on significant parts of the Kingdom’s economy to foreign investors with nothing gained in return. This dilemma has prompted us to present the following study where we tackle the Privatization Program in Jordan from an objective view incorporating the different perspectives about the issue. Also we leave it to our readers to draw their own conclusion.

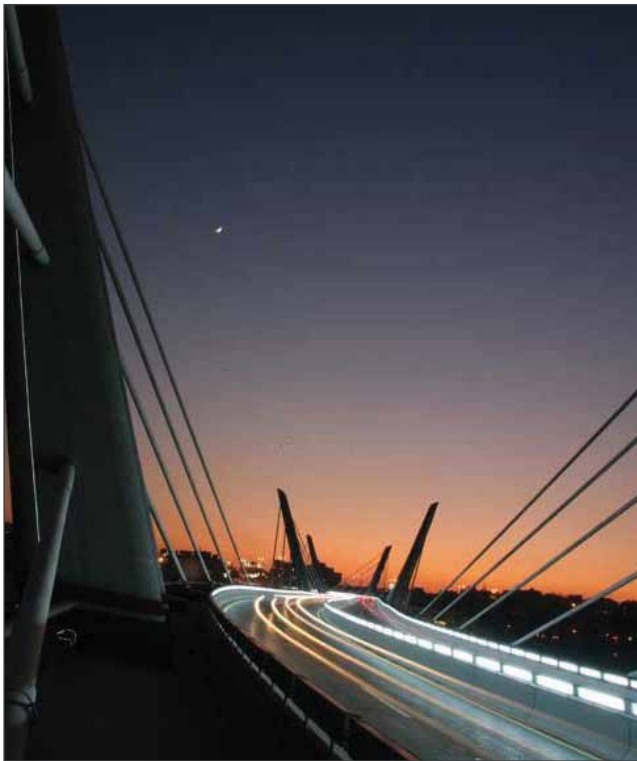
What is Privatization?

The broad definition of privatization is the transfer of property or control of assets used to deliver goods or services from the public to the private sector (*Shehadi, 2002*). Also we can refer to privatization as an instrument

of economic policy. It is the transfer of property or control of assets used to deliver goods or services from the public to the private sector. The narrow definition refers to privatization at the level of the firm or units within it. Broadly defined, privatization is the abolition of barriers to private sector provision of services or the infrastructure necessary for their delivery. The broad definition refers to privatization at sector level (e.g., telecommunication, electricity, social security, etc.). It is more complex than enterprise level privatization as it often involves restructuring of a whole sector and not just one firm. It involves giving the private sector the right to use or access the public domain (radio spectrum, land, right of way, etc.) to build and operate a network industry. It also involves defining the “public service”

“ Privatization does not mean you take a public institution and give it to some nice person. It means you take a public institution and give it to an unaccountable tyranny ”

Noam Chomsky



dimension and licensing the private sector to deliver such services. (Shehadi, 2002).

Privatization comes in different forms and alternative delivery systems. There are three broad forms of privatization:

- Delegation: Contract, Public-private competition, Franchise/Concession, Public-private partnership, Grant, Loan, Favored tax status, Voucher, Mandate, etc.
 - Divestment: Sale, Free transfer, Liquidation.
 - Displacement: Default, Withdrawal (load shedding), Voluntary Action, (voluntarism), Deregulation
- (Source: E.S. Savas, *Privatization and Public-Private Partnerships* York: CQ Press, 2000)

The Introduction of Privatization in Jordan

In the aftermath of the economic crisis in Jordan, structural reforms were imposed by the IMF (**International Monetary Fund**) in the early nineties as part of the debt relief. By 1990 Jordan's external debt to international financial institutions had already increased to 219% of its Gross National Income. In cross country comparisons of debt burden indicators, this represented four times the size of the share of external debt by the low income developing countries and six times that of the Middle East and North African countries. Jordan's debt service alone reached 16.5% of its Gross National Income representing four times the size of low income countries and that of MENA countries (Zakharova 2008).

In 1992 the share of outstanding external debt stock by the state-owned infrastructure (and non-infrastructure enterprises) amounted to 13% of total external debt of US\$ 7.8 billion.

Privatization, historically speaking, started in the second half of the eighties, when government not only increased in size, but also in intervention in the economy. In those days, almost 90% of the consumer basket prices were determined by certain government decisions. The whole debt problem brought the IMF regime of liberalization and privatization.

The announced main objectives of privatization were to (Privatization Law No. 25, 2000, Article 3):

1. Improve the efficiency, productivity and competitiveness of the economy.
2. Attract Arab and foreign investments and encourage local investments by providing a favorable investment environment.
3. Develop the domestic capital market, broad base ownership and mobilize long-term private savings.
4. Reduce the fiscal burden of the Treasury (alleviating the debt burden of the Treasury by ceasing its obligation to offer aids and loans to unsuccessful and unprofitable enterprises).
5. Improve corporate governance of privatized enterprises (the management of economic enterprises with modern methods which include the use of advanced technology in order to enable such enterprises to create stable markets and to penetrate new markets through their ability to compete in international markets).

OUR STUDENTS MAKE THE DIFFERENCE

Methods of Privatization undertaken by Government of Jordan (Kandah 2004):

Jordan adopted a multi-track approach to privatize its state owned enterprises, with appropriate modes for each situation. The main methods are:

- Capital Privatization: This method involves the sale of (whole or part) of government assets to the private sector; i.e., the transfer of ownership from the public to the private sector. The main examples for this method in Jordan (i.e., direct sale to investors and strategic partners)

are the case of the Jordan Cement Factories Company, the Jordan Telecommunications Corporation, and the RJ Duty Free Shop. It is worth mentioning this is the most highly yielding method of privatization.

- Concession Agreements: This technique involves the process of granting a Concession Agreement, with specific terms for a certain period of time, to the private sector to build a particular enterprise, exploit and operate it pursuant to the Concession. An example for such a technique of privatization is the Public Transport Corporation (PTC).

- Lease Contracts: Under such contracts the Government remains to be the sole owner of the enterprise while the private sector will operate it for its own benefit in exchange for a certain fee. Examples are the Aqaba Railway and Ma'in Spa Complex.
- Management Contract: The operation of a facility is contracted out to a private company having the government retain the ownership of the entity. An example of the management contract in Jordan includes the Water Authority of Jordan.

The privatization process in Jordan from 1994 to 2008 included the following sectors:

Overall Restructuring and Privatization by Sector and Modality

	PRIVATIZATION: With Change of Ownership	PRIVATIZATION: Without Change of Ownership	Amount Million/JODi
INFRASTRUCTURE SECTORS AND ENTERPRISES			
Telecommunications	Divestiture with management contract		940
Electric Power	Divestiture in generation and distribution	Full state-ownership/control maintained in transmission	186
Transport (airlines, urban transport, railways and ports)	Divestiture; liquidation; suspended attempts	Leases, Concessions and Management Contracts	295
NON-INFRASTRUCTURE SECTORS AND ENTERPRISES			
Cement	Partial minority divestiture (and later full to) a majority strategic investor		89
Potash	Partial divestiture to a strategic investor with management rights		123
Phosphate	Partial divestiture to a financial investor with management rights		81
Total			1714

(Source: Ministry of Finance, 2009)

Allocation of Privatization Proceeds (1998-2008) (Millions of JD)	
Total Proceeds	1725
Use of Proceeds	1721
Overall debt restructuring	1406 (82%)
Settling enterprise debts	108 (6%)
Financing development projects	190 (11%)
Others	17 (1%)
Remaining Balance	3

(Source: MOF, Studies and Economic Policies Directorate, January 2009, p. 96.)



Jordan's Experience in Privatization Pros. and Cons.

Positives:

- Governments can use privatization to increase consumer choice to improve living standards. Private participation in infrastructure, especially if combined with liberalization and the introduction of competition, has improved the coverage of infrastructure services, their quality, and often even their cost.
- Privatization can establish genuine partnerships between the public and private sectors to improve social conditions while creating the sustainable growth and development
- Governments can mitigate the adverse consequences of labor cuts that may be necessary for privatization. They can also help provide, through labor legislation, social security reform, and other measures for an environment more conducive to job creation.

- The privatization program can be tailored to fit the specific requirements of the country and the government's policy objectives. In Arab States, the real issue is not 'gradualism' versus 'mass privatization', it is 'effective' versus 'ineffective' privatization.

Negatives and Lessons learned:

- More transparency was needed to evaluate assets at fair value and maximize government revenue from privatization.
- In some cases, partial privatization could have been considered.
- There was no clear procedure in how to manage the process, conduct due diligence, obtain fair pricing and to ensure transparency.
- There was also a lack of a strategy as to how to make these companies publicly owned. Hence, Jordan ended up with debt swaps or mass privatizations for single owners which transferred public monopolies into private hands.

- There was no institutional memory or knowledge accumulation to learn from the experiences of previous deals.
- There was a lack of competition in some cases as well as absent governance.
- Lack of post privatization monitoring to follow the impact and performance of privatized enterprises.
- Absence of monitoring to measure the magnitude of fiscal costs (direct and indirect subsidies) as well as fiscal contributions from restructured and privatized or not yet privatized enterprises.
- Insufficient public relations communication to educate and inform the public in order to guarantee transparency and communicate outcomes regularly and analytically.

And now after this study; we leave it up to our readers to evaluate the process/outcome of "privatization in Jordan".

Innovation

“Capitalize on Employees Ability”

By Hasan Jamil | MBA Marketing - Class of 2012



In today's dynamic and complicated business environment, many organizations have been forced to adopt INNOVATION by developing new products and services, advertising, delivery channels, business processes... etc... Their boasts are then relayed through press conferences and various media showing how they are INNOVATIVE. However, this word is misleading.

In writing about this topic, the starting point is to define “INNOVATION”, and then following some tips on how it should be implemented.



Innovation means:

Simply put, innovation means “Something Different that has an impact”. As a process: Innovation combines discovering an opportunity and blueprinting an idea to implementing that idea to achieve results. Remember - no impact, no innovation.

Many leaders see innovation as mysterious, though it's helpful tool for a struggling organization. Innovation certainly is energizing, and when managed properly, can have a world-changing impact.

Far from becoming a cliché, innovation is as important to future leaders as strategy and operational excellence is to current ones. *“Innovation is a Discipline, Not a Cliché”*

Categories of Innovation:

The Wall Street Journal article noted that Innosight founder Clayton Christensen favors three categories of innovation: efficiency (doing the same thing faster or cheaper), sustaining (making current solutions better), disruptive (transforming complicated solutions into simple, accessible, affordable ones). It is also helpful to think about different “levers” for innovation, which can

range from new internal processes to integrated business models.

