

INTERNATIONAL SCHOOL OF MANAGEMENT

PARIS | NEW YORK | NEW DELHI | SHANGHAI

PROGRAM GUIDE

International Executive MBA
International Business Management



2014



IEMBA Program

International Executive MBA

Overview

The International Executive MBA, (IEMBA) program at ISM is designed for working professionals with an average of four years of professional experience. It is for those seeking to broaden their career horizons and gain significant career advantages in today's competitive job market by pursuing an advanced degree that is both rigorous and flexible. Students may choose among three different tracks: the generalist track; a specialization track in entrepreneurship & innovation; and, a specialization in finance.

All students are required to complete 31.5 credits of coursework, as well as two Management Skills Assessment Evaluations, and a Master's Thesis.

We offer our students the opportunity to fulfill their degree requirements through a combination of seminars in one or several of our locations: Paris, New Delhi, New York, São Paulo or Shanghai, as well as e-learning. All students must complete at least 25% of their coursework through face-to-face seminars at one of our locations. Studying in different locations allows students to gain insight into practices, policies and cultures of different countries; it is also a fantastic opportunity to interact with students and faculty from different parts of the world.

Management Skills Assessment

As part of the IEMBA degree requirements, students must complete two Management Skills Assessments. The assessments each take the form of a case study analysis and provide an opportunity to conduct in-depth research on an assigned company. In return, students receive a detailed assessment of their work that will contribute to setting personal academic standards for future coursework while at ISM. Students complete the first case analysis before starting their program and the second case analysis towards the end of their studies at ISM.

Academic Writing Modules (Optional)

All IEMBA students may complete Academic Writing Modules I and II.

Locations

ISM believes in the importance of a global perspective and we encourage students to take advantage of our international presence. Seminars are scheduled throughout most of the year at our center in Paris, and during the summer with participating schools in New York. Programs also take place periodically at other locations with participating schools in New Delhi, São Paulo and Shanghai.

Thesis

The final requirement of the IEMBA program involves researching and writing a Master's Thesis under the guidance of the Dean of the IEMBA Program. The chosen topic must be original and pertinent to current international business theory and the student's current or future professional responsibilities. The purpose is to demonstrate the student's understanding of how conceptual knowledge or academic theory applies in specific contexts.

E-Learning

E-learning offers students the flexibility of studying anywhere in the world and at any time. The scheduling and pacing of these modules are designed to be compatible with the lives of working professionals.

E-learning modules remain open for a one-year period; students may enroll any time during that one-year period and take up to three months to complete. Modules are taught by teachers specifically chosen for their areas of expertise and experience.

E-Learning modules include, but are not limited to: Business Ethics, Dynamic Strategic Management, and Effective Brand Management.

Summary

	<u>Credits</u>
<u>Coursework</u>	31.5
Management Skills Assessment I & II	1.5
Master's Thesis	20
Total Credits Required to Graduate	53
<i>Options for Course Work</i>	
Generalist Track	
Required Core Courses	12
Elective Courses with no Specialization	19.5
Total Coursework Credits	31.5
Entrepreneurship & Innovation Specialization	
Required Core Courses	12
Specialized Courses	9
Elective Courses	10.5
Total Coursework Credits	31.5
Finance Specialization	
Required Core Courses (including 2 finance modules)	12
Additional Finance Courses	6
Elective Courses	13.5
Total Coursework Credits	31.5

<u>Types of Courses Offered</u>	<u>Credit value</u>
Face-to-face seminars in Paris	1.5
Two-week intensive courses in other locations such as New York, New Delhi, Sao Paulo, or Shanghai	5
E-Learning Modules	3



IEMBA Seminar Guide

2013 - 2014

Paris-based seminars typically take place on Thursday, Friday, and Saturday from 9 a.m. to 1 p.m. and 2 p.m. to 6 p.m. Please contact the Academic Director (matthew.andrews@ism.edu) at least three months in advance to enroll. **ISM reserves the right to change seminar schedules. For the most accurate scheduling information and course descriptions, please consult www.ism.edu/myism.**

