

ISM ANNUAL

2017

EXECUTIVE LEADERSHIP TEAM OUTLINES ISM'S STRATEGIC PLAN



Dear ISM community,

In January 2018, ISM's Executive Leadership Team (ELT) will celebrate its two-year anniversary.

Originally comprised of the General Director, Alison Knight, the Director of Academic Affairs, Matthew Andrews, the Dean and Director of Doctoral Research, César Baena, and myself, the Executive Director, the ELT would like to officially welcome Clint Turner, ISM's Financial Director, as the newest member of the team. Clint was already quite involved in the previous ELT meetings as his financial insights were highly valuable and important to our strategic discussions.

In the past two years, the members of the team contributed greatly to the development of the institution by implementing ISM's five-year strategic priorities and monitoring progress towards meeting these goals. We reviewed the values and performance expectations of our institution on a regular basis, including a strategic retreat in London in August 2016, taking into consideration past performance and input from the different standing committees.

Now that our strategic plan is well underway, I would like to share with you the goals and objectives we are working towards: ISM aims to maintain a unique positioning as a small, innovative, private institute of higher learning, catering primarily to adult learners with executive-level professional experience from around the world through its IMBA, DBA, and PhD degrees.

In the next few years, ISM will continue to establish itself as one of the leading institutes of higher learning for international executive business education (particularly for doctoral degrees), recognized for its strong focus on international business, open-mindedness, and international mobility, and competing with similar private institutes independent of governmental affiliation.

We will accomplish this by focusing on the following four strategic areas: emphasis on students and alumni, innovative curricula for all degrees, international presence and reputation, and faculty development.

As you are all leaders in your respective industries, we would be happy to hear from you if you have any ideas on the strategic development of our institution.

I wish you and your families all the best for 2018!



Maurice R. Forget, LLM
Executive Director

CONTENTS

EXECUTIVE LEADERSHIP TEAM OUTLINES ISM'S STRATEGIC PLAN 1

FINISHING 2017 ON A HIGH 3

HIGHLIGHTS AND ACHIEVEMENTS 4

ACBSP RE-AFFIRMATION CONFIRMED 5

PITCH IN PARIS – A SPECIAL THANK YOU 6

INTRODUCING OUR NEW DIVERSITY AND INCLUSION COMMITTEE 7

2017 GRADUATES 10

YOU CAN'T BUY TASTE – BUT YOU CAN LEARN FASHION 11

SYNERGY GLOBAL FORUM: ISM STUDENTS GET INSPIRED IN NEW YORK 12

FACULTY SPOTLIGHT: JOSEPH ONOCHIE 14

OXFORD DONS FEAR FLIGHT OF EU ACADEMICS FROM UK 15

WHAT IT TAKES:A PROFILE OF AARON STEEVES, IMBA 17

DOING BUSINESS IN BRAZIL: A STUDENT'S VIEW 19

GETTING TO THE OTHER SIDE: REFLECTIONS OF AN ISM GRADUATE 21

CONTINUE YOUR ISM JOURNEY WITH A NEXT STEP SCHOLARSHIP 22

TEACHING EXCELLENCE AWARDS 2015-2016: WINNERS REVEALED 24

SHARING YOUR STORY: HOW REFERRALS HELP THE ISM NETWORK GROW 25

ALUMNI AMBASSADOR PROGRAM 26

HOW TO ACCESS E-BOOKS AND FREE DISSERTATIONS 27

THE ISM JOURNAL OF INTERNATIONAL BUSINESS IS BACK 28

EXPERIENCE SOUTH AFRICA:JOIN ISM AT STELLENBOSCH UNIVERSITY THIS FALL 29

THE YEAR AHEAD: 2018 30



FINISHING 2017 ON A HIGH

César Baena, PhD, Dean and Director of Doctoral Research

The last months of 2017 were rich in exciting events at ISM. In December, we hosted our first-ever business plan competition. Pitch in Paris was an undisputed success. Eight teams pitched their ideas to an experienced group of investors. The call for business plans not only targeted the ISM community but also the international ecosystem of entrepreneurs. The projects were global in nature; most of them leveraged the latest IT innovation to solve problems affecting individuals and society in general. For instance, one of the projects devised a drone to speed treatment in case of medical emergencies; another one proposed turning waste into assets in emerging markets. The pitchers came from seven countries: the US, the Netherlands, France, Iran, India, Nigeria, and Lebanon. The event gathered an enthusiastic group of people eager to network, exchange ideas, and share suggestions on the projects. Those who could not be present could connect to the event remotely and ask questions to the pitchers thanks to an innovative application enabling instant communication.

Another important landmark for our community was the launch of another issue of *The ISM Journal of International Business*. Multidisciplinary in scope, content, and methodology, the Journal aims to publish work in topics that have a lasting impact on organizations and society. The five papers featured in this issue explored topics affecting companies in the digital era; they offered new perspectives and creative solutions to problems at the frontier of business and technology. Written by the ISM academic community including faculty, alumni, and doctoral students, the papers were selected through a double-blind review process.

Lastly, I had the chance to be part of the study session that took place in November in São Paulo, undoubtedly one of the most vibrant global cities. Students attended courses on Doing Business in Brazil, Strategy Implementation and Innovation, Brazilian Economy and Trends, as well as the conference organized by our top-notch partner institution, HSM. This annual conference is the largest and most important of its kind in South America, attracting world-renowned speakers such as J.B. Straubel (Chief Technical Officer at Tesla Motors), Chip Conley (Head of Global Hospitality and Strategy at Airbnb), Amy Cuddy (social psychologist and Harvard Professor), and Jack Welch (former CEO at GE and founder of the Jack Welch Management Institute). Local business leaders also participated sharing their experiences. As a result, attendees were able to learn not only about the challenges of doing business in an emerging market, but also about innovative management practices stemming from Brazil. The group of ISM students who came from five continents were able to establish a close bond that will certainly last for years to come.

HIGHLIGHTS AND ACHIEVEMENTS

On September 15th, PhD candidate Grace Chew presented an extended abstract of her dissertation titled "Critical Success Factors of the Mergers and Acquisitions Performance: Interrelationship of Planning Stage (Pre-Merger) and Integration Process (Post-Merger)" at the 10th Annual Conference of the EuroMed Academy of Business in Rome. Read the complete abstract **here**.

DBA alumnus Akintoye Akindele (Class of 2016) published a paper titled "The Determinants of Bond Market Development: Further Evidence from Emerging and Developed Countries" in the Emerging Markets Review. He co-authored the article based on his ISM dissertation with his adviser and his second reader, Professors Houcem Smaoui and Martin Grandes. **Read more**.

International MBA alumnus Yul Bahat (Class of 2015) was accepted to the Cybersecurity Advisors Network (CyAN), a Paris-based, international think-tank which "aims to contribute to the definition, development, distribution and publication of concepts, doctrines and standards in line with its ambitions in favour of a safer world." CyAN helps national and international organizations with cybersecurity. **Read more**.

On October 7th, PhD candidate Merit Al-Sayed attended the OECD MENA Conference on Women's Economic Empowerment in Cairo, Egypt. She was one of the speakers in the panel titled "Financial Literacy and Inclusion." To learn more about the conference and Merit's participation, **click here**.

On November 8th, ISM professor Ivo Pezzuto was invited to be a keynote speaker at a conference in Milan organized by the Italian Stock Exchange (Borsa Italiana) and The Global Investor Group of London. The title of his speech was "Outlook for 2018 and Beyond: Opportunities and Risk in the Italian Market." **Learn more**.