You DON'T need PHD to Innovate, You Need Only to Ask “WHY?”

If you can think, you can innovate. If you can ask “why?”, you can change the world. Let other people do the hard work of figuring out how to make an airplane fly and a TV screen thinner.

If you can ask “Why?” in an industry where everyone else is too busy or distracted to bother, you can build a great business, no matter how complex the underlying technology is.

“You can be the one who asks “Why?” You can hire people to figure out the how”

Who in your company can say YES to innovation?

Foremost, ask yourself these questions about your organization:

- If an innovation team comes up with an exciting, raw idea, who's authorized to make a decision and say “yes” to dedicating people, money, and time for development and testing?
- If development goes well, who can decide to spend even more

money, people, and time for commercialization, again without permission?

- As the core businesses resists the big new idea because it is confusing and creates inefficiencies, who can provide support for both the idea and the team?

In most organizations this person is the CEO or the president. The rule is quite simple: “The higher the goal, the higher the role.” Boards have authority as well, especially when it comes to capital investment. This is where it can get tricky because democratic decision-making at any level, but particularly that one, tends to sink high-potential new ideas to their lowest common denominators, especially if the board is hands-on and risk-averse.

However, if the people who can say “yes” without permission understand the need to be on the front lines with the troops, periodically making themselves available to play with their innovation teams, then it becomes an adventure and fun!

Innovation should take up a good chunk of the sponsor’s time. That was the (not-so-secret) secret of Steve Jobs.

Three Common Misconceptions in INNOVATION:

Innovation and creativity are the same thing. Companies that fall into this trap think that the best way to solve the innovation problem is to bring in a wide range of thinkers, put them in a room, and ask them to create ideas. There is no doubt that awesome ideas serve as an important input that can lead to impact, but if companies stop at idea-generation, they are destined to suffer disappointing from results.

Only a select group of people should drive a company’s innovation activities. People often think that innovation lives in labs, and it is done by white-coated scientists. But everyone in an organization should think about doing something different that has an impact. Not all innovations come in the same flavor, of course.

Innovation is all about “big bangs.” Companies hold up Apple as an aspirational (albeit impossible to be replicated) standard, and say they need to create multi-billion dollar platforms like the iPod, iPhone, and iPad. Pushing for big bangs often leads to overly risky ideas that have little

hope of getting approved at most companies. Remember, the scoreboard is measured not in the size of the vision, the beauty of the financial forecasts, or the degree of difficulty, but in impact. True big bangs are rare. At least part of Apple’s genius is in being relentless in its innovation approach. “The best way to do something big is to start small”

Exciting and Unforgettable Innovation Stories:

Better Planet

The trouble with electric cars is that their range is limited; you can’t drive cross-country without stopping every 200 miles to recharge the battery - which takes a lot longer than filling a car with gas. Shai Agassi who founded Better Place, asked: “Why recharge the battery? Why not replace it at a swapping station?” The facility looks like a gas station. But instead of pulling in and filling up, you pull in and a robot swaps out your drained battery for a fully charged one. You don’t own a battery; you just rent one every 200 miles. This innovation will make the electric car the car of the future. But it would never stand a chance without Shai Agassi’s idea.

Menchie's Yogurt

Cold Stone Creamery understood that people like custom-made treats. So their business model is to give you exactly what you want. An employee asks you what ice cream flavor and toppings you want, painstakingly measures and scoops everything out, mixes it all together, and then tallies up the cost of everything you selected. It takes five minutes. That means long, discouraging lines. And at \$10 an hour for labor, the process adds \$1.25 to the cost of the treat. Menchie's Yogurt, now the world's largest self-serve frozen yogurt retailer, asked: "Why not let the customer do all the work?" So when you walk in, you see eight yogurt machines, each with two different flavors. You fill your own cup with as much or as little as you want of as few or as many as 16 flavors of yogurt. You then add your own toppings. The cashier simply puts your cup on a scale, and you're charged by the weight. It's fast. Swipe your credit card, and you're out of there, enjoying your own custom-made dessert.

Rent-a-Bike

Have you heard of Zipcar rent a car? They asked: "Why should people who need a car have to travel a lots of

miles away to rent one? Why to not let people become members and pop cars all over town?" Members simply locate a Zipcar nearby; activate the door opening with a Smartphone app, and go. No agent involved. Now several enterprising start-ups, like Hubway in Boston, have done the same thing with bicycles. And it's not exactly like bicycles were a new technology. With a \$70 annual membership, you get a key. Just swipe it at one of the bike stations around town, grab a bike, and you're off. You can even rent a helmet. You return the bike to any station you choose. No on-site employees involved.

iPhone

When Steve Jobs saw multi-touch technology, his first reaction was: "My God, this could be a phone." He didn't design the technology. He just recognized that a multi-touch screen could create an infinite number of user interfaces for an infinite number of applications, instead of the one user interface to which traditional phones were limited. So long, plastic buttons.

The Feature-Length Cartoon

Walt Disney didn't invent the cartoon. But he did ask: "Why are cartoons only three minutes long?"

“ If at first an idea isn't absurd, there's no hope for it ”

Albert Einstein

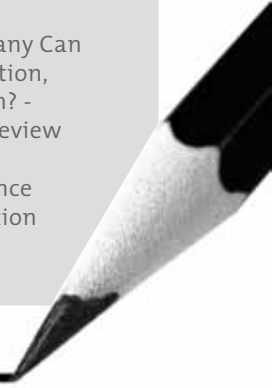
He realized that with the right story, you could engage an audience with animation for just as long as you could with live actors. The feature animation business was born.

The Upside-Down Ketchup Bottle

Heinz didn't invent upside down. Upside-down had been around for a while. But someone there finally asked: "Why do we let the ketchup rest in the bottle at the farthest point from the opening? Why not flip the design, so people don't have to break a blood vessel getting the stuff out.". Upside-down packaging is everywhere now!

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Copyrights and the Internet

By Fahd Batayneh | MBA Management



Copyright is defined as the ownership of an Intellectual Property within certain limits prescribed by a national or international law. This includes the right to make and distribute copies (CDs, DVDs, e-books), alter content (open source software), license (proprietary software), prepare derivative works, and otherwise publically display a literary, musical, or artistic work, whether in the form of audio, video, photography, or photocopies. This includes all sorts of artistic work (dances, movies, plays), books, digital media, software and amongst others, whether in physical or digital format¹. It is worth mentioning here that copyright protects the expression of an idea or vision, not the idea itself.

Copyright is provided automatically to an author of an original work as soon as the work has been created; i.e. the author does not have to formally register the work, but it is strongly recommended to do so to make the work copyright more visible². Copyright includes both published and unpublished work. Various laws in different countries extend copyright between 50 - 100 years after the death of the author; after which the work is transferred into the public domain. In some instances (such as for anonymous and corporate authorship), the period is less than 50 years³.



“Certainly the interest in asserting copyright is a justified one”

Johannes Rau

Copyrighted materials carry the symbol © or the word “Copyright” or the abbreviation “Copr”, followed by the name of the copyright holder, followed by the year of the first publication; e.g. “© Leaders Outlook 2010”. If copyrights work as means to restrict redistribution or displaying, it is considered to be unmoral, unethical, and illegitimate since it hampers development and scarce resources.

In relation to the Internet, ⁴ states that: *“The Internet has been characterized as the largest threat to copyright since its inception. The Internet is awash in information, much of it with varying degrees of copyright protection. Copyrighted works on the net include news stories, software, novels, screenplays, graphics, pictures, Usenet messages and even e-mail. In fact, the frightening reality is that almost everything on the Net is protected by copyright law”*.

When surfing a website, the entire content of that website is copyrighted (images, audio, video, text, graphics, web-links, etc.)⁵. When one wants to create a website, one is allowed to link to other webpages (unless stated otherwise in which permission is required), along with free graphics advertised for usage by anyone (freeware). On the contrary, one is not allowed to copy content from one or several websites without quoting that website, incorporating e-mail IDs

of others without their permission, forwarding e-mail IDs of others without their permission, editing content that is not owned by you, using logos or graphical representations that are not explicitly classified as “freeware” and/or without the permission of the rightful owner/author.

Since the Internet is growing at a very rapid pace, applications and technologies surrounding it are evolving rapidly too. Rising concerns with respect to copyrights that require attention include (but not limited to):

1. When forwarding e-mails received from others containing many other e-mail IDs, is one infringing copyrights by forwarding these visible IDs to others?
2. When including a link in a webpage, some webpage’s are designed in a way that they incorporate the full content of the webpage rather than just displaying its link. Is this infringing copyrights of the linked webpage(s)?
3. When copyrighted work of others is stolen from a person authorized to use it, whom to be blamed? The lack of attention of the authorized person, or the stealer?
4. When one’s work is edited by others to violate copyrights of others, whom to be blamed for

this infringement?

Copyrighting has been around for quite some time now, and is being applied by almost all countries worldwide. And with the emergence of the Internet, it has been applied even more extensively. However, with the rapid evolution and growth of the Internet and the increasing demand on it and on its’ applications, the current copyright module will have to be revised to accommodate these changes.

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THE GENERATION GAP

By Dima Salahi | MBA Management - Class of 2009



The world today is very different from the world 30 years ago, and indeed the world from 50 years ago. Politics, religion and many other factors have had an immense effect on individuals in terms of moral values, ethics, attitudes, political views and so on. People born during different eras have managed to exhibit different characteristics. According to the U.S. Census Bureau, there were the Veterans (People born prior to 1946), the Baby Boomers (1946 - 1964), Generation X (1960s - 1980s) and Generation Y (Mid 1970s or early 1980s to the late 1990s).

From Veterans, whose lives were affected by war, who were disciplined, respected the law, valued security, comfort, familiar activities and environments, and were resistant to change, to Baby Boomers, who thought of themselves as a special generation, were open-minded and rebellious in their youth while more conservative in their 30s and their 40s; they also focused on their job status and social status as they tended to be optimistic, ambitious and loyal. Then came the Generation X; a generation which was well-educated, resourceful, individualistic, self-reliant, and skeptical of authority; not into long-term careers but were rather focused on relationships, outcomes, their rights

and their skills. Finally, Generation Y, a generation that is more familiar with communications, media and digital technology; has the tendency to become culturally liberal; individuals of this generation are optimistic, confident, sociable, have strong morals and a sense of civil duty.