2013 Paris Seminars	Faculty	Dates	Credits
Executive Leadership	Joseph Santora	Oct. 07, 08, 09	1.5
Financial Statement Analysis	David Pollon	Oct. 24, 25, 26	1.5
Financial Management	David Pollon	Nov. 14, 15, 16	1.5
Corporate Finance	Robert Weigand	Nov. 28, 29, 30	1.5
International Finance	Martin Grandes	Dec. 16, 17, 18	1.5
2014 Paris Seminars	Faculty	Dates	Credits
Entrepreneurship and Innovation	Ken Kwong-Kay Wong	Jan. 6, 7, 8	1.5
International Business Law	Elizabeth Gilbert	Jan. 16, 17, 18	1.5
Human Resources Management	Ivonne Chirino-Klevans	Feb. 13, 14, 15	1.5
Business Statistics and Research Methods for Managers	Jose Gimenez	Feb. 17, 18, 19	1.5
Information Systems for Managers	Wim Van der Zande	Mar. 06, 07, 08	1.5
Management Decision Making	Robert Levasseur	Mar. 13, 14, 15	1.5
Supply Chain Management	Jose Gimenez	Apr. 03, 04, 05	1.5
E-Commerce	Elias Hadziliadis	Apr. 10, 11, 12	1.5
Negotiation & Conflict Resolution	Leslie Shaw	Apr. 24, 25, 26	1.5
International Marketing	Desmond Cooney	May 15, 16, 17	1.5
Advertising & Communications	Nathan Sambul	May 26, 27, 28	1.5
Change Management	Alessandro Biscaccianti	Jun. 05, 06, 07	1.5
International Business Strategy	Ramesh Bagla	Jun. 26, 27, 28	1.5



Programs in locations other than Paris

1. **New York**
2. **Shanghai**
3. **New Delhi**

Information regarding enrollment and program details for all of ISM's international programs will be communicated via email. Those wishing to attend any of these programs must follow the exact enrollment instructions as detailed in the email announcement sent to them.

Please note that while ISM often has agreements with hotels near each program location, participants are ultimately responsible for finding their own accommodation. Participants are not allowed to audit these seminars but must be fully enrolled for credit.

New York



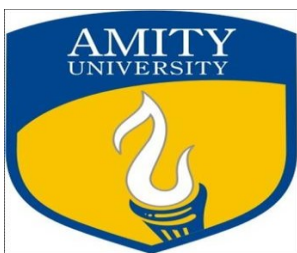
ISM's New York Summer program runs during July and August at St. John's University and invites students to study in one of the most important business capitals in the world. Located in Manhattan's Financial District, St. John's University's Manhattan campus is host to a challenging series of seminars delivered by seasoned experts in the fields of business and finance.

Shanghai



ISM's partnership with Fudan University gives students access to one of the world's key players in today's economy: China. Focusing on the country's cultural, historical, and economic framework, participants attend two weeks of seminars in the city of Shanghai, to gain insight into this rapidly developing economy.

New Delhi



ISM's new partnership with Amity University, India's number one ranked private university, is organized with the Amity International Business School, located in Noida, just outside of New Delhi. Focusing on the country's cultural, historical, and economic framework, participants attend two weeks of seminars near the city of New Delhi, to gain insight into this rapidly developing economy.

*The exact schedules and seminar offerings are announced several months prior to each international session's start-date



Paris Faculty

International Executive MBA Program



Dr. Wim van der Zande is a specialist in the area of Information Management both as a Consultant and as an auditor. Wim holds a MBA and a post-graduate degree (Registered EDP-auditor) from Tilburg University in the Netherlands. Wim earned the degree of Master of Information Management at

Washington University (St. Louis) and he got his PhD from the International School of Management (ISM). For 12 years he has been a part-time faculty member at Nyenrode Business School. Wim has worked for more than 20 years in the Financial Service Industry at the insurance company Interpolis, the Unico Banking Group and the Rabobank, the largest retail bank in the Netherlands. Over the years he held several management positions in the area of Information Management. He is the owner of the consultancy firm Unibro out of which he consults and teaches around the globe. Recently Wim taught in several countries of the former USSR as part of an assignment for the Worldbank.



Dr. Robert W. Van Cleave has some thirty years of experience in higher education and industry. On the academic side, Dr. Van Cleave has taught Undergraduate, masters, and doctoral level courses covering a wide range of academic areas including business research methods, business statistics, Quantitative

methods, and information systems. His industry experience includes managerial positions in the U.S. Air Force, Medtronic, Inc., and the Federal Reserve Bank of Minneapolis. Dr. Van Cleave has a Ph.D. degree in Business Administration with an emphasis in Information and Decision Sciences from the Carlson School of Management, University of Minnesota. He also obtained his MBA degree from the Carlson School with a dual concentration in Quantitative Analysis and Information Systems. His undergraduate business degree is from the Fisher School of Management at The Ohio State University with a focus in Finance.