DBA alumnus Adebola Akindele was named Lagos State Man of the Year 2017. Founder and Group Managing Director of Courteville Business Solutions Plc., a leading e-business solutions and advisory company headquartered in Nigeria, Adebola was declared winner with "3,324 valid votes." He is a much respected philanthropist and community leader, with streets named after him in Yaba, Lagos and Ibara, Abeokuta. **Read more**.



Professor Ivonne Chirino-Klevans co-authored a chapter in Digital Transformation and Innovation in Chinese Education. Both authors discuss "cosmopolitanism as experience; cosmopolitanism as multiculturalism; and cosmopolitanism as intercultural competency." A number of critical incidents are explored and "show the ways that teachers used technology to deepen their intercultural competencies through the lens of cosmopolitanism." To read the abstract, **click here**.

DBA candidate Sochi Iwuoha published an article titled "Fragmentation of Effort: The Canadian Energy Research Dilemma" in collaboration with the Canadian Energy Research Institute. He co-authored the article and identifies "key constraints to the development of evidence-based decision making and highlight the important role of collaboration amongst research institution" **Read more**.

ISM PhD candidate and Pitch in Paris judge Gabriella Kindert continues to be an active participant at conferences in Europe. Read about some of her activity below:

- On November 7th, at the AltFi Global Summit 2017 in Amsterdam, she gave a keynote presentation titled "Fixed Income under Pressure: Time to Look outside the Box": **click here**.
- On October 9th, she spoke at the LendIt Europe in London, Europe's leading event for innovation in financial services: **click here**.
- On September 26th, she spoke about the future of lending at the Alternative Lending Event 2017 in Amsterdam: **click here**.

ISM PhD alumnus and professor Michael Neubert presented three conference articles at the 10th annual conference of the EuroMed Academy of Business, which took place in September in Rome. The papers that he presented were titled "How Lean Global Start-Ups Select their Pricing Strategies, Practices and Models," "Price-Setting Strategies for Product Innovations in the MedTech Industry" co-authored with ISM International MBA student Benjamin Cohen, and "Lean Internationalization of Born Global Firms" with Stijn Van Der Krogt. For more information about the EMAB Conference, **euromed2017.com**.



ACBSP RE-AFFIRMATION CONFIRMED

Matthew Andrews, PhD, Director of Academic Affairs

The big news of the year is our successful 10-year reaffirmation with the Accreditation Council for Business Schools and Programs (ACBSP). Our reaffirmation self-study was prepared during the first half of the year, submitted in July. The site visit team came in October, and the Board of Commissioners made their final decision during their last meeting in early December. While visiting our facilities and interviewing stakeholders in Paris, the site visit team observed The Future of Work, a doctoral course taught by Simon Stoepfgeshoff. Overall, they were very impressed by ISM's students, faculty, and staff. Thank you to everyone who cooperated with this visit, especially those who participated in the interviews! For more information about the ACBSP, visit the Accreditation and Recognition page of our website (under About ISM), or go directly the ACBSP website at **www.acbsp.org**.

ISM is not only accredited by the ACBSP but is also an active member, especially in our Region 8 which includes Europe, the Middle East, and Africa. In fact, we will be hosting the 2018 ACBSP Region 8 Conference in Paris (more on this below).

This past November, I was in Marrakech for the regional conference hosted by the American University of Leadership, and I enjoyed the keynote speech delivered by Her Royal Highness Ms. Sanyogita Atrey, a serial entrepreneur from India who has been very active in developing projects focused on social housing, renewable energy, and agriculture. Part of my conference participation involved presiding over a panel of judges for a student innovation award. We reviewed over ten different business plans and gave the first prize to a group proposing to set up an agricultural cooperative in Africa. For my role as president of the panel, I was awarded the African Leadership Award by the host school.

I have been elected chair of Region 8, and I will assume my official responsibilities next June at the annual conference in Kansas City, where the accrediting body will be celebrating its 30th anniversary and where we will be officially awarded our re-affirmation accreditation certificate. We hope many of you will join us in November 2018 at next year's Region 8 conference for a series of speakers, presentations, workshops, meals, and social events. Many schools from Europe, the Middle East, and Africa will participate.

ACBSP
GLOBAL BUSINESS ACCREDITATION

PITCH IN PARIS

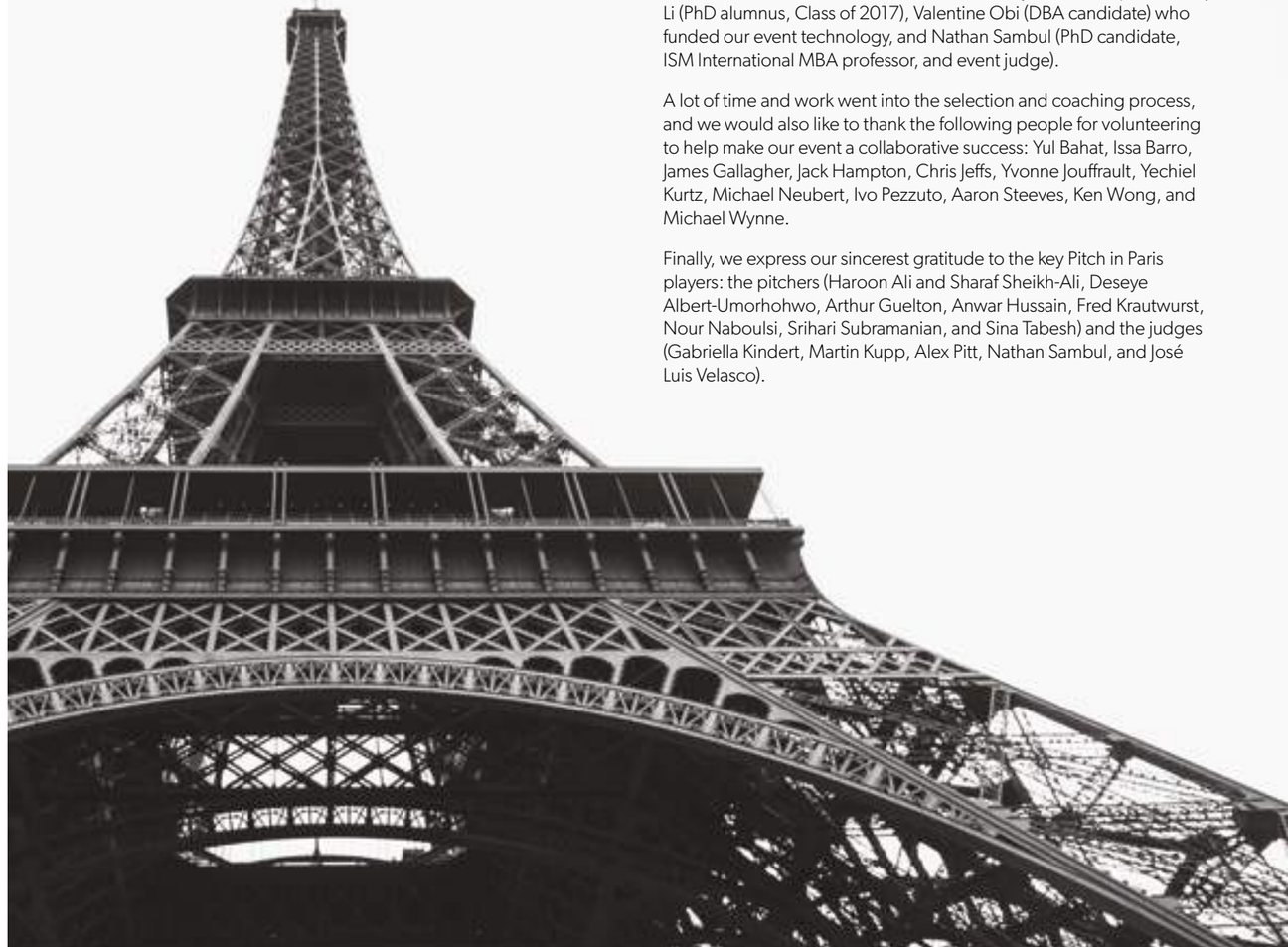
A Special Thank You

We spent a large portion of 2017 preparing for our first Pitch in Paris event. We are proud to say that it was a strong team effort and would not have been possible without the generosity and support of our brilliant and reliable community.