With the existence of different generations, the Generation Gap emerged; it's a terminology used to describe the difference (a.k.a. Clash) between different generations with relation to opinions, attitudes, social values and behaviors. This has emerged due to the unavoidable progress of time and technologies where new ideas, beliefs and values have been introduced. Technology has played a major role in forming such a gap as the younger generations have managed to adapt quickly to these technologies affecting their daily lives. The elderly has despised such involvement of technology and modernization, and instead clung to older traditional values, whilst accusing the younger generation of being shallow, lacking knowledge and moral depth.

The generation gap can also be defined in two ways. According to About.com, it can either be a frustrating lack of communication between the youngsters and the older generation, or a useful stretch of time that separates cultures within a society, allowing them to develop their own character.

The gap exists within a variety of factors; inclusive but not limited to:

1. Technology

Technology has evolved very quickly over the last decade. Nowadays, the older generation is not familiar with

the technology and learns to use it step by step, while youngsters are born surrounded by technological inventions and easily adapt to new developments such as computers, laptops, iPads, cell phones ...etc.

Technology can be used as a mean to an end to reduce the generation gap. Youngsters can help their parents or grandparents in becoming more familiar with various technologies, thus, enjoying each other's company and strengthening their bond.

2. Taste for music

Although music tastes differ from one generation to the next, you do find that individuals of generation y are fans of music that was popular amongst the baby boomers, for example. Additionally, music can be a means of communication between the youngst and the old. By sharing one's music, both generations can have a good time and understand each other's tastes and preferences and bring them closer together.

3. Work ethics

Younger generations are less patient and tolerant towards meaningless tasks. On the other hand, older generations are more into efficiency, teamwork, quality and service, with financial security as a key issue. Generation X has been encouraged to disagree and achieve results using its own methods.

Each generation has distinctive attitude, behaviour, expectations, habits and motivational buttons.

The enclosed figure shows the difference between the different generations in terms of work ethics and values.

Workplace Characteristics				
	Veterans (1922 – 1945)	Baby Boomers (1946 – 1964)	Generation X (1965 – 1980)	Generation Y (1981 – 2000)
Work Ethic and Values	Hard work. Respect authority. Sacrifice. Duty before fun. Adhere to rules	Workaholics. Work efficiently. Crusading causes. Personal fulfillment. Desire quality. Question authority	Eliminate the task. Self-reliance. Want structure and Direction. Skeptical.	What's next. Multitasking. Tenacity. Entrepreneurial. Tolerant. Goal oriented.
Work is...	An obligation.	An exciting adventure.	A difficult challenge. A contract.	A means to an end fulfillment.
Leadership Style	Directive. Command-and-control.	Consensual. Collegial.	Everyone is the same. Challenge others. Ask why.	TBD.
Interactive Style	Individual.	Team player. Loves to have meetings.	Entrepreneur.	participative.
Communications	Formal. Memo.	In person.	Direct immediate.	Email Voicemail.
Feedback and Rewards	No news is good news. Satisfaction in a job well done.	Don't appreciate it. Money. Title recognition.	Sorry to interrupt, but how am I doing?. Freedom is the best reward.	Whenever I want it, at the push of a button. Meaningful work.
Messages that Motivate	Your experience is respected.	You are valued. You are needed.	Do it your way. Forget the rules.	You will work with other bright, creative people.
Work and Family Life	Ne'er the twain shall meet.	No balance. Work to live.	Balance.	Balance.

4. Social tolerance

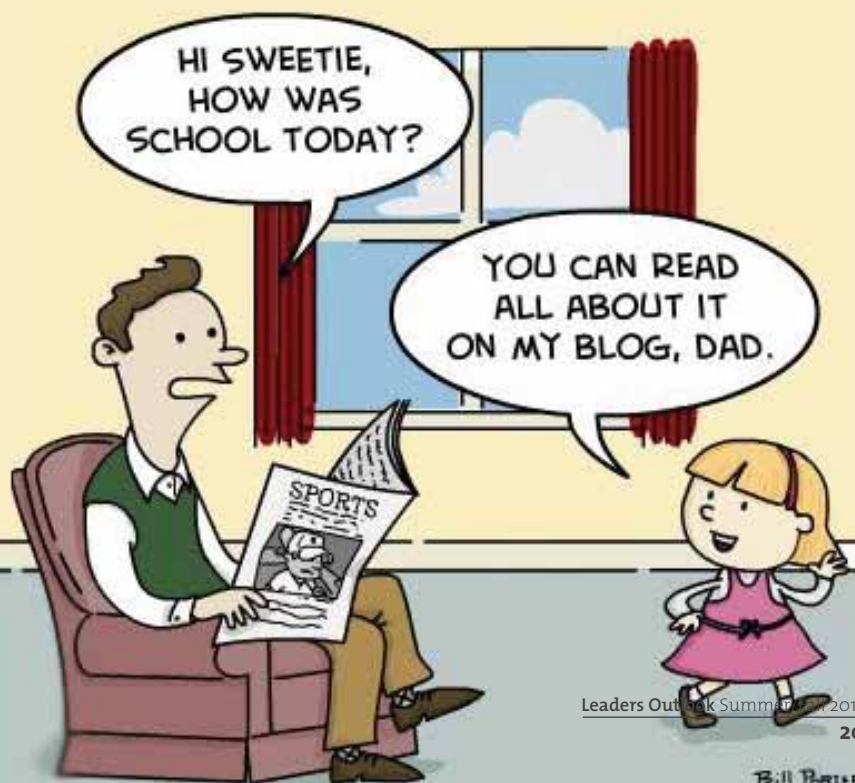
Due to the fact that older generations grew up in smaller communities, and were surrounded by groups and races of their own, these generations are seen, nowadays, to be less inept of dealing with those who are different; making them look uptight and quite critical of those who are different. On the other hand, with the larger community and surrounding, youngsters, nowadays, are more open to a broader community that contains a variety of races and groups. With small steps, the older generation can become comfortable with those who are different through the eyes of their grandchildren; making it one interactive community.

Moral values, respect for others and political views also provide different opinions across generations but can also be used to bridge the gap through effective communication.

Soon enough, future generations

will also face a gap with current generations. As times pass by, politics change, how we accept one another progresses, new music genres are created ...etc. Accordingly, we continue

to strive unanimity with our kids and grandchildren. Life continues to baffle us, as what we differ about today might be what we agree on tomorrow (and vice versa)!



All Roads Lead to Rome

By Hind Bakleh | MBA Management - Class of 2011



The Ancient Roman Coliseum

There is nothing more inspirational in life than getting in touch with history, culture, beauty and art at the same place. And where could all that happen other than Rome.

My trip to this ancient modern city started on the day before the last of July, when the whole Italian peninsula was trying hard to adapt to the high degrees of temperature and humidity. Unlike my expectations, Rome's temperature was a bit higher

than Milan's. Although I have read numerous times about the hot weather in Rome, I possibly could not believe that it was true!

Arriving after Midday to the city, my friend and I hurried to the metro station with our bags in the aim of finding our way to the nearest station besides our hotel. And like everywhere in Europe, I got amazed by this wonderful underground commuting system that transfers large numbers

of people from a place to another with high speed in the aim of decreasing the congestion in the Roman streets. And I was more amazed when I learned that the first plan for this metro was done during the 1930s of the last century.

We spent the first evening in Rome exploring the streets besides the hotel and the dining places nearby in order to know where to dine during the two nights that will follow.

“ Rome is the city of echoes, the city of illusions, and the city of yearning ”

Giotto di Bondone



The Roman Forum

Our first day in Rome had to start with a visit to the Coliseum and the Roman Forum. We were at the ancient city, on the Palatine hills where the story of the Roman Empire that conquered the world began. Queues of people at end were visible from Arch of Constantine waiting for a chance to get into the Coliseum and see the marvels of the ancient world. After 2 hours and a half in the sun we had the tickets in our hands and started our travel to the old times of Rome.

The majestic amphitheater that could accommodate more than 55000 spectators at a time was marvelous. It was here that animals and gladiators fought for their lives. Looking down, one could see the arena that was covered with a wooden floor. At older times this floor was covered by sand to prevent the fighters from slipping from their own blood, sweat or tears. The very idea of having people massacred in this place for hundreds of years in a row made me think that

this place could be haunted by all those who spent their lives for the joy of the people, the glory of the emperor or the pride and faith in their new religion.

The ruins of the Roman Forum were a bit confusing, although a helicopter view would help in picturing the old city of markets, roots, courts and basilicas, the closer look to the ruins would keep us dazzled by what is what in the old city.



The Spanish Steps of Rome



The Vatican City

Our first day did not end at that, we still had to visit the famous Spanish Steps. The Baroque style stairs of a hundred and thirty eight steps that connected the Church of Trinita dei Monti to a boat shaped fountain in the Piazza d'Espagna is considered the widest stairs in Europe.

Our second day in Rome had to start with a visit to the Vatican City the smallest state in the world. It was here that the greatest Basilica of St. Peter's was built on the same land where St. Peter was martyred in 67 AD.

The Piazza San Pietro is surrounded by colonnades and has two fountains on each side. It was full of tourists and believers walking around the place, while queues of people formed at the right end of the square in the aim of getting tickets to enter the basilica of Saint Peter's. As my friend and I had bought the Vatican museum tickets on the preceding night online, we

hurried to go out of the Piazza to enter Vatican museums leaving St. Peter's basilica until the evening.

The museum is one of the greatest of the whole world. Although a sign says that visiting the chambers of the museum will take around two hours, it took us more than three. The different and variant kinds of arts, cultures and eras would get you dazzled by the riches of such a museum and with respect to all the Popes who worked hard on reserving theirs and others cultures in addition to supporting architects, engineers and artists during and after the renaissance.

We started by the Egyptian gallery where mummies and old hieroglyphic writings were displayed, passing through various sculptures including the famous Laocoon group. Maps, paintings and other libraries were out for display showing the riches of all the preceding decades where art,

philosophy and theology were much more appreciated and respected.

All through the museum we could see signs guiding us to the Sistine Chapel were during current times the new Popes are elected. The Chapel is famous for its portrayal of Moses's life and that of Christ in addition to the Last Judgment that is considered the best of Michelangelo's paintings. The Sistine Chapel was crowded and people were trying hard not to be pushed by one another while the chapel guardians were asking people for silence due to the holiness of the place.