Dr. John-Christopher Spender is CEO & Chairman of KnowGo Corp., a New York based Knowledge management consultancy. He is a widely published lecturer on strategy, knowledge management, and organization theory. He has taught on four continents. His most recent book is Eden, C., & Spender,

J.-C. (Eds.). (1996). *Managerial and Organizational Cognition*. London: Sage. He was previously a nuclear submarine engineer, computer salesman, and banker, and served as a Business School Dean for seven years.



Dr. Guillermo C. Jiménez is a specialist in international trade and international business transactions. A graduate of Harvard University and University of California - Berkeley's Law School, Mr. Jiménez has lectured on international trade and related topics in over thirty countries. He is the author of *Export-Import Basics:*

The Legal, Financial and Transport Aspects of International Trade (1997), a leading seller in its field. He has also published several articles in the business and popular press and has collaborated on the drafting of numerous international policy papers and model contracts. After working for eight years in Paris as Head of Division at the International Chamber of Commerce, he returned to the US, where he was recently appointed Professor of International Trade and Marketing at the State University of New York - F.I.T.



Dr. Ilan Alon is Jennifer J. Petters Chair of International Business and Executive Director of Rollins China Center. He is the author, editor, and co-editor of 10 books and over 80 published articles, chapters, and conference papers. His two recent books *Chinese Culture, Organizational*

Behavior and International Business Management (Greenwood, 2003), *Chinese Economic Transition and International Marketing Strategy* (Greenwood, 2003), and *Business and Management Education in China: Transition, Pedagogy and Training* (World Scientific, 2005) are widely distributed among key universities and researchers. Dr. Alon is a recent recipient of the Chinese Marketing Award, a dual award from the Tripod Marketing Association (China) and the Society for Marketing Advances (USA). He has taught courses in top Chinese MBA programs including Shanghai Jiao Tong University, Fudan University, and China Europe International Business School. He is also an international business consultant, with experience in China as well as other countries, and a featured speaker in many professional associations.



Paris Faculty

International Executive MBA Program



Dr. James Kallman holds a doctoral degree in Risk management and insurance from the University of Wisconsin, a Master's of Science degree in business from the University of Wisconsin, and a Bachelor of Science degree in finance from the University of Minnesota. He also has the Associate in Business and Associate in Risk Management (ARM) designations.

Dr. Kallman teaches professional education courses in risk management, risk control, risk financing, and financial management. Dr. Kallman is the owner of Kallman Consulting Services (KCS), providing practical applications of Enterprise Risk Management. Prior to opening KCS, Kallman was the Executive Vice President of the National Alliance in charge of the Certified Risk Managers International program and the Academy of producer insurance studies. He has also served as a full-time professor at St. John's University, the School of Risk Management (formerly The College of Insurance). His research focus is risk control and loss control project decision making. Dr. Kallman also writes materials for and teaches the RIMS Fellow in Risk Management courses and serves on the RIMS Professional Development Advisory Committee. He serves on various committees for the American Risk and Insurance Association and the Western Risk and Insurance Association.



Dr. Martin Grandes holds a Ph.D. in Economics from the "Ecole des Hautes Etudes en Sciences Sociales," Paris. Since August 2009 he has been Full Professor of Economics and Finance, Director of Research in Economics, Faculty of Social and Economic Sciences, and Director of the Applied

Research Centre at the Graduate Business School of the Pontifical Catholic University of Argentina (UCA). Before joining UCA he served as Executive Director the Center for Financial Stability, a Latin American think tank based in Buenos Aires, for about a year. From September 2004 to August 2008 he was Associate Professor of Finance and Public Policy and Dean of the Graduate School of Government at The American University of Paris (AUP), where he is currently on leave. Prior to joining the AUP Prof. Grandes served as an economist the OECD Development Centre (September 2000-September 2004), was Consultant to ECLAC-UN (2002-2003) and advisor to two deputy secretaries of state in the Ministry of Finance in Argentina (1999-2000).