We would like to extend the warmest of thank yous to our sponsors Ray Li (PhD alumnus, Class of 2017), Valentine Obi (DBA candidate) who funded our event technology, and Nathan Sambul (PhD candidate, ISM International MBA professor, and event judge).

A lot of time and work went into the selection and coaching process, and we would also like to thank the following people for volunteering to help make our event a collaborative success: Yul Bahat, Issa Barro, James Gallagher, Jack Hampton, Chris Jeffs, Yvonne Jouffrault, Yechiel Kurtz, Michael Neubert, Ivo Pezzuto, Aaron Steeves, Ken Wong, and Michael Wynne.

Finally, we express our sincerest gratitude to the key Pitch in Paris players: the pitchers (Haroon Ali and Sharaf Sheikh-Ali, Deseye Albert-Umorhohwo, Arthur Guelton, Anwar Hussain, Fred Krautwurst, Nour Naboulsi, Srihari Subramanian, and Sina Tabesh) and the judges (Gabriella Kindert, Martin Kupp, Alex Pitt, Nathan Sambul, and José Luis Velasco).



INTRODUCING OUR NEW DIVERSITY AND INCLUSION COMMITTEE



Alison Knight, MSW, General Director

Most of you probably don't know that prior to my time at ISM, I studied social welfare at the University of California, Berkeley and worked in nonprofits as a social justice advocate. When I moved to France, I worked for a French-American organization that focuses on educating leaders in the area of human rights. In 2011, I accepted a position at ISM, and my career pivoted significantly. It was a change I embraced because I was enthusiastic about international education and was particularly intrigued by ISM's unique student body. I'm thrilled that the day has come where my fierce commitment to diversity and inclusion is overlapping with my work at ISM, a place I've grown to care tremendously about. This message is to announce an exciting new diversity and inclusion project at ISM.

Brief History of Diversity and Inclusion in Higher Education

As we engage in the first steps of this project, we understand that the history of these issues is important to consider. In "Creating Diverse and Inclusive Colleges and Universities," Shorter-Gooden (2013) outlines how the higher education industry's relationship to diversity and inclusion issues has changed over time. Ever since the civil rights era, schools and universities have been adjusting their policies, strategies, and values in order to keep up with the changing times. The focus has evolved from initially benefiting minority communities using affirmative action, to an understanding that diverse environments benefit all learners. Over time, we've grown to understand that diversity and inclusion are critically important in learning environments.

Another significant shift is the attention that goes beyond gender and race/ethnicity to facets that are unseen, such as socioeconomic status, sexual orientation, religion, age, ability, and other areas that represent differences among us. Importantly, there is also a growing understanding of the intersectionality and fluidity of these identities - that we can hold more than one and that they may change over time.

The most recent shift, which many of you have probably heard about, is the trend in businesses and universities to develop diversity and inclusion plans and to appoint diversity officers as part of the administration. This commitment shows that diversity and inclusion are not just issues limited to admissions goals or faculty makeup, but integrated into everything we do in a higher education institution.

Key Components of Diversity and Inclusion in a Higher Education Context

In her 2013 article, Shorter-Gooden outlines the following four key components of diversity and inclusion in a higher education context:

- Institutional commitment is, as stated in the name, the extent to which the institution, particularly within the top leadership level, has made an explicit commitment to diversity and inclusion. This may be reflected in the values, mission statement, or strategic priorities of the institution. It also refers to how the institution and its representatives demonstrate their commitment in their communication and actions.

- **Access and success** is one of the most critical elements of the plan, addressing who is represented at all levels of the institution and who is succeeding in the current structure. This concept explores the degree of diversity among the various stakeholders, such as students, staff, or board members, and whether there are equitable outcomes, for example promotion opportunities for staff and graduation rates for students.
- **Infused programs** focuses on the extent to which diverse perspectives, teaching styles, and issues related to diversity and inclusion are integrated in the classroom. This has an impact on curriculum and pedagogy.

- **Affirming climate** addresses how the stakeholders experience the institution and to what extent they feel welcomed, supported, and included. This may be related to the physical environment, student services, and many other facets of the institution.

These components will provide a framework for the 2018 Diversity and Inclusion Plan at ISM.

Creation of the ISM Diversity and Inclusion Committee

I am deeply proud to announce the creation of the Diversity and Inclusion Committee, chaired by myself and Steph Naudin, ISM's Student Services Coordinator, with research support by Judy Knight, ISM's librarian, and valuable research contributions by Kimberly Reeve, ISM professor and PhD alumnus. We are currently putting the finishing touches on a report which will be the building blocks of a comprehensive Diversity and Inclusion Plan to be rolled out across departments throughout 2018.

These are significant steps in reinforcing our dedication to diversity and inclusion. Our intention is for the plan to be a working document that we will update and revise based on emerging best practices, input from the higher education community and those responsible for implementing it, as well as applicable law. The committee will be accountable for ensuring that the plan is being properly implemented, reporting to the board and the senior staff to annually review the institution's commitment to diversity and to evaluate how well it is working (Johnson, 2016).

How Can You Get Involved?

Most of us would likely agree that these are difficult times in our world for the cultivation of diversity and inclusion. It is important for us to engage respectfully and to discuss the opportunities and challenges ahead of us.

If you have an interest in the topic or feedback to share, I welcome you to contact me. I would particularly like to hear from you if you have:

- Experience building or implementing a diversity and inclusion plan at your company or school
- A research/academic background on the topic
- Access to helpful resources
- Experienced something at ISM related to these topics that you'd like to share
- Suggestions on how ISM can improve in this area
- Positive feedback on how ISM is doing well in this area

We need committee members! If you are willing and able to make a commitment of one year (or more), your role as a committee member can be to seek or share best practices, influence our policies, monitor our implementation of the plan, and contribute to ISM's role as a thought leader in the higher education field.

Contact me at **alison.knight@ism.edu** or **+33 1 45 51 09 09**.

References

Johnson, Heather L. (2016). Pipelines, Pathways, and Institutional Leadership: An Update on the Status of Women in Higher Education. Washington, DC: American Council on Education.

Shorter-Gooden, K. (2013). Creating diverse and inclusive colleges and universities. In Ferdman, B.M. & Deane, B.R. (Eds), Diversity at work: The practice of inclusion (pp. 451-481). San Francisco: Jossey-Bass.