Raphael's last work of the Transfiguration and Leonardo Da Vinci's unfinished and last paintings in addition to Melozzo da Forli's angels were enchanting.

Before ending our trip we went to see the carriage museum that has a collection of the carriages and



The Vatican City

automobiles that were used by the different popes over the past centuries.

As this was our last night in Rome, my friend and I decided to visit St Peter's at some other time in the years to come and ponder our way to explore Rome while there is some more sunlight in the streets.

We had our lunch and headed to the Piazza del Popolo that is famous for its twin churches the Santa Maria di Montesanto and Sanat Maria dei Miracoli in addition to the trident (Three straight streets originate from the same point). We went through the longest street the Via del Corso which is considered the most beautiful street in the world. Via del Corso is currently known for the numerous shopping options for both tourists and Romans alike.

Through the streets and of course by using the map, we reached the Pantheon. The Pantheon was built a few years before the birth of Jesus Christ. This temple was transferred to a Church during the 6th Century and is considered to have the largest Dome in the world. The Pantheon's only source of light is through an opening at the center of the Dome.

We had our share of walking on that day and were very tired. We decided to leave the rest of what we can see in Rome till next morning.

Making a wish to come back to Rome and finish our unfinished parades in the old city's streets was not questionable, so we headed in the early morning to the Trevi

fountains which have its left side under restoration. We throw our coins in the water with our backs turned to the fountain in the aim of having our wish to come true. Guided by the map we walked in the neighboring streets heading to the Piazza Novana through the Piazza Minerva where the Pantheon is. The Piazza Novana is a beautiful great square with two great fountains and painters all through the place displaying their products and competing for tourists' attention.

Before the approach of the afternoon we hurried to our hotel through the Ponte Umberto over the Tiber River leaving the Centro Sotrico behind us with a dream of finding our road back again to Rome in a new longer visit to excavate more wonders of this ancient city.

Your Happiness is in your Health

By Rami Abed | MBA Quality Management



Everyone wants to be happy, has positive emotions, live longer and healthier. Many research linked positive emotions and happiness with better health and long life. However, the complexity of life we live today level up stress and negative emotions which in turn increase the risk of health problems.

Both parts of the equation (health and happiness) affect each other. Using the first part (health) affects happiness, we advise the following:-

1. Replace Sodas or Soft drinks with Tea or Water.
2. Commit to eat one fresh fruit (or fresh vegetable) with every meal.
3. Add just 5 minutes a day to your exercise routine. Don't have an exercise routine? Start one.

4. Get more sunrays.
5. Buy more indoor plants: They purify air in your place.
6. Take a quality, wild-harvested fish oil supplement that contains vitamin D.
7. Make a decision to think of food as nutrition to you instead of joy. Eat what your body needs, not what tastes good and what you desire more.
8. When you get out of bed each morning, do five sit-ups first. It's simple.
9. Instead of trying to find a parking spot so close to the grocery store, park farther away. You'll get a little more walking exercise and more sunshine.
10. Choose a sport, it reduces stress and improves physical performance.
11. Take a relaxing hot bath with soothing herbs like lavender. It will do wonders to your mind and your muscles.
12. Get a professional massage! Massage therapy is really, really healthy, and it's a great way to reward yourself for some of the other accomplishments you're making.
13. Grow your own Brussels Sprouts and eat it fresh, (Sprouts are one of the healthiest food choices. They contain many disease-preventing

- phytochemicals. In fact, the National Institutes of Health, American Cancer Society, and Johns Hopkins University, among others, have reinforced the benefits of sprouts in preventing cancer and boosting immune function. Many sprout varieties are rich in antioxidants, protein, vitamin D, vitamin C and other important elements).
14. Make a point to get at least eight hours of sleep for 2-3 nights a week (or more, if you can). Most people are sleep deprived, and the health cost is enormous.
15. Get off those medications! Learn how to safely and gradually get yourself off all the medications you can by eliminating underlying imbalances or illnesses. The fewer medications you take, the healthier you'll be!
16. Throw out your television! Are you still watching satellite TV? It's a complete waste of your life, and instead, read more books and stay updated online where news' sources are more independent and intelligent.

Be your body's best friend

Jordan Population Symposium Report

By Bashar Khalil | MBA Management - Class of 2010

On the occasion of the World Population Day on July 11th, 2012, the Economic Policy Development Forum (EPDF) conducted the Jordan Population 2010 symposium in the Talal Abu Ghazaleh Business Forum. Dr. Ra'eda Al Qotob, The Secretary General of the Higher Population Council (HPC) was guest speaker. Dr. Khalid Al Wazani the symposium Charmin and member of HPC higher committee introduced Dr. Al Qotob, and gave an overview about the Jordan Population 2010 Report and its importance. The Jordan Population 2010 Report was prepared with assistance from the United Nations Population Fund (UNPF), and participation of national and international experts, Dr. Al Qotob said.

Dr. Al Qotob started by explaining the importance of the report as the first comprehensive document about Jordan population. The 6-chapters report links demographic indicators with different development sectors and provides future projections for the demographic indicators. Dr. Al Qotob said that the report preparation followed a systematic methodology started with reviewing existing population data from different

sources. The collected data was then analyzed and it defined the linkages between demographic indicators and other economic, social, political, infrastructure and environmental factors. As the last step in preparing the report, HPC conducted a series of feedback sessions with stakeholders in the governorates. Dr. Al Wazani presented the effect of population on the state of the economy. He said that two thirds of Jordan economy depends on services, economic growth is not stable, and about 25% of Jordan work force work for the government. In addition Dr. Al Wazani mentioned that Small and Medium Establishments (SMEs) form the majority of the companies in Jordan and they employ about 50% of Jordan work force. However their participation in GDP is very low. Unemployment rate is fluctuating over time which shows that there is no stability in creating job opportunities Al Wazni said.

Demographic indicators of Jordan witnessed tangible changes over the past 60 years. The growth rate has declined from 4.8% in 1952 to 2.4% in 2004; however it is still one of the highest rates in the Middle East region. According to the World Bank

website growth rate of Jordan at 2.2% exceeds Egypt at 1.5%, Algeria at 1.7%, Lebanon at 1.2%, and Tunisia at 1.2%. Fertility rate has declined from 7.4% in 1976 to 3.8% in 2009. Consequently the family size has declined from 6.7 persons per family in 1979 to 5.1 in 2009. The change in these demographic indicators is mainly due to improved health care services, family planning and maternity health campaigns and changes in the social and cultural concepts.

Geographical distribution of population is not that even. Central and northern regions that form 16.2% and 32.6% of Jordan's area contain 63% and 28% of the population respectively. Only 9% of Jordan's population live in 51.2% of the south. The imbalance in the geographic distribution indicates inconsistent policies and programs for creating jobs and reducing poverty in the southern part of the country.

Age structure of Jordan population has witnessed noticeable changes. The ratio of less than 15-years old Jordanians decreased from 50% in 1979 to 37% in 2009. Employment age category (15-64 years old) increased from 47% in 1979 to 59% in 2009. This



Participants of the Jordan Population Symposium

demographic change shows that the employment age category will be prominent, and Jordan work force is increasing.

The report presented projections for Jordan demography for the next 40 years and its impact at different sectors. The projections show that Jordan faces a unique demographic phenomenon called the demographic window. The demographic window happens when the age structure of population is dominated by the employment age category (15 to 64 years old). The demographic window offers a unique opportunity and foundation for economic growth since large number of population is in their productive status, and less dependency. The projections in the report have been made assuming 3 growth rate scenarios:

1. High growth rate scenario that assumes stable fertility rates at 3.8% (according to 2009 figures)
2. Moderate growth rate scenario assumes that the fertility rate will

decrease at different rates over the projection period (until 2050) until it reaches 2.1%.

3. Low growth rate scenario assumes gradual but even decrease in fertility rate over the projection period until it reaches 2.1%.

Depending on the growth rate selected scenario, the projections show that the population will increase to be between 11.3 and 15.6 millions. The percentage of the population under 15 years will decrease in 2050 to be between 33.9% and 22.4%. Interestingly the ratio of the employment age category (15 to 64 years) will increase in 2050 to be between 59.2% and 66.6%. As a consequence for decreasing the ratio of young age category (less than 15 years old) and increasing the ratio of the employment age category the dependency ratio will range between 0.69 and 0.5. The decrease in dependency ratio and the increase of employment age

category are the indicators of the demographic window. According to the projections Jordan will enter the demographic window sometime after 2030. The report reveals that the work force will increase markedly according to moderate growth rate scenario from 1.603 million in 2009 to 2.914 million in 2030, and will reach 4.01 million in 2050. The report provided also projections for each demographic indicator at the governorate level.

Some symposium participants expressed their concerns regarding the uncertainty and the validity of the projections. As any tool for exploring future trends, projections are tools built on assumptions based on historical data. The Jordan Population 2010 Report can be a useful stand point for planning to invest effectively and efficiently the demographic window. Investing in the demographic window will help in improving the economy of Jordan and transferring Jordan to



Dr. Ra'eda Al Qotob and Dr. Khaled Al Wazani during the event

“ Two thirds of Jordan economy depends on services, economic growth is not stable, and about 25% of Jordan work force work for the government ”

Dr. Khalid Al Wazani

a new era. The last chapter of the report presented recommendations in several fields to facilitate the demographic changes that will lead to the demographic window. The recommendations provide the broad lines for strategic improvement plans in different sectors. Detailed action plans with goals and objectives need to be formulated to ensure that Jordan will be prepared for the demographic window, and will maximize the benefit of its economy. Changing social, cultural and religious concepts are one of the main obstacles that face plans for facilitating demographic changes. Family planning, entrepreneurship, women employment and aversion to some jobs are examples of the obstacles that may face plans for demographic changes. Another important issue that the plans must consider is improving health care infrastructure, medical insurance, improving the social security. Such factors are very important in maintaining a healthy and a

productive workforce. Improving education programs is another important aspect to be considered in the plans. Education programs must be directed to fulfill future market needs by concentrating on vocational education, and directing academic programs in the universities towards the needed field. More details about the recommendations and the content of the report are available in HPC website (www.hpc.org.jo).

We must not look to the projections in the report as static numbers. They were made on the basis of assumptions that may change in the future. Consequently there must be continuous re-evaluation for these projections in the future to count for any deviation, and to correct accordingly. This great effort made by HPC and supported by the UNFPA must not stop at this extent. HPC must keep watching the changes in the demographic indicators and determine how far we are from the demographic window.