Dr. Amir Shoham (PhD) holds degrees in Economics and Business Administration from Ben-Gurion University. He is currently on the faculty of the Department of Business Administration, College of Management and Department of Economics, Sapir Academic College, both in Israel. Shoham teaches for Rutgers university EMBA program and Baruch college Executive MS programs. The courses he



teaches include Managerial Economics, Introduction to Finance, International Finance, and International Financial Strategies. He sits on the Boards of Directors of two public firms. His research interests include international finance and international economics and he has recently published articles in Journal of International Business Studies, The Global Economy Journal, International Journal of Business and Economics, and Peace Economics, Peace Science and Public Policy.

Mr. Simon Stockley is Director of the Full-Time MBA programme and a Teaching Fellow in Entrepreneurship at Imperial College Business School. He teaches courses in entrepreneurship on the MBA and other programmes as well as courses for the faculty of Imperial College's science and technology departments. His research interests include the development of entrepreneurial behaviour, the nature of opportunity and resource based competitive advantage. Simon's career spans oil exploration, corporate lending and business support. In the latter role he advised over 300 start-up businesses and 60 high growth ventures. He currently consults in both the public and private sectors and has an extensive executive education portfolio. He holds an MBA with Distinction from Aston Business School and is completing his PhD in strategic management at Imperial College. Prior to his appointment at Imperial College he was Tutor for Assessed Programmes at Cambridge University's Judge Business School.

Dr. Chirino-Klevans is an expert in Global Executive Education. She has held executive positions such as Assistant Dean of Executive Education for the Fuqua School of Business at Duke University (U.S.A) 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. She has consulted for clients such as Deutsche Bank, TRW, Ford Motor Company, among others. Her expertise in Higher Education includes as well leading a top MBA program in Latin America. Her work has been featured in CNN, Caribbean Business, Talent Management Magazine, among other publications. Dr. Chirino received her Ph.D. in Psychology from Universidad Iberoamericana, and also holds an MBA from Univesidad de las Américas, and a Masters in Psychology from Georgia College and State University. Earlier in her career, she also 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.



E-Learning Course Listings

International Executive MBA Program

COURSE LISTING & DESCRIPTIONS

Active Investment Management	Effective Brand Management
Corporate Valuations: Measuring and Managing Value	Multicultural Management
Current Issues In Marketing	International Organizational Behavior
Dynamic Strategic Management	Effective International Joint Venture Management
Global Estate and Succession Planning	Corporate Finance
Offshore Financial Centers	Introduction to Accounting & Finance Principles
International Taxation	Ethics in Business
International Management	Research Methodology
Managing the Innovation Process	International Marketing
Corporate Entrepreneurship for Competitive Advantage	

Corporate Valuations: Measuring & Managing Value: The premise of the course is simple: Companies thrive when they create real economic value for their shareholders. Companies create value by investing capital at rates of return that exceed their cost of capital. This applies equally to U.S., European, and Asian companies. It applies equally to mature manufacturing companies and high-growth internet companies. Only the implementation details are different. When companies forget these simple truths, consequences are evident; hostile takeovers in the United States in the 1980s, the collapse of the bubble economy in Japan in the 1990s, the broad Southeast Asian crises in 1998, and the persistent slow growth and high unemployment in Europe. While the underlying drivers of these events can be traced to a number of factors – most often inappropriate government policies or structural deficiencies – the lack of focus on value creation by managers is a key link in the chain leading to economic malaise or crises. This course attempts to clarify the field of valuation and the linkages between strategy and finance. It is evident that clear thinking about valuation and skill in using valuation to guide business decisions are prerequisites for success in today’s competitive environment. Value needs to be understood clearly by CEOs, business managers, and financial managers alike. Too often, valuation has been left to experts. It has been viewed as a specialized discipline, rather than as an important tool for running the business better. The course simplifies valuation by providing step-by-step guidance on how to do it well. It provides valuation frameworks which are brought to life with detailed case studies that highlight the practical judgments involved in developing and using valuations. Most significantly, it discusses how to use “creating value principles” to make decisions about course of action for a company.