2017 GRADUATES

WE ARE PLEASED TO ANNOUNCE THE STUDENTS WHO GRADUATED IN 2017:

INTERNATIONAL MBA

Michel Bondje (Cameroon)
"Reviving the French Professional Football League"

Brendan Crosby (USA)
"Solving the Millennial: Business Strategies Used Across Consumer Staples"

Mariana Gonzalez de la Viña (Mexico)
"Oberthur Technologies Internship Report: Payment Product Management"

Hanh Ha (Vietnam)
"Reducing Plastic Bag Litter: Analysis of Vietnamese Consumer Attitudes"

Kevin Jones (USA)
"Disruption in Publishing: eBooks vs. pBooks"

Pamela Molina (Mexico)
"Nissan Europe Human Resources Internship Report: Challenges of a Multinational Company"

Fabiola Monterroso Bandy (Honduras)
"Challenges and Success Factors of Entrepreneurs in Honduras"

Malcolm Provoost (Ireland)
"Panamanian Political Consultants' Use of Social Media in Forming Candidate Impressions and Relationships with Voters"

Melissa Strong (USA)
"Supply Chain Management: Integrating Sustainability into the Supply Chain"

DBA

Ali Al-Mana (Qatar)
"Measuring Efficiencies and Value Creation of National Oil Companies: A Case Study of Qatar Petroleum"

Ivonne Ranisch (Germany)
"Women's Leadership in Maritime Law Firms: The Australian Case"

Paul Thomason (USA)
"Organizational Readiness to Assimilate, Internalize, and Use New Knowledge to Drive Change Initiatives: A Single Case Study"

Troy Troublefield (USA)
"Gaps in Cross-Cul tural Training in the US Military: Building Cross-Cultural Competence in Service Members Assigned to South Korea"

Dillis Viney (United Kingdom)
"Developing Innovative Fundraising Strategies for Residential Care of Autistic Adults in the United Kingdom"

PHD

Simon Akpa (Nigeria)
"Participants, Roles, and Governance in Open Air Marketing Channels in Nigeria"

Bradley Cousins (USA)
"Merging Design Thinking, Absorptive Capacity, and Dynamic Capability for Competitive Advantage"

Ronald Jean Degen (Switzerland)
"Cognitive Framework of High-Growth Entrepreneurs and Reasons for the Almost Complete Absence of High-Growth Ambition of Early-Stage Entrepreneurs in Brazil"

Essien Efana-Okon (Nigeria)
"Graduate Employability: Generic Competency Requirements by Multinational Oil and Gas Companies in Nigeria"

Conrad Fernandes (USA)
"Challenges to Long-Term Sustainability of Chinese Outward Foreign Direct Investment"

Grant Groves (USA)
"Developing a Digital Communication Strategy for the Pharmaceutical Industry"

Michael James (United Kingdom)
"Succession Planning in Religious Organizations: A Qualitative Study of Succession Planning in Small French Churches"

Amal Khlat (Lebanon)
"The Moderating Role of Servant Leadership in the Relationship between Shared Governance and Faculty Satisfaction and Engagement in Lebanese Universities"

Ray Li (Canada)
"Study on the Wealth Effects of Mergers and Acquisitions"

Dorothy McAleer (USA)
"A Global Meta-Data Analysis of Factors Influencing Sustainability Report External Assurance"

Tewelde Mezgobo (Ethiopia)
"New Public Management and Path Dependence in Public Organizations in Ethiopia: A Multiple Case Study"

Manal Naboulsi (Lebanon)
"The Interface between Gender Processes and Family Business Succession in Family-Owned Businesses in Lebanon and the United States: A Comparative Case Study"

Onyeka Uche Ofili (Nigeria)
"Novice Entrepreneurs' Experiences with the Coach-Protégé Relationship in Developing Economies: A Multiple Case Study from Nigeria"

MPHIL

Hamidreza Dadashzadeh (Iran)

Harry Hoyer (Canada)

Amos Omolo (Kenya)



YOU CAN'T BUY TASTE – BUT YOU CAN LEARN FASHION

Maria Kuts, IEMBA, External Programs Manager

What is fashion? Fashion is apparel, fashion is art, fashion is self-expression, and fashion is an idea. All of that is true. However, above all, fashion is a very big and extremely complicated business. A business which one has to study. Being a responsive business school with tactical foresight, the International School of Management (in alliance with Moda Domani) is launching its first program entirely dedicated to fashion: Fashion Business Management.

The semester-long program takes place in New York City from the end January to mid-May at Baruch College and offers global insight into fashion business as well as analysis of American fashion business practices. It aims to equip fashion business managers with an ability to respond promptly to the needs of the complex and highly competitive global fashion industry. Fashion businesses of all sizes, from luxury to value operators, need managers who are well placed to respond effectively to the constantly changing international business context and who can rise to challenges and seize opportunities. This is a cutting-edge program that will prepare students for a thrilling business career in the fashion industry.

Fashion Business Management quite logically starts with New York's Fashion Week, allowing students to get first-hand experience from international fashion gurus. The program is composed of five fashion-specific courses including Advanced Brand Management, Ethical Contexts of Fashion, and International Trade for the Fashion Industry and Fashion Operations. There are two workshops – one on Fashion Forecasting and another on the Future of Blogging – and a series of business site visits that will allow students to get to know and understand international and American practices of the fashion and apparel industry. On top of that, one can't but admit that New York is a world-famous fashion capital, and simply being in the streets of the city is an outstanding and valuable learning experience.

ISM is happy to welcome the new students on board! The front row is all yours!



SYNERGY GLOBAL FORUM: ISM STUDENTS GET INSPIRED IN NEW YORK

On November 27 and 28, New York City hosted a spectacular business event, the Synergy Global Forum: A Master Class in Disruption. A few of ISM's students from the Institut Supérieur de Gestion had a chance to volunteer at the event's NY headquarters and then attended, witnessing presentations by some of the biggest names in the art of disruption. Some of the speakers included Guy Kawasaki, the marketing force behind Macintosh back in 1984; Jordan Belfort, the real Wolf of Wall Street; Steve Forbes, Chairman and Editor-in-Chief of Forbes Media; Gary Vaynerchuk, the marketing legend; Jimmy Wales, the founder of Wikipedia; Sir Richard Branson, the founder of Virgin Group; actress and philanthropist Robin Wright; and author and inventor Ray Kurtzweil. And that's just to name a few! The weekend was full of inspiration, challenges, mind-blowing ideas, "Aha" moments, simple truths, and lots of hope for the opportunities ahead.



> One of the most talented, funny, and human professors I have had in my whole life. He gets you to learn without you being conscious of it. I had the chance to have him as a professor for a short time, but for me he was more than a professor, he was a mentor.
>
> Haris Benabdeljalil, ISG student

CORE FACULTY SPOTLIGHT: JOSEPH ONOCHIE

Maya Butovskaya, MA, New York Program Coordinator

It was one of the final sessions of the class; the student walked in and turned on the air conditioner. It wasn't a particularly hot day, so I asked her, "Is it too hot?" and she said, "No, it's for the professor. He's my friend." That's when I knew he had won them over, even the most difficult student, who now steps out of class when she sees him in the hallway to give him a hug.

I had a chance to sit in on a few sessions this semester and witness Professor Onochie's teaching approach. He is notorious for having very difficult tests and high standards for the students, but it is because he sees so much potential in these young people and wants them to get the best out of their classroom experience. It is not enough that students just show up; he insists that they learn. So he doesn't just come to teach; he comes to make sure they learn. He explains complex finance concepts with simple down-to-earth examples, like using soccer or politics, so that students can see finance as part of their day-to-day lives and not as an abstract idea impossible to grasp.

Professor Onochie makes sure that every student can see himself or herself in that future role of CFO, making important decisions for companies. He insists that finance is something that every man and every woman can do, that all of them can reach his level of expertise and achieve even greater things. During the first session, he told all of his students that in his class they are all CFOs and encouraged them to think and approach problems and discussions from that point of view.

It is more than just about learning finance with Joe Onochie. He has a very human approach to his teaching. He can spot talent in his classroom, just as he can spot students who will struggle more and will need support. The way he interacts with his students covers the matters of respect, self-confidence, and personal development, transforming these young people into individuals who will tackle life's most complex problems, finance related or not.