It will be helpful if the HPC issues an update for Jordan Population report every 2 years, or when feasible with updates for the associated economic, social and other indicators. Additional efforts must be made to ensure that plans and projects executed by governmental and other institutions are aligned with the report recommendations. Investing in the demographic window could be the solution for recovering Jordan's economy from its current difficulties. Finally Jordan can benefit from the experience of other countries that entered the demographic window. For example Europe's demographic window started from 1950 to 2000. In China the demographic window started on 1990 and is expected to last until 2015. India has entered the demographic window in 2010 and is expected to last until the middle of this century. The economies of these countries have witnessed noticeable flourishing as a response for their preparedness for the demographic window.

Jordan's Opposition Political Marketing: Success or Failure?

By Dr. Mamoun Akroush - Professor of Marketing



Any smart observant in the Jordanian politics should be able to recognise that there is a political marketing failure among many political parties in Jordan including some governmental institutions. It seems to be that many political parties are still unable to address their audiences' (citizens) needs in a realistic way due to their inability to negotiate based on reasonable grounds especially with the government. In this context, I am discussing the ability of opposition parties in Jordan to develop marketing campaigns that lead to attract many followers to their strategies and ideologies and, then, achieve a real change.

The main issue is that opposition parties have, so far, failed to communicate any plausible programmes that persuade people

to either follow or support them. The reason is that these parties are repeating the same messages and themes to their audiences without being able to make a real breakthrough in the Jordanian politics.

Simply, the Jordanian people have become bored and lost faith in many political parties since they are fragmented and focused on issues that require fundamental changes in Jordan's political system, society and economy within a short time horizon. This is probably the main root of Jordan's opposition political marketing failure. However, nobody argues that we do have corruption, mismanagement, poverty, unstable economic policies, inflation, and many other issues. But such critical issues cannot be tackled overnight!

The heart of political marketing success or failure among opposition parties in Jordan depends on their abilities to understand the Jordanian society's demand and diversity, economic situation, complexity of Jordan's socio-economic system with the region, and the hidden agenda of some parties.

Until this moment, the opposition political parties' communication

strategy depends on either sending messages that everybody already knows or demand unrealistic reforms within a short period of time.

Consequently, there has not been a real success story among the opposition political parties due to being unrealistic; they failed to address their audiences. Political, social, economical and even educational reform strategies usually take time and are implemented using "evolutionary" rather than "revolutionary" approach that takes into consideration our unstable region and cultural changes at large. This is supported by the fact that more than two million Jordanians have already registered for the elections and the great majority of them are not members of any of the political parties! Furthermore, I cannot understand why would a political party which has no more than 1000 members decided to boycott the upcoming parliamentary elections due to the current elections and ballots system? At the same time, big political parties have decided to boycott for the same reasons and have almost failed to attract many members in their public demonstrations.

“ Today more than ever we need creative minds to address the issues of the age. And one of the most urgent is this: How can humanity know so much, achieve so much, and still fail so many people so badly? ”

His Majesty King Abdullah II

Many small political factions have emerged with unrealistic demands. However, this does not mean that the government has performed well; it has also failed to communicate with not only the opposition but also with the citizens. This is at the heart of political marketing failure for all parties involved in the political reform process especially the opposition.

The starting point of political marketing failure among opposition parties is their unrealistic conditions regarding reducing His Majesty's power and authority under the umbrella of constitutional monarchy as well as the negative pre-judgment on each governmental action. Simply, this is not the place and time for such huge political reforms. The place should be at the parliament through an active participation process in the elections and the time is appropriate when we have a stable region and the Palestinian Cause is settled down or solved.

His Majesty also says if you participate in the parliamentary elections you will have an excellent chance to change governments and even he is willing to discuss part of his power and authority for the

sake of the country. I can argue that the opposition marketing failure is not only on people but also on governments and His Majesty because the opposition parties are not getting the message clear.

I believe that the only exit strategy for the opposition is to develop a very realistic communication strategy directed at their audiences, the government and His Majesty.

And relies on a reasonable programme of political, social, economical and constitutional reform within the country's context and must be Jordanian made. Furthermore, a gradual approach is needed to convince all stakeholders involved in the reform process, including the international community, in order to establish a sustainable reform process on the long term.





Congratulations

TAGSB would like to congratulate **Dr. Loay Salhieh** on his promotion to an Associate Professor of Industrial and Manufacturing Engineering at the German Jordanian University / Talal Abu-Ghazaleh Graduate School of Business.



New Faculty Member

Dr. Amjad Toukan

Assistant Professor of Economics

Dr. Toukan holds both his Ph.D. in Economics and MBA from the University of California, Irvine. Dr. Toukan holds an M.Sc. in Electrical Engineering from California State University, Fullerton.

He has both the academic and the practical experience in the field of economics. Dr. Toukan was an assistant professor in both Chapman University (Fall 2007- Spring 2009) and in the Lebanese American University (Fall 2009- Spring 2012). He also served as a General Manager at the United Flavors and Fragrances and Jordan Electricity Authority.

Dr. Toukan's Primary fields of specialization are Microeconomics, Political Economy, and International Trade.

Welcome aboard Dr. Toukan!



مجتمع طلبة لادعندالله
Talal Abu-Ghazaleh Organization

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TAGSB GOT TALENT...

*A Photographer... **Esam Noufal***



Esam Noufal®

“ Which of my photographs is my favorite? The one I’m going to take tomorrow ”

Imogen Cunningham

When Harley Talks!

Interviewed by
Faten Abu Hwajj

Esam Mutla Noufal... aged 27... Holds an MBA degree from Talal Abu-Ghazaleh Graduate School of Business, class of 2010.

Esam, the Jordanian artist, who has a Bsc in Medical Analysis from the University of Jordan, has worked as a market analyst at Safeway and for the past four years has been a medical technologist in Al Khalidi Medical centre.

Hobbies?

Photography, video games and ‘Gym-ing’.

Why photography?

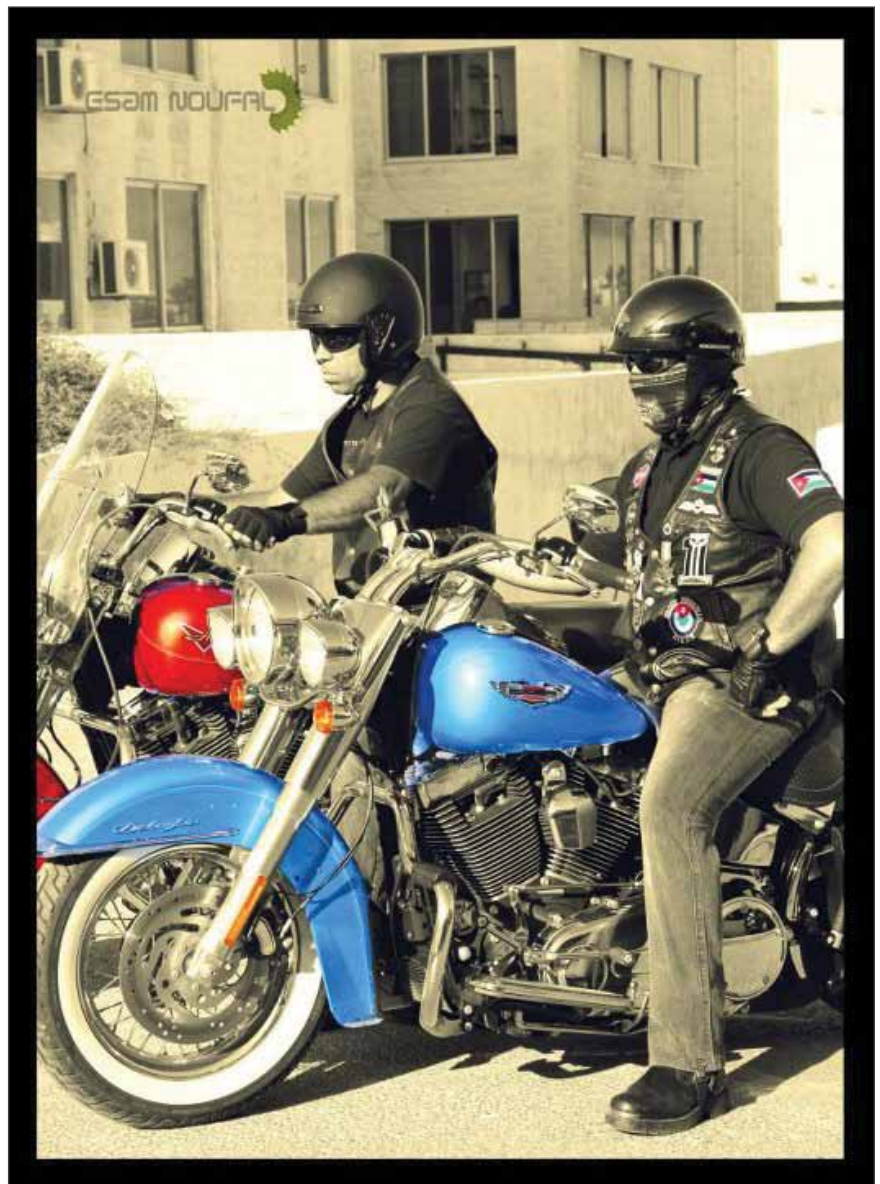
It documents my life.

How and when?

I started in 1997 but became more serious about it in 2003 when I had my first mobile camera. In 2007, I received my first digital camera ever, and in 2011 I participated in a photography competition for ‘Global Entrepreneurship Week’ and won a place to the finals in Berlin!

What challenges did you face along the way to become a professional photographer?

Developing and patience in taking the right photograph.



What does the camera mean to you?

Looking through the lens gives me the ability to actually photograph my thoughts.

And?

I take pictures for passion rather than just for documentation as I used to do.

What about Photoshop?

Lo!! I don't add any external elements to the pictures; it's only about color mixing.

Then, the good picture in your opinion should...

It should have two elements, a story or a theme behind it and a good lighting, Good does not mean enough!

Your favorite types of photography are?

I prefer Silhouettes, Street photography and Abstracts.

What's your favorite quote?

"My portraits are more about me than they are about the people I photograph" ~ Richard Avedon

Esam Noufal ...Thank you

Thank you ...



Hope under the light



Spring-full Winter

“ You don't take a photograph, you make it ”

Ansel Adams



Amman...The Rainbow Land



When life becomes serious and misery redefine itself



To the unknown and beyond

World Youth Congress 2012

TAGSB Alumni participation...

*Hussam Khattab
& Marwan Ata*

It was a dream that came true. My last trip to Brazil and my participation in the World Youth Congress was a one-of-a-kind experience. It all started with the tough selection process which included 4500 candidates and ended up at the last day of the Congress lifetime with unforgettable moments.

I remember myself leaving Jordan and hitting Brazil while being excited towards the upcoming experience, yet anxious due to the responsibility of representing Jordanian youth. At that moment, many thoughts were invading my mind; some of them were good while the others were not comforting. The fear of the unknown was relatively controlling my inner peace, but the deep rooted belief

that youth have to say their word in addition to the mutual support of being with my friend Marwan Ata were the main reasons to mitigate this fear.

After a 30- hour trip, we reached the marvelous Rio De Janeiro. At first sight, one can be surprised by the simplicity of this city; it resembles Arabic cities to some extent, especially in its' infrastructure and people's impressions. However, scattered graffiti drawings on Rio walls and Corcovado statue were indicators that Rio's experience cannot be like any other I had before. Having arrived to the Congress camp was the official announcement that Rio is ready to celebrate our attendance.

The first night was a cultural one in order to introduce all delegates to each other and to break the ice between 350 individuals. Delegates were urged to perform their countries' national dance before others, and many good dances took place especially the Indian one which reminded me of all Indian movies I used to watch years ago. It was like a mini carnival where you realize many cultures' traditions in one place. But what made this night a special occasion for me is the fact that my birthday falls on the same exact date of the Congress's first day; Unbelievable experience is to hear a surprise birthday song performed by 350 delegates from all around the world in five different languages;

“ Hold yourself responsible for a higher standard than anybody expects of you. Never excuse yourself ”

Henry Ward Beecher



English, French, Portuguese, Russian and Arabic.

The last version of World Youth Congress mainly aimed to introduce an agenda for Rio +20 presidential summit, during which world presidents will be discussing and evaluating current achievements related to global sustainable development. The main target of the congress was to introduce twenty solutions for a sustainable future from youth perspective.

During the whole ten days and in an isolated rainforest, we attended and participated in seminars, roundtable discussions and workshops, to figure out the most appropriate approach

to think globally and to protect the future of our sons and grandsons. The interesting thing about World Youth Congress was that youth ideas were translated into actions in Brazil. We were asked to reflect what we believe in on local society where people are suffering from poverty and lack of food and proper education. We worked together, side by side, to suggest solutions to problems that Brazilian people have.

Meeting Arab participants away from home added positively to my experience. I realized that borders are not affecting our union in blood and culture. It was a new experience to network with Arabs from more than ten countries and to share with them

these moments. I felt how close we are, although media keeps insisting on the idea that we are separated and not connected. Arabs did their role in the Congress and I remember the productive debates in which they were involved to introduce the authentic Arabic culture and to propose new solutions for our future.

Jordan's team consisted of four members; two of them were TAGSB graduates (Marwan and I). We did our best to change, express our thoughts and to share our knowledge. We participated in many roundtable discussions, seminars and workshops. The topics of these activities included sustainable development, projects management entrepreneurship



and job creation. We moderated a workshop entitled "In middle of a crisis, where do youth stand?". The audience of this event was delegates from other parts of the world, who were interested to hear voices of youth coming from the Middle East region.

Remembering our special moments in Brazil and recalling all the activities and adventures we have been through made me feel that we are blessed to witness such an event. This experience did change my perception about the world; I used to think that differences among cultures are the main obstacle for further global development. But now, I perceive that these differences are our strength and this variety has its magic in supporting mankind trip, although, people have different values, cultures and perceptions. At the end of the day we are human beings who

are fighting to achieve the best for Earth future. Politics has distorted this fact and made us enemies instead of friends, and it is our role to fix the situation. "Think Global, Act Local" shall be the slogan of everyone's life and this is the secret behind Earth survival from the surrounding challenges. Sustainability of our environment is a way of life that shall be adopted every now and then.

Things I learned from Brazilian people:

- Brazilian kids know how to have fun; they know how to dance like no one is watching and they know how to play football like the entire world is watching them.
- Drawing on walls is a skill, and they know how to turn this negative side into a positive thing.
- Street smartness is a genetic thing, although they do not understand

English, they manage to get you into the right place. Unbelievable talent!

- Their culture resembles to a certain limit the Arabic one and their kindness can be easily noticed.
- Smiling is a soul cure, and everyone needs it.
- They support Arab's causes such as Palestinians' rights in their homeland.
- They support refugees all the way and consider them as ones who belong to Brazil.
- All Brazilians are proud of their country, although poverty kills them. But, pride has nothing to do with poverty.
- They manage to make their economy one of the most powerful economies in the world by corruption eradication.

Much respect to them and hats off!

The Importance of COMMUNITY SPIRIT

By Ruba El Nasser | MBA Marketing

Life is not easy and many communities in Jordan are in desperate need of support and help so two colleagues and I created a Social Impact Team to highlight the importance of volunteering.

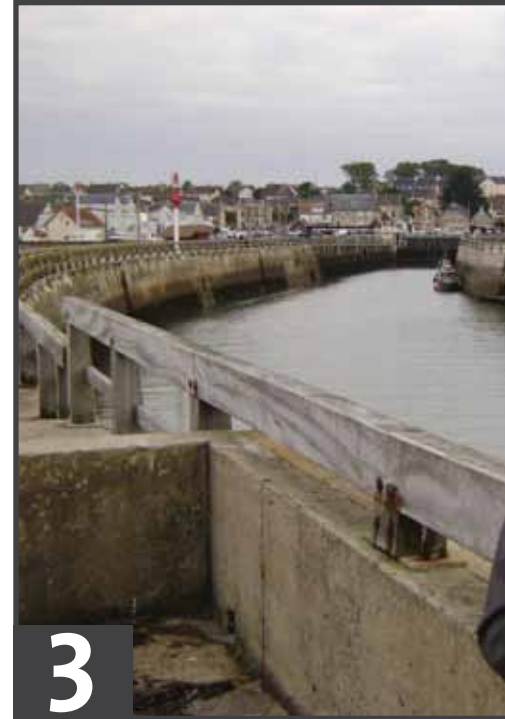
We started in March, 2012, by visiting an Orphanage and spent an uplifting time with the children, distributing gifts, engaging in different activities with them and the experience of seeing hope in their eyes has encouraged us to do more.,

Since then, we have organized eight more activities from drawing and painting in the children's hospital, to celebrating the earth day. Also, we focus on sport's role in a healthy lifestyle by holding regular walking events for all the IT companies located in the same HP Jordan office with more than 80 workers from different international and local companies joining us.

Many asked us "why volunteering is so important?" ,my answer is that volunteering is crucial to give back the community and feel a lot more positive about life. When we see the dire straits of others, we feel lucky and blessed to have a better life and this is how I felt when I carried out our first activity. I thanked Allah for all he has given us!

Volunteering is important to show those who need help that the world is still a beautiful place to live in.





To whom do you owe a gratitude for pursuing your MBA study?

And what would you like to tell him/her now?

Definitely to HE Dr. Talal Abu-Ghazaleh, he is our father and mentor, I will never forget his generosity when he granted me a full scholarship. Wisdom says “if you did a favor to anybody don’t ever remind him, but if anybody made a favor for you, you should never forget and be grateful always”.

I want the entire world to know that Dr. Abu-Ghazaleh is a great person, he gave me an opportunity which was a dream for me, and he is my role model, I wish one day to be like him.
Sahar Hadyeh (1)
MAIP - Class of 2009

I owe my gratitude for pursuing my MBA to my parents. Thank you folks for getting me into this mess!
Fahd Batayneh (2)
MBA Management

Actually I have to say that I was not able to complete my MBA without the full support of my wife, who tried her best to create the proper environment for me to study with the presence of three kids!! She gave me all the support needed such as moral support. I will try my best to recompense here for all what she gave me during the last three years. Thank

you my lovely wife.
Tariq Al-Adawee (3)
MBA Quality Management

I would like to convey my heartfelt thanks to a man who always believed in second chances, a man who believes in brighter and better future for those who deserve it. A great and inspiring leader, a strong teacher, who reached the top and opened his hands to lift others and open new horizons for them. He taught me determination, purposefulness, commitment and most of all, he taught me to believe in myself and never give up on my dreams.



I am extremely grateful for all the monetary assistance and generosity provided to me in pursuing my MBA. Thank you my leader, my master, and my teacher. Thank you my boss, Dr. Saad Jaddoua.

Laila Qatu (4)
MBA HR Management

I would like to thank my family, my boss and my friends for helping me, standing by my side, and supporting me during my MBA. A special thanks goes to my husband, partner and friend for being there during the most hectic times... I enjoyed every minute of it and would do

it again in a heartbeat. Congratulations to MBA Class of 2012!

Olga Budieri (5)
MBA Management - Class of 2012

My older sister, Anahid, was the one who encouraged me to pursue my MBA degree.

How thankful I am for having you in my life. You were there for me always one step away, making sure I was never alone, unhappy, hurt or sad. I was your priority especially after our father had passed away. You have invested so much time and money on my well-being and education. You

sacrificed your social life to create one for me. I can never repay for all that you have done. You are my pillar of support and for that I am thankful.

Nairy Markarian (6)
MBA Management - Class of 2010

Pursuing my MBA in such a young age while working 12 hours a day needed a huge motive and unstoppable support. To my mother, my family and Hanin; without your support I would have missed a life changing experience. Thank you.

Abedulazez Kasaji (7)
MBA Management



I owe it to my parents! Thank you for believing in me and helping me achieve my dream; I could have never made it without you. And I also owe it to my amazing four brothers who were supportive and motivational through the two difficult years. This certificate is as much yours as it is mine.

Kawther Shabani (8)
MBA Management - Class of 2012

My gratitude goes to my family, specially my husband and children who stood by me throughout the duration of my studies. To them I say: Thank you for all your patience, your thoughtfulness, the assistance and support. Without your help and understanding, I could have never made it through the long study hours at home or away at School. It was only because of your support that I was able to continue my



studies and obtain my MBA. To you all I convey my heartiest thanks and appreciation.

Rania Hazou (9)
MBA Management - Class of 2012

Definitely, my parents. They told me to go for my MBA but I wasn't too keen on the idea. Eventually, I caved in. I mainly enrolled to please them and make them proud, but now I realize that I am the proudest one of all. I would like to tell them "thank you, and I hope I can repay you one day, financially and emotionally".