> **I found Professor Onochie to be really devoted and willing to transmit knowledge to his students. After all these years of teaching, he's still really enthusiastic and creates an exciting work environment. I was also really impressed with concepts that he explained so well, so quickly, with some kind of pedagogical virtuosity. Indeed, I had some finance classes before where professors needed one hour to explain something that [Professor Onochie] went over within 10 minutes with the same level of detail. I admire what he has accomplished, and he inspired me for my career but also just for the human being I want to be.**
>
> **Bastien Viquerat, ISG student**

OXFORD DONS FEAR FLIGHT OF EU ACADEMICS FROM UK



Desmond Cooney, PhD, Associate Dean

The latest figures from universities in the UK reveal that one in five academics are from the EU. Unfortunately, many of these academics may consider leaving Britain as a result of uncertainty surrounding their rights after Brexit. There have been warnings from the heads of Oxford University colleges that significant damage will be caused to the institution if European Union staff lose their right to work in the UK. Calls for the protection of EU nationals living in the UK have so far been met with a series of government promises, but are these enough?

Should I Stay, or Should I Go?

Many EU staff feel that their lives have been turned upside down since the Brexit vote. The UK government now appears to be backpedaling on its commitment to safeguard the status of EU citizens who have made their lives in the UK. The government is seeking to negotiate a position that is as flexible as possible, much to the consternation of the EU commission. One of the major sticking points is the role of European courts and how they will impact UK law after Brexit. It is unlikely that a deal on citizens' rights will be finalized until this issue is resolved.

The government has publicly stated that the deportation of European academics will not occur. However, such promises have failed to reassure academics that they and their families will be able to remain in the UK after Brexit. The answer to this problem is for EU citizens in the UK to acquire a "settled status" automatically. The European Parliament advocates that this should take the form of a simple declaration process without any conditions. Families should be able to make one joint declaration as opposed to separate declarations for each individual family member. The European Parliament insists that the process should also be cost-free and in-line with EU law.

The Impact on Research

Much progress has been made over the last twenty years to bolster the international status of UK universities. This could be put at risk if a "hard Brexit" were to be pursued by the British government. There are already signs that other European institutions have been taking advantage of Britain's difficulties and poaching UK-based staff. Many universities are now experiencing difficulties in retaining or recruiting quality people.

With much of the academic work in Europe being conducted in English, Germany is tempting those from British academia with research-based posts. Due to its status of being the best at attracting talent in the field of Maths and Science, the UK has received more funding from the European Research Council in the past than any other EU member state. Brexit has now presented many European institutions with a great opportunity to secure a bigger slice of the pie.

With education comes liberation; academia is all about openness. The fear is that the more closed the UK becomes in terms of collaborating with its European partners, the less standing the major institutions will have in the world of academia. Meanwhile, both China and India are waiting in the wings to replace the UK at the top of the tree!

WHAT IT TAKES: A PROFILE OF AARON STEEVES, IMBA







Charlie Penrose, Creative Director, Net Natives

I first met Aaron Steeves during a fact-finding visit to ISM's Paris headquarters back in April. Net Natives had just been commissioned to deliver a rebrand for the School, and we were there to meet the staff and students and get a grip on the project at hand. I spoke with several impressive characters that day. But it was my conversation with Aaron, an IMBA student, that stuck with me the most. He didn't just tell a good story – he really changed my perception of what it means to be an entrepreneur. Because it wasn't something Aaron wanted to be; it was something he absolutely, unquestionably was. It was in his blood. It shaped his whole outlook on life. And when I saw that, it made sense to me. ISM and the IMBA made sense to me. He and the course were inextricably linked in their purpose and their approach – that drive to do what it takes to get where you want to go. The belief that success is earned, not found, and that it is born of hard work and confidence and determination and support.

So when I was asked by Alison, ISM's General Director, some months later if I thought Aaron would make a good subject for our first film project, the answer was simple. Aaron was back at his parents' home outside Boston, Massachusetts, working on the prototype for a revolutionary (no exaggeration) water purification device. This device was the culmination of his IMBA project – a live project he had been working on since he joined ISM. We had discussed it when we'd met in Paris all that time before, but it sounded like it had moved on considerably. I was intrigued. So we tracked down a director, Wyatt, and made a hasty plan of action. Less than two weeks later I was boarding a plane to Boston, bound for the shoot.

An apparent aspect of Aaron's character, and one that came across within minutes of meeting him for the first time, was his prudence. He has an endearingly grounded matter-of-factness about him. As Wyatt and I interviewed him, he spoke at length about his background in construction and how that gave him a practical sensibility. He reminisced about his school days spent peddling a homemade soft drink called Sugar Quench – his first foray into entrepreneurship. He told us about how, after the financial crisis, he and his father had turned their hand to "flipping" houses: buying cheap property in need of renovation, fixing it up and selling it for a healthy profit. And he told us about his love for travel and desire to see the world, to meet new people and to understand other cultures. All of this had made him the man he was today – an ambitious, risk-taking, globe-trotting entrepreneur. And one that was not afraid to fail in the name of success.

Aaron's IMBA project had started life as a pop-up airport gym. On his travels he'd spent a lot of time in airports and had been frustrated by all the waiting around. He came up with a plan to build micro-gyms in shipping containers, to be placed in airport lounges. He took this idea with him to ISM and it became the basis for his business plan – the live project integral to the course. But over time this changed, shaped by the conversations, experience and advice offered by his tutors and fellow students. Such is the nature of the course: its global cohort bring such a wealth and diversity of experience that they can't help but shape each other's experience. Aaron's story is a perfect example of this.

A year later, by the time I met Aaron in Boston, his project had transformed almost entirely. All that obviously remained were the themes of portability and ease of implementation. What he had developed (and later built at his parents' house) was a working version of a closed-loop greywater purification system: an affordable, compact and easily implementable means of recycling wastewater. His routes to market are via US home and hardware retailers and also via NGOs and charities, for use in refugee camps and other places where water is scarce. This approach – a worthy, global ambition tempered with a practical, needs-based realism – seemed to me typical of Aaron and typical, in fact, of ISM.

I spent two fascinating days in Boston. And I left inspired and filled with hope – for Aaron and his success, for those that his project might one day benefit, and for the health and wholesomeness of the global business community. He represents the best aspects of it.



DOING BUSINESS IN BRAZIL: A STUDENT'S VIEW

Sophie Edington, DBA Candidate

As I sit on the plane taking off from Brazil, I reflect on an amazing trip to this country. Having first traveled to Brazil as a 16-year-old, I was very excited to revisit for the ISM courses, and it did not disappoint.

Arriving to class on the first day to meet and reunite with fellow classmates from over eight different countries was the perfect start to the international experience I was looking forward to. For the three courses in Brazil, we had a fantastic group of professors. Each had their own teaching style and were highly knowledgeable and passionate about Brazil. Additionally, we attended the HSM Expo, which was a great way to interact with local and international speakers and attendees.

The Doing Business in Brazil course was the perfect introduction to our two-week excursion in São Paulo. This class armed us with an in-depth understanding and background of Brazilian people and culture as well as a greater appreciation of the complexity of the legal, economic, and political situations.

Over just a few days, it was amazing how quickly my experience changed. During my 30-minute walk to school each day, I was able to see firsthand many of the details we were taught in class, from the multicultural population, to local food specialities and government banks.

The second seminar, Strategy Implementation and Innovation Management, really highlighted how workplaces need to become more adaptable in the ever-changing environment we are experiencing, and will continue to experience into the future. The professor had a fun and engaging approach, broking up each day with activities such as learning the traditional salsa or playing leopards and turtles (a board game he invented), enabling our creative sides in design and planning our own business ventures. Our site visit to the 3M factory, just outside of São Paulo, exposed us to the adaptable and innovative internal structure of a successful global organization. Additionally, the company highlighted its top-level management's support and understanding of innovative progression and how this has been fundamental to its success.