Najwa Daghestani (10)
MBA Management

Pursuing MBA was one of the important decisions I have ever made in my life. I owe my parents, my big brother who is almost finishing his Ph.D. a part also, my close friends at



the School, staff at TAGSB and dearest professors.

For all of them I say; Thanks for all the support you gave me during my years of study, my parents; all the love to you, my bro.; Man you are the one who made me believe in it, keep going on and it will happen, my close friends at TAGSB; they were good and tough days I am sure you remember when we thought more than one time to leave it but at last we have made it together, dearest professors; thanks for encouraging us, spending most of your efforts teaching us and proud to be one of your students, and for lovely staff of TAGSB you made this place a second home, thanks for everything.

Mohammad Bahloul (11)
MBA Management - Class of 2012

My parents without any hesitation!
 My father was the starter to ignite my

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interest in pursuing a Master Degree in a subject I was passionate about. As the journey started, both him and my mother were my encouragers and supporters, and even pushers to keep me going on. Last December, I lost my father, and my mom took on a double shift in the cheering department. For that, and much more I would say "Thank you for your continuous support and guidance... I owe all I am today, and all I will be in the future to both of you... This MBA is not the fruit of my work, but the fruit of your help, guidance and support... It is the result of you believing in me!".

Tina Shabsough (12)
MBA Management - Class of 2012

I owe a gratitude for pursuing my MBA to my father Victor Sam'an. Thank you Dad for your support and believe in me; you kept telling me that I can do it and convinced me that

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dreams do come true. My life started with much responsibilities that I wasn't prepared for, but with the faith and the will I achieved my goals and my dreams came true and I am now looking forward to finish my Ph.D. in Business. My ambitions are now with no limits, Thanks to you DAD.

Bassima Sam'an (13)
MBA Management - Class of 2010

My gratitude goes to my uncle Dr. Maher Halasa. He taught me that "A person doesn't follow titles he follows courage". Courage to meet the challenges in life, courage to become a leader not a follower, and that "Success is not final, failure is not fatal: it is the courage to continue that counts". Thank you for being in my life and God bless you.

Walid Kheetan
MBA Management

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A huge thank you goes out to my wife Lubna who did everything there to ensure that I have a place to study and research for three full years, during which she was never hesitant to give up a lot of her rights just to help me accomplish my MBA degree. A smaller thank you goes out to my children Ahmad, Mohammad, Abdualla and Abdelrahman who sometimes understood and helped out and other times were just being themselves, CHILDREN. A big thank you also goes to TABSB which made it possible for Jordanians to obtain a reputable MBA degree without having to travel to the US or Europe.

Said Nobani
MBA Management - Class of 2009

For A Special

By Faten Abu Hwajj | MBA Management - Class of 2011

She: "For A Special Summer" is an initiative proposed by the students community at Talal Abu-Ghazaleh Graduate School of Business (TAGSB).

He: Beyond business, beyond study, beyond summer courses, we are all gathered to see ourselves in a different frame.

The first social summer event held by TAGSB was simply abbreviated by its' students with those words. It included an astonishing and outstanding performance by TAGSB's graduates and undergraduates.

The show started with Johny Al Atrash, a graduate student and a pianist with an amazing talent in composing symphonies accompanied by Nevena Haddadin, a current MBA student with her mesmerizing voice for the oldies followed by Rebecca odeh, a student and an instructor at Tempo Dancing Academy with a passion for classical dance, and Hamed Abu-Shindi who entertained the audience with a comedy sketch derived from the students life at TAGSB.

"Masra7 el share3" or "Street Theatre" brought a sense of humor to the audience who enjoyed listening to the words of funny wisdom uttered by truly funny actors.

At the end of this day TAGSB Dean Dr. Hesham Gharaiebh presented prizes to raffle winners.

Johny Al Atrash



Nevena Haddadin



Hamed Abu-Shindi

Students Community Members: Mohamed AlArabiyat, Aseel Qtaish, Rebecca Odeh, Rami Aridah, Zainab Abdulhameed and Souraya Taleb.

Summer

By Najwa Daghestani | MBA Management

TAGSB's first social event which was held on June 28th, 2012 has made a nice change from the routine of lectures, projects and home work that never seem to end.

It was refreshing to see fellow students smiling and laughing,

as opposed to the serious anxious faces sitting behind laptops and working on projects in the cafeteria.

The talent there was amazing and the atmosphere was very relaxed. It was also a good chance to bring the family along, since they feel

left out ever since I started my courses and the books became my new best friends, or rather, my only friends.

We will see another social event soon so we can build friendships beyond class rooms to remain in long contact after graduation.



Tempo Dance Academy



Street Theatre

Ramadan at TAGSB

As TAGSB umbilical cord is still connected to its alumni, an after Iftar gathering was held in the Intercontinental Hotel during RAMADAN where alumni and TAGSB employees enjoyed the evening together.





On the other hand, TAGSB cherishes the spiritual atmosphere of the Holy month and appreciates the Iftar time gathering, some TAGSB current students had the initiative to arrange an Iftar outing with a Bingo night at Ahli club where students, guest and TAGSB employees shared amazing moments.

TAGSB Advisory Council Meeting



The Advisory Council of Talal Abu-Ghazaleh Graduate School of Business (TAGSB) held a meeting at the School's premises in the presence of a host of politicians, businessmen and scholars on June 18th, 2012.

At the beginning of the meeting, President of TAGSB Advisory Council Dr. Talal Abu-Ghazaleh commended the attendees for the efforts they voluntarily exert to excel in TAGSB's performance welcoming at the same time the new members who constitute an added value to the accomplishments and successes realized in the few past years mainly the recognition of TAGSB at the lead of the Arab universities that grant MBA.

In the meantime, the Council discussed several related topics including the increasing number of students who are interested to enroll in TAGSB's programs from Jordan and outside which surpasses the capacity of the Faculty. Several suggestions were proposed focusing on raising the level of acceptance requirements. On this regard, Abu-Ghazaleh stressed that TAGSB's criterion is excellence as the sole requirement for admission.

From his part, Dean of TAGSB Dr. Hesham Gharaibeh said that the School is in the process of introducing an a Master of Science program in Forensic Accounting in a very professional and objective method. Dr.

Gharaibeh added that this program is still new in the Western universities and there is a need for it in the region. The new program in Forensic Accounting tackles several topics including money laundering and financial corruption among others.

Dr. Abu-Ghazaleh reiterated the significance of education saying we are seeking to enhance the tendency of education for good citizenship; which means a good graduate who serves his community through social and voluntary work. He also highlighted the significance of including the education of citizenship as one of the graduation requirements in the future.

TAGSB Welcomed A New Visiting Professor for MIS Specialized Crash Course

TAGSB held a specialized crash course in Management Information Systems (MIS) from June 3rd- 11th, 2012, headed by Prof. Joseph B. O'Donnell from Canisius College in Buffalo, New York.

Prof. Joseph O'Donnell came to TAGSB with a varied and accomplished MIS background. He is a Certified Public Accountant and Certified Information Systems Auditor. He is a member of

the American Institute of Certified Public Accountants, New York State Society of Public Accountants, and the Information Systems Audit Control Association.

Dr. O'Donnell who hosted two sections with more than 80 students at TAGSB expressed his satisfaction with the classes praising students for their work and efforts which has

been reflected positively on their achievement.

"After experiencing teaching at TAGSB and dealing with its amazing students, it became very clear to me that TAGSB hosts a special combination of modern teaching and future leaders, a combination that is hard to find in major colleges around the world," he said.

Abu-Ghazaleh Calls on TAGSB to Establish Learning for Citizenship Program



Exploring youths ideas and aspirations, the Talal Abu-Ghazaleh Youth Forum hosted Talal Abu-Ghazaleh, Chairman of Talal Abu-Ghazaleh Organization (TAG-Org) in a special seminar that tackled with full transparency youths dreams for a better future on May 10th, 2012.

Talal Abu-Ghazaleh Graduate School of Business (TAGSB) students and graduates took part in the seminar which witnessed an open discussion on responsibility and the society with all its aspects.

Talal Abu-Ghazaleh Youth Forum, one of Abu-Ghazaleh's significant

initiatives, aims at providing the youth a platform to express their ideas, points of view and aspirations to reach decision makers.

During the seminar, four TAGSB graduates gave a presentation about the course of study at the School and their experience after graduation in the service of their communities and their positive influence. There are Tamara Arafat, Hasan Jamil, Raed Madanat and Nairy Markarian and moderated by Marwan Ata.

Abu-Ghazaleh said: "I am so happy to hear the ideas materialized by

our youth on citizenship, patriotism and positive thinking. Today, I listened to the sound of reason from our youth that we all need to follow."

He requested TAGSB to put more emphasis on learning programs for citizenship and also to have another seminar that highlights knowledge as a way to create wealth.

Abu-Ghazaleh also hoped that future discussions with the youth will be conducted under the patronage and guidance of HRH Prince Hassan to benefit from his wisdom, knowledge and experience.

Commercial Arbitration Regional Conference



Under the patronage of HE Minister of Justice, Talal Abu-Ghazaleh Graduate School of Business (TAGSB) and Konrad-Adenauer-Stiftung (KAS) Amman organized today a regional conference entitled “Commercial Arbitration” at TAGSB’s premises on May 7th, 2012.

Deputizing for the Minister of Justice, Secretary General of the Ministry of Justice HE Dr. Mustafa Al Assaf inaugurated the event in the presence of Talal Abu-Ghazaleh, Chairman of Talal Abu-Ghazaleh Organization (TAG-Org), Resident Representative of Konrad Adenauer Stiftung/Amman Office Dr. Martin Beck, TAG-Org Senior Executive Director Mr. Mustafa Nasereddin in addition to a host of experts in legal, commercial and arbitration fields.

In his address, Al Assaf commended the joint efforts of TAG-Org and KAS to enhance integration and relations between Germany and Jordan in the field of qualifying and training related to specialized legal aspects.

From his part, Mr. Beck underlined

that legal processes and court decision for business disputes can be time consuming, expensive and difficult to access. Arbitration is an alternative and viable legal process providing businesses a channel to resolve commercial disputes outside of a courthouse.

In his keynote speech on Arbitration in the real world and on the Internet, Abu-Ghazaleh stressed that Arbitration is increasingly becoming the method of choice for resolving dispute in the intentional trade arena; revealing that the International Court of Arbitration of the International Chamber of Commerce alone in 2010 for example handled 793 requests for arbitration, concerning 2,145 parties from 140 countries and independent territories.

Dr. Abu-Ghazaleh pointed out that it is the responsibility of Arab and other developing countries, should they wish to sustain and increase their role in the in New World System, to abreast the developed countries on the latest developments happening in international and electronic

trade, and the protection of parties, enforcement of intellectual property rights, and availability of alternative dispute resolution methods.

He also tackled E-Arbitration which relies on digital equipment and techniques and is set apart from traditional arbitration by the former’s use of modern communication and information technology in implementation of relevant procedures.

One of the most efficient bodies in the field of E-Arbitration worldwide is Uniform Domain-Name Dispute-Resolution Policy (UDRP). It uses electronic techniques to refer disputes to arbitrators. Its decisions are binding and it has the authority to cancel registration of a given domain if it rules that the operator of such a domain is not rightful. Since its establishment in 2000, UDRP issued more than 20,000 decisions on over a thousand domains.

Paving the way for application for new top-level domains (gTLDs) in all languages, Internet Corporation



for Assigned Names and Numbers (ICANN) introduced a new method of arbitration called Post-Delegation Dispute Resolution Policy (PDDRP) to settle any dispute that may arise in respect of any domain. This technique of arbitration uses the same principles adopted by UDRP.

On August 5th, 2010, ICAAN's Board of Directors convened and approved the recommendation to circulate the aforementioned proposal for input by the members.

"We are hopeful that this centre will carry out its duties and assignments in service of the region shortly after obtaining a preliminary approval and upon ICAAN's conclusion of the contractual procedures of accredited centers for the last two years. Our centre will be the fifth one accredited for such purposes worldwide. Its location in the Arab region will allow for more focused attention to be given to disputes in this region and in Arabic. This, however, will not exclude the potential of addressing disputes on any domain name in any language as long as we are fortunate enough to have a group of experts known

for their competence, honesty and great judgment," Abu-Ghazaleh concluded.

Some of the main topics to be discussed by legal and commercial experts in addition to arbitrators include the New York Convention of 1958 on the Recognition and Enforcement of Foreign Arbitral Awards, Annulment of Arbitral Awards, Enforcement of Foreign Arbitral Awards and Investment Arbitration.

Konrad Adenauer Foundation (KAS) Committed to advancing and maintaining democracy, freedom, and justice in the world, the Konrad-Adenauer-Stiftung (KAS) with its headquarters in Berlin has continuously worked in the various fields of social, economic, educational, cultural, environmental, and security politics in an effort to strengthening political stability, economic prosperity, regional integration, and mutual understanding since 1955. In Jordan, KAS has been active through its Amman Office for more than 25 years aiming at sustainable social, political, and economic development.



Euromoney Jordan Conference

United Nations Educational, Scientific and Cultural Organization (UNESCO) Chairman of Talal Abu-Ghazaleh Organization (TAG-Org), was the keynote speaker at the Euromoney Jordan Conference organized by Euromoney, the world's leading organizer of conferences for cross-border investment and capital markets, at the Amman Four Seasons Hotel on May 9th, 2012.

The two-day Conference was attended by high ranking financial and economic officials and personalities from Jordan and experts from global private well-known institutions.

Topics for discussion at the Conference included: What are the micro- and macro-economic challenges in job creation, resources and finance?, What can the financial sector do about unemployment, social stability and growth?, Encouraging the private sector to be the engine of growth – what is expected from the public sector?, How will Jordan's private sector get the finance at the price it needs to grow?, What are the implications of joining the GCC?, How should Jordan's energy and water need to be financed?, and What can Jordan do to provide adequate capital for SMEs?

Euromoney is the world's leading organizer of conferences for cross-border investment and capital markets for portfolio and direct investors, financial intermediaries, corporations, governments, banks and financial institutions. Since the late 1970s, Euromoney Conferences has run events in more than 60 countries.



12th Doha Forum: Look for Markets and Wealth South & East

HE Dr. Talal Abu-Ghazaleh, Chairman of Talal Abu-Ghazaleh Organization (TAG-Org) moderated the session entitled "Economy & Free Trade: What New World Order" which recently took place in Doha part of the 12th Doha Forum on May 31st, 2012 inaugurated by His Highness Sheikh Hamad Bin Khalifa Al-Thani, Emir of the State of Qatar.

The session discussed the Euro crisis impact on the global economy, the dialectic of free trade and development of national industry, balance of international economic powers in view of the emerging countries, the intraregional trade and economic integration and the economic challenges facing the Middle East.

Among the session speakers were, H.E. Dr. Fathallah Wallalo, former Finance and Economy Minister, Pdt, Rabat Municipality, Morocco, HE Ms Rodi Kratsa, Member of the European Parliament, EP Vice-President (2007-2012), The Hon Lauri Fitz-Pegado, Partner, The Levingstone Group, former Secretary of State for Commerce, USA, HE Mohamed Ismail Al Rabie, Secretary General, Arab Economic Unity Council, Arab League and Mr. Nādhim Zahawi, MP, Member of Business, Innovation and Skills 2010-, Arms Export Controls 2010-, Joint Committee on Privacy and Injunctions 2011.



Arabian Business Selects Dr. Abu-Ghazaleh among the World's Most Influential Arabs 2012

The prestigious Arabian Business magazine selected HE Dr. Talal Abu-Ghazaleh within the world's 500 most influential Arabs 2012.

To recognize the most influential Arab personalities in the world, the magazine, the Middle East's best selling weekly business magazine, conducted a six-month thorough survey of all the sectors in the Arab countries including Economic, Business, Science, Sport, Education, Culture and Society, Arts & Entertainment, Media, Banking and Finance, Transport, Construction and Industry. In addition to Dr. Abu-Ghazaleh, the list included a number of prominent leading figures and intellects from all sectors.

Arabian Business is a member of ITP company that was founded in 1987 in the UK, and won The Queen's Award for Export Achievement in 1995. Reflecting the international scope of its business, the company subsequently relocated to Dubai in the United Arab Emirates.

The company now publishes more than 75 weekly and monthly magazines and has a wide portfolio of market-leading digital properties. ITP organizes more than 50 business and consumer events and conferences each year.



Abu-Ghazaleh Launches TAG Education News Agency

Talal Abu-Ghazaleh Education News Agency (www.tageducanews.com), an independent source of reliable and objective news on education around the world, was launched today.

TAG Educa News Agency is the brainchild of Talal Abu-Ghazaleh, chairman of Talal Abu-Ghazaleh Organization (TAG-Org) who saw an urgent need to have a comprehensive and credible source to cover all education news and activities for students, education institutions and government entities.

The News Agency will act as a partner to all universities, schools and education outlets in covering their news and activities, link students with educational institutions and act as a dedicated source for information.

A team of journalists specialized in covering education news and activities will be running the news agency and will make sure that every aspect of education is covered from its original source in order to provide a trusted source for educators and students.



Talal Abu-Ghazaleh University College of Business/Bahrain

Dr. Talal Abu-Ghazaleh, Chairman of Talal Abu-Ghazaleh University College of Business (TAGUCB), announced the launching of the state of the art college that will offer undergraduate business programs in international accounting, management, and logistics. The programs accredited by the Higher Education Council in Bahrain will lead to granting the degree of Bachelor of Science in Business Administration.

“We are looking forward to providing high quality education to the students in the Gulf Region. We expect our students to benefit from our state of the art programs that will allow them to contribute to the economic development of the region” said Dr. Abu-Ghazaleh.

The curriculum was developed by a group of international advisors in line with the highest international standards. Students will benefit from innovative teaching methods that proved to be very successful at the Talal Abu-Ghazaleh Graduate School of Business in Amman. TAGUCB faculty carry high academic qualifications and have experience in their respective fields.

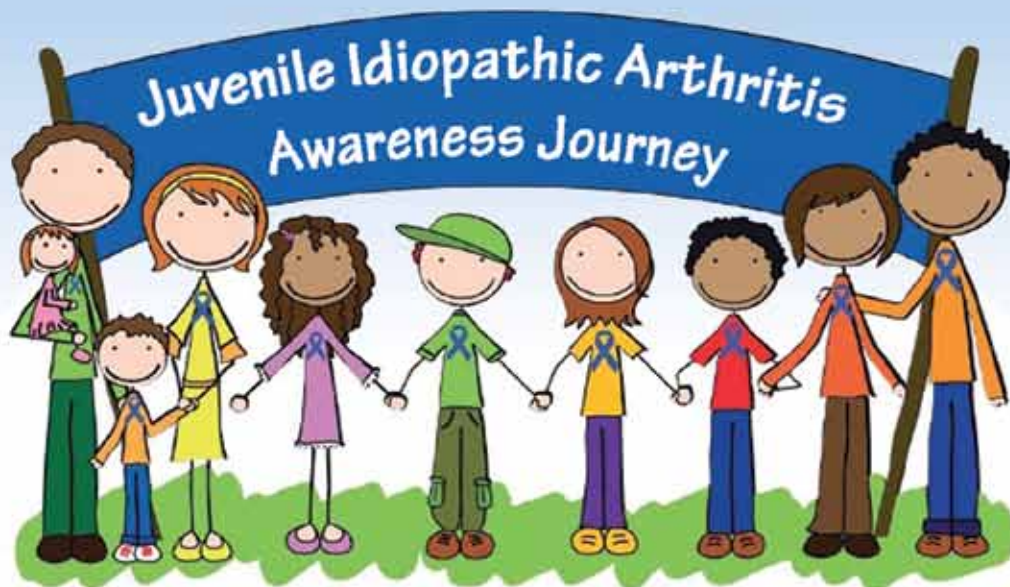
For more information on the programs and requirements for admission visit www.tagucb.com



TAGIUNI Holds First of its Kind Online Training Course in the Region

The Talal Abu-Ghazaleh University (TAGIUNI), Democratizing World-Class Education and its Australian partner the International Training & Development Group (ITAD Group) and Talal Abu-Ghazaleh professional training group organized a comprehensive online course considered the first of its kind in the region with participants from seven different countries.

Talal Abu Ghazaleh University (TAGIUNI) aims to train the next generation of business and professional leaders through high quality academic programs, professional certification, language diplomas, entrepreneurship training and innovative learning in a variety of disciplines. It attracts students and professionals from across the world, contributing to excellence in learning, and fulfilling the needs of citizens by providing them with the skills of emerging technologies and disciplines.



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