The HSM Expo gave us three full days of inspiration, education, and motivation. The event was an overwhelming success with international and renowned keynote speakers addressing such topics as entrepreneurship, sustainability, leadership, innovation, artificial intelligence, and happiness. The bus journeys and "happy hours" at the end of each day allowed us to enjoy quality time, getting to know and interact with fellow classmates and attendees, and provoked continual conversations on the speakers' keynote addresses. A recurring hot topic was Artificial Intelligence (AI). There were a lot of interesting predictions about the direction and role of AI in the future considering how quickly the technological world is changing.

> **"I really enjoyed listening to business leaders from all over the world share their expertise and perspectives… It was such an incredible experience to be exposed to a different culture and simultaneously find so many similarities in how we think about the future and align our strategies to meet the innovations of tomorrow. It truly was a fantastic experience.**
>
> **JoEllen McLaughlin, DBA candidate**

The final seminar of the two weeks was Brazilian Economy and Trends. Our site visit to CAIXA (one of the biggest Brazilian public banks) helped us to understanding the growth of the Brazilian economy, monetary and fiscal policies, as well as the credit and banking systems and limitations. With political risk growing leading into the 2018 Brazilian general elections, we delved into exploring what effects different outcomes might have on the economy. After looking back on historical trends and exploring potential future risks, I am sure we will all be following the election closely over the next 12 months with more insight and understanding of the potential impacts of each candidate's election.

The helpful and friendly HSM staff, Rafael and Luciana, were outstanding in accommodating any request, and even went to the extent of organizing weekend activities. These included a trip to the beach and a private guided tour around São Paulo city. The fun weekend was full of exploring and social interaction outside of the classroom!

The Japanese and Italian culinary footprint in São Paulo was evident, and it was easy to understand why this city is known for its food: from homemade pasta and fresh sushi, to the more traditional Brazilian rice and beans, tapioca, and acai. Again, Rafael exceeded our expectations, taking us to a famous traditional Brazilian BBQ. I did not go hungry! We explored fresh markets and saw many types of fruit and vegetables, some of which I had never seen before. Although the food was incredible, my daily traditional Brazilian cocktail, the caipirinha with cachaça, really made it feel like I was in Brazil each and every day! With a close group of classmates with outgoing personalities, we were able to indulge and share many meals and unforgettable experiences together.

> **"The partnership between ISM and HSM made all the difference in my overall experience and learning about how to start and succeed in business in Brazil… I've been summarily converted into a lover of all things acai, an ingestor of a more concentrated and potent form of coffee, and a fan of tapioca and coconut water.**
>
> **Big Al DArnell, Jr., PhD candidate**



GETTING TO THE OTHER SIDE: REFLECTIONS OF AN ISM GRADUATE



Ray Li, PhD Alumnus

Unlike other college grads, I did not attend my own undergraduate commencement. In the early 90s, there were only a handful of Chinese students studying in the business schools in the United States. Scholarships, student loans, and financial aids were usually not available to international students. With limited financial support from my parents, I had to study full time while working as a library assistant and serving in local restaurants. At the time, my professors, classmates, and friends could not understand why I would miss such an exciting landmark event like my own graduation ceremony, especially as a foreign student who had come all the way from China. The answer was quite simple: I had already established a very clear goal to advance my education and attend my PhD graduation ceremony instead. Instead of going for the early celebration, I was working in local restaurants and making some money in preparation of my ultimate goal.

THE START

Fast forward 15 years later, I started actively exploring a sound PhD program. I had drafted out a few key factors for the ideal program. Firstly, the program needed to be relevant to my past business experience. As a finance professional with over a decade of global management consulting experience, I would benefit from a solid PhD program by further strengthening my knowledge, capabilities, and skills in the areas of academic research, critical thinking, theory formulation, professional writing, and the such. Secondly, I wanted a high-quality PhD program that maintains international standards with global perspectives. Born in China and educated in China and the US, I had developed my career in the US, Canada, and finally expatriated back to China. Therefore, I was naturally looking for a program that thinks globally and sees things from different cultural perspectives. Thirdly, a professor-guided, self-paced, people-oriented, and technology-enabled program would maximize my learning effectiveness and efficiency. I needed a self-paced learning schedule in order to balance the needs of family, work, and study. Among all the schools I researched, ISM stood out to meet all my requirements above.

THE JOURNEY

A PhD is a very lonely journey. PhD students must go through thorough learning on academic research, conduct hundreds and thousands of literature reviews, formulate one's research topic with numerous attempts, conduct empirical experiments and/or case studies, develop the PhD dissertation, and finally defend it against the experts in the field. In addition to the significant time and financial commitments, we may experience our dark moments: the feeling of helplessness and loneliness, emotional pregnancy, the feeling of anxiety and depression. In pursuit of academic excellence, we could easily stumble into an uncharted research area or even a "dead-end." In many cases, there may be no one in the whole wide world that can fully understand what we are thinking, talking, or writing about. In addition to the self-determination, guidance and support are essential throughout our PhD journey.

Firstly, guidance from the academic program is essential. Just to name a few, I have had some memorable moments with Professor John L. Teall for his profound knowledge on the global and US capital markets, Professor Paul Howe for his academic excellence and pragmatic experiences on acquisition and valuation, and Professor Zhang Xiaorong from Fudan University for her in-depth knowledge sharing about China's financial systems. I also benefited from the generous support and coaching on case study methods from Professor Daphne Halkias from ISM and research methodology from Professor S.K. Laroiya from Amity University. I was very fortunate to have both Professor César Baena as Chair of the dissertation committee and Professor Gianfranco Gianfrate from Harvard University as my dissertation supervisor. They both went above and beyond their academic excellence to guide and encourage me to thoroughly formulate the original ideas and scrupulously carry out my empirical study.

Secondly, peer-support and friendships can alleviate mental and emotional stress. My fellow PhD students Charissa Asbury at Columbia University and Mike Vasilou at Devry University, as well as my close friends Dr. Chern Lu and Eddie Chan, all offered selflessly and earnestly advice, support, and encouragements throughout my PhD. In addition, I was able to get quickly recharged by reaching out to my life-time professional coaches and mentors Bill Bagelly and Pete Schelewier. In many cases, a quick phone call or a simple email from a friend could cheer me up and get me back on track.

Finally, strong family support is a must-have. Throughout my studies, I constantly struggled on balancing the needs of family, work, and study. My love and gratitude go out to my loving wife Angela, my seven-year-old son Lucas, and my five-year-old daughter Chelsey for their support and caring, more importantly their understanding on my incongruous family responsibilities and participation during my PhD journey. I am very certain that my academic achievement will have a positive influence on my kids when they grow up, although, at one point, both of them were amazed that Daddy spent years on a PhD, "pizza home delivery." Most importantly, none of this would have been possible without my parents for offering me the traits of curiosity and resilience, as well as teaching me the value of determination and persistence.

THE FUTURE

ISM's PhD has successfully attracted some of the most brilliant and beautiful minds, from all parts of the world. Today, I can easily tap into my alumni network to find subject matter experts in the field, at any time and from anywhere. During the last years of study, I developed a keen mind to conduct critical thinking on various business and finance subjects. I was trained to quickly formulate theory-based problem statements, conduct academic research, perform empirical studies, and make impactful statements. At the end, a PhD is simply learning how to learn better and faster, and ISM has showed me the right path.

Three months after completing my PhD, I was appointed as the Group Deputy Chief Financial Officer at the China Ping An Insurance Group (PAG). As China's largest diversified insurer, PAG ranks 16th in the 2017 Forbes Global 2000 list, and 39 in the 2017 Fortune Global 500 list. Coupled with my professional experience, the ISM PhD degree has prepared me with the confidence and capability to oversee PAG's group-wide finance strategy and operations. More importantly, they have offered me the opportunity to lead, shape, and build the future of a global financial conglomerate.

CONTINUE YOUR ISM JOURNEY WITH A NEXT STEP SCHOLARSHIP

The Next Step Scholarship is a funding opportunity that offers 50% of tuition fees to ISM graduates enrolling in a second degree at ISM. In order to establish stronger relationships with the larger ISM community, we are also extending a limited amount of Next Step Scholarship funds to immediate family members of current students and alumni.

We will continue the program with three Next Step Scholarships available for the 2018 intakes. Interested applicants should contact Sara Stivers at **sara.stivers@ism.edu** to discuss their options.



TEACHING EXCELLENCE AWARDS 2015-2016: WINNERS REVEALED

We would like to congratulate the recipients of ISM's 2015-2016 Teaching Excellence Awards, Professors Ivonne Chirino-Klevans and Daphne Halkias. The winners were selected based on student evaluation scores, informal feedback, and dedication to the ISM community.

Ivonne Chirino-Klevans has been with ISM since 2009 and has taught courses online and in person. Some of these include Career Counseling in the 21st Century, Human Resources Management, and Teaching & the Human Brain. She has held executive positions such as Assistant Dean of Executive Education for the Fuqua School of Business at Duke University (USA) as well as Program Director for Duke Corporate Education. Her experience is in program design, international client management, cross-cultural organizational environment assessments, international talent attraction and retention, compensation programs, training needs assessment, training management, and impact of training. Professor Chirino-Klevans has a PhD in psychology from Universidad Iberoamericana, an MBA from Universidad de las Américas, and a master's in psychology from Georgia College and State University. Earlier in her career, she served as the psychologist for the Mexican national rowing team and contributed to the team winning a silver medal at the 1991 Pan Am Games. She herself is a Pan American games medalist in gymnastics. She combines her experience as an executive, elite athlete, and psychologist to create action learning experiences in online and face-to-face learning communities.

Daphne Halkias has been with ISM since 2014 and has taught the following courses online: Advanced Qualitative Research Methods and Introduction to Research Methods, where she prepares doctoral candidates to draft their dissertation proposals. She has been the dissertation advisor of countless doctoral candidates and has patiently and supportively guided them to the finish line. Professor Halkias is a Fellow at the Institute of Coaching at Harvard Medical School and CEO of Executive Coaching Consultants, an international consulting firm specializing in leadership mentoring, coaching family firms and developing academic research projects in the areas of cross-cultural management, and entrepreneurship. She is a distinguished academic who has chaired and developed academic programs in the US and Europe, and a researcher with books and paper publications spanning 25 years in organizational behavior, corporate governance, entrepreneurship, cross-cultural management, family business, negotiation skills, psychology, migration issues, and education. She has a PhD in industrial and organizational psychology, and an MA in counseling psychology, both from Alliant International University. Professor Halkias is a member of several professional associations, but her strongest inspirations come from membership in Business Fights Poverty, KIVA, and the cause of fighting poverty through leadership mentoring for sustainable entrepreneurship.

Congratulations to you both, and thank you for your continued support of ISM and our students!

SHARING YOUR STORY: HOW REFERRALS HELP THE ISM NETWORK GROW



Sara Stivers, MEd, Admissions Officer

Alumni, students, and faculty of the International School of Management consistently prove to be our best advocates in recruiting new talent to our community. Inspired by their classroom learning and empowered in their careers, members of our network share their positive experiences with friends, colleagues, and family. This word-of-mouth communication is a powerful tool in attracting the next generation of ISM.

Our students and alumni are role models in their jobs and communities, seen as examples of success in their fields. When they talk about the value of their education in their careers, friends and co-workers want to follow in their footsteps. Referrals prove to be among some of the strongest candidates, as they already have a deep understanding of the school's mission and a clear vision of how an ISM degree can help them achieve their professional goals. In sharing your personal stories, you also advance the recognition and reputation of your degree and further the legacy of our IMBA, DBA, and PhD.

Our students and alumni are of the highest quality, holding executive management positions and years of exceptional careers across industries. Referrals tend to have similarly excellent profiles and ambitions, and add to a dynamic and diverse experience for everyone in our community. At the cornerstone of ISM's education is the exposure to innovative ideas and perspectives in the classroom, as well as our vast global network of senior level experts. Referring other qualified individuals helps to strengthen and grow this network to enrich the ISM learning culture.

See how you can inspire others with your ISM story with some ideas below:

- Talk with your colleagues and friends about your ISM experience
- Become an **Alumni Ambassador**
- Highlight your degree (as a current student or alumni) on **LinkedIn**
- Refer a friend or colleague to an **admissions officer**
- **Write a guest blog post** about your experiences and achievements
- Let us know about any **exciting news to share** with the ISM community
- Share your accomplishments with ISM across social media (tag ISM on **Facebook**, **Instagram**, **Twitter**, or **LinkedIn**). See some ideas of what to share below:
  - Tag ISM when you change jobs or position, attend a course or conference, publish a paper, defend your dissertation, or graduate
  - Check in at ISM when you are attending a course
  - Share pictures from your travels to our international programs

ALUMNI AMBASSADOR PROGRAM

ISM is built on a strong tradition of academic excellence. Our impressive global network is both a powerful motivator for new students and an effective way for graduates to stay connected. As a successful member of our alumni, you are in a position to share your wealth of knowledge and spread the ISM culture. By encouraging business leaders and talented students from your community to apply to ISM, we can continue to develop our portfolio of students with the industry's very best.

As an Alumni Student Ambassador, you'll provide the one-on-one interaction, personal attention, and encouragement that can make the difference between a student in your community choosing ISM or another school. Providing your perspective as an alumnus is the most important part of the program.

Being an Alumni Student Ambassador will provide a way for you to stay involved with the ISM community. This ensures that there's an avenue for the future business leaders of your home community to join ISM. Beyond the satisfaction of creating a valuable mentoring relationship, you could be invited to attend our events in Paris and New York with travel costs covered.

READY TO GET INVOLVED?

Contact Alison Knight at **alison.knight@ism.edu** or by calling **+33 (0) 1 45 51 09 09**

v

TAG, POST, LIKE, SHARE

Share your memories with the ISM community around the world. If you take pictures during seminars (inside or outside the classroom), please send them with a quote, caption, or tagline to the Student Services Coordinator (stephanie.naudin@ism.edu), and we'll post them on our social media.

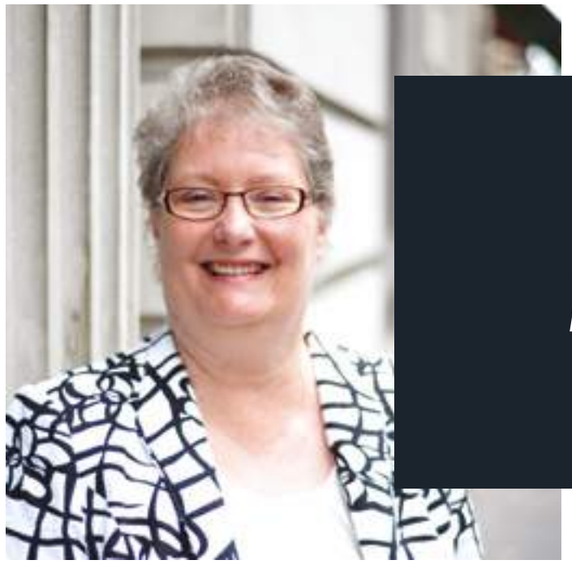
If you have a news item to share such as recent publications, significant professional achievements, special awards/recognitions, or presentations at conferences, please send them with a brief summary to news@ism.edu. We look forward to hearing from you!

facebook.com/intlschoolofmgmt

linkedin.com/company/1215784

@ismedu

@ismparis



HOW TO ACCESS E-BOOKS AND FREE DISSERTATIONS

Judy Knight, MLS, Librarian

In response to student requests and our recent library survey results, I am pleased to share with you two free resources to help you access e-books and doctoral dissertations.

ProQuest's Ebook Central is an excellent source of e-books that is available to ISM students through our affiliation with the American Library in Paris. It contains over 20,000 e-books in business-related subject areas, including books on research methods and guides for dissertation students.

With Ebook Central you can:

- Get remote access with your American Library in Paris ID and pin number
- Search for e-books by title, keyword, author, or even subject area
- Save favorite e-books to your personal bookshelf that can be organized into folders
- Add highlights, notes, or bookmarks while reading online
- Download chapters or book sections to read offline. Note that there are download limits per book for each session, based on publisher restrictions

If you are interested in applying for membership to the American Library in Paris to access Ebook Central, contact Stephanie Naudin, ISM's Student Services Coordinator at stephanie.naudin@ism.edu. Once your membership is activated, you will receive your American Library in Paris ID and pin number.

ProQuest Ebook Central

ProQuest offers an open-access database of dissertations and theses, free to search and download. The authors included in the database have opted to publish under the open-access model, making their research available for free! The link to PQDT Open has been added to the MyISM Electronic Library on the Research/Writing Resources page, or you can go to **https://pqdtopen.proquest.com/search.html**.

If you are interested in submitting your dissertation to ProQuest, feel free to contact me for instructions. Standard dissertation submissions to ProQuest are included in their subscription-based dissertation database. If you choose the open-access option to also be included in PQDT Open, there is a $95 fee.

If you have questions about either of these resources, contact me at **library@ism.edu**.

PQDT OPEN



THE ISM JOURNAL OF INTERNATIONAL BUSINESS IS BACK

After a long hiatus, we are pleased to announce the newest edition of our Journal of International Business. With contributions from our innovative community members including faculty, alumni, and doctoral candidates, we present to you:

- Defining the Motivation and Capabilities of Young Intrapreneurs
- Virtual Reality in Global Business
- Organizational Readiness to Assimilate, Internalize, and Use New Knowledge to Drive Change Initiatives
- Price-Setting Strategies for Product Innovations in the Medtech Industry
- The Digital Paradox: Information, Informatics, Digital and Information Systems

CLICK HERE TO READ MORE





EXPERIENCE SOUTH AFRICA: JOIN ISM AT STELLENBOSCH UNIVERSITY THIS FALL

Tobias deConing, PhD, Core Faculty

In 2018, we are offering to our current students and alumni a unique experiential learning opportunity to broaden their perspectives and to expand their worldviews via guided exposure to a dynamic part of the globe, South Africa.

South Africa is a unique blend of a developed and developing country and is in many instances the powerhouse as well as the gateway to the rest of Africa. It faces a range of complex challenges in order to ensure that the full potential of the country is realized, but it also offers international business leaders with wonderful opportunities for expansion of their businesses' global footprint to the African continent.

It is therefore appropriate that the ISM community, both the current and next generation of business leaders, be exposed to this part of the globe with, yes, daunting challenges but also with a myriad of exciting business opportunities.

Our host for the Doing Business in Africa program will be Professor Tobie de Coning, a senior academic at Stellenbosch University and also a proud core faculty member of ISM. His knowledge of ISM and its students place him in an excellent position to develop and present an experiential learning program that will meet ISM's standards of international excellence. In addition, his vast experience in Africa and South Africa, as well as around the globe, will ensure a high standard and suitably contextualized learning experience. He has made provision for company visits where participants will be exposed to leading national and international South African business leaders.

The program will be presented by staff from Stellenbosch University's triple crown accredited faculty and will meet the highest level of international standards. Stellenbosch University is ranked amongst the top 400 universities worldwide and is the number one research active university on the African continent. Join us in South Africa for the following courses:

- Small and Medium Sized Enterprises: Innovation and Internationalization with Professor Tobie de Coning
- Twenty-First Century Leaders as Mentors and Coaches with Professor Almene Potgieter
- A Systemic Approach to Business Futures with Professor Moré Visser
- Business Economics for Business Leaders with Professor Andre Roux

Historic Stellenbosch is the wine capital of South Africa, surrounded by majestic mountains and vineyards. It offers a vibrant nightlife with its myriad of cafés and top restaurants, and various accommodation options available within easy walking distance from the venue. Stellenbosch is about 30 to 40 kilometers from iconic Cape Town and a similar distance away from Cape Town International Airport.

Some points of general interest:

- There is a wide range of tourist attractions in and around Stellenbosch that can be explored by participants during their stay.
- There are world class medical facilities (private health care) available in Stellenbosch in the event that any of the participants should require medical care.
- The town of Stellenbosch is a safe environment, and participants need not feel inhibited to, even after hours, frequent the array of restaurants and pubs that are available.
- Uber as well as other taxi services are readily available, but, as mentioned above, all the facilities as well as hotels are within easy walking distance from the program venue.

So register for courses, and do not miss this opportunity to be exposed to the vibrant continent of Africa!

THE YEAR AHEAD: 2018

PARIS, FRANCE

International MBA:

Project Management, January 22-24
Entrepreneurship & Innovation, January 29-31
Business Statistics & Research Methods for Managers, February 1-3
Disruptive Innovation, February 22-24
Supply Chain Management, March 12-14
Startup Creation & Fundraising, March 15-17
Venture Capital & Private Equity, April 9-11
International Capital Markets, April 12-14
Digital Marketing, May 14-16
Technology Trends in Business, May 17-19
Business Data Analysis, June 4-6

DBA/PhD:

Project Management, January 22-24
Managing Strategic Risks, January 25-27
Customer Relationship Management, February 19-21
Disruptive Innovation, February 22-24
Venture Capital & Private Equity, April 9-11
International Capital Markets, April 12-14
Business Data Analysis, June 4-6
Strategic Human Resource Management, June 7-9
Cybersecurity - dates to be confirmed for fall 2018
FinTech - dates to be confirmed for fall 2018
Introduction to Research Methods - dates to be confirmed for fall 2018
Research Methods- dates to be confirmed for fall 2018
Teaching & the Human Brain Teaching Workshop - dates to be confirmed for fall 2018

NEW YORK CITY, USA

International MBA/DBA/PhD:
July 16-27 (exact dates for individual courses to be determined)
Executive Finance
Legal, Regulatory & Compliance Issues
Social Entrepreneurship
Topics in International Management

CAPE TOWN, SOUTH AFRICA

International MBA/DBA/PhD:
October 22-November 2 (exact dates for individual courses to be determined)

African Economy for Business Leaders
Doing Business in Africa: Innovation and Internationalization of SMEs
A Systemic Approach to Business Futures
21st Century Leaders as Mentors and Coaches

E-LEARNING

International MBA:

Accounting & Financial Analysis
Business Ethics & Leadership
Case Methodology: Analysis & Writing Skills
Corporate Entrepreneurship for Competitive Advantage
Corporate Valuations: Measuring & Managing Value
Dynamic Strategic Management
Human Resources Management
International Organizational Behavior
Managing the Innovation Process

DBA/PhD:

Accounting & Financial Analysis
Business Ethics & Leadership
Corporate Entrepreneurship for Competitive Advantage
Corporate Valuations: Measuring & Managing Value
Dynamic Strategic Management
Human Resources Management
International Organizational Behavior
Introduction to Research Methods
Managing the Innovation Process
Research Methods

PhD:

Advanced Qualitative Research Methods
Advanced Quantitative Research Methods
Leadership in Higher Education Institutions
Career Counseling in the 21st Century



ISM ANNUAL

www.ism.edu | 17, boulevard Raspail, 75007, Paris, France | +33 (0)1 45 51 09 09 | info@ism.edu