International Taxation: The objective of this introductory course is to try to develop a sense of the “flavor” of international tax. International tax is an extremely broad, challenging, important, and exciting field. The growing importance of international tax is matched by its difficulty. International tax rules are often the most technically difficult provisions of a country’s tax system. Rules such as thin capitalization rules, controlled foreign corporation rules, the indirect foreign tax credit, and rules for dealing with foreign exchange gains and losses are noted for their technical complexity. Tax advisers, tax officials and business executives working in the international arena must not only understand the international tax rules of their own country, but must also have an understanding of the tax laws of the other countries involved in a transaction and any tax treaties between the countries. The challenge is exacerbated by the pace of change in the rules governing international tax. These changes include new treaties, amendments to countries’ international tax legislation and administrative practice, and new commercial developments such as new financial products and electronic commerce. This course provides a simple explanation of the basic international tax law principles. It outlines the most important facts about International Taxation from not only a European and a US point of view, but from the perspective of other countries as well. Key issues covered in this unique course are: Sources and Terms of International Tax Law, Double

Taxation and its elimination, Double Taxation Treaties, US and European Tax Law and much more.

Active Investment Management: Even a cursory glance at The Wall Street Journal reveals a bewildering collection of securities, markets, and financial institutions. Although it may appear so, the current financial environment is not chaotic: There is a rhyme and reason behind the vast array of financial instruments and the markets in which they trade. Active Investment Managers take in on faith that markets are not always efficient and that, at least occasionally, bargains are to be found in security markets. This course examines the activities of these innovative Investment Managers and attempts to answer the following questions: 1. How valuable is the ability to time markets? 2. How might we test whether we actually have the ability to time markets? 3. How can we evaluate our performance if we engage in both market timing and security selection?

Introduction to Accounting and Finance Principles: The course is an introduction to terminology, concepts, problem solving, and techniques in accounting and finance. Important areas to be discussed include understanding financial statements, basic analysis of financial statements, budgeting, working capital management, capital budgeting, long-term debt, equity funding, and working capital management. The course has 4 primary objectives: 1. To instill a basic understanding of accounting and finance terminology and concepts. 2. To develop skills necessary to complete problem solving exercises using basic accounting and finance skills. 3. To review how accounting and finance functions interact with the management team. 4. To develop an understanding of the application of accounting and finance principles to decision-making situations in a business environment.

Dynamic Strategic Management: Strategic Management is the process of making and implementing strategic decisions in an ever-changing environment. Because corporate strategy is relevant to all types of organizations the developing field of strategic management is both broad and diverse. This course has been written on the premise that the concepts discussed and the ideas analyzed are applicable to all types of organization, be they manufacturing or service driven. Strategic management and decision making affect all parts of the organization. It is concerned with matching the organization to the environment in which it operates, focusing on the threats and opportunities that exist or may exist in the future in order to position the business appropriately, and assessing the capabilities of the organization and the availability of resources within the organization. An appreciation of the process by which strategic decisions are made is fundamental to understanding how and why such decisions are arrived at. We are all too familiar with the strategic plan that ends up as a mere document on the Chief Executive's shelf - 'Good intentions do not translate into good strategies'. It is necessary for management to think through what needs to be done, when, by whom and using which resources, to achieve what objectives. The course seeks to be thought provoking and to develop your

knowledge of organizational policy by evaluating the conceptual framework of strategic management and by integrating this academic awareness with the real world of corporate strategy in practice.

Global Estate and Succession Planning: Most individuals will go to great lengths to take care of their family – family holidays, education for the kids, perhaps a car and new house for the spouse. And yet, a recent Consumer Reports survey has shown that nearly three-quarters of primary wage earners do not have wills, let alone a global estate plan. An alarming statistic. How will our family survive after our death? Now is the time to develop and implement a global estate planning strategy. This course looks at the global estate planning process from the perspective of the individual. It discusses the increasing concern individuals have for protecting their assets and the relationship between estate planning and financial planning. It examines the processes for determining an individual's assets which need to be protected, details the various tools available for the international estate planner and discusses the application of these tools as part of an effective global estate planning strategy. It looks at the international legal issues which need to be considered in any global estate planning strategy and concludes by commenting on those peculiarities in global estate planning uniquely relevant to individuals – in particular the interpretation of trusts in civil and common law jurisdictions.

Offshore Financial Centers: What does the word "offshore" mean? What is a 'Tax Haven'? Words can mean different things to different people. The concept of the Tax haven is an old and very outdated concept. Its usage betrays a fundamental failure to understand the 'offshore' world. This course examines the "offshore" world. It details the "rules" governing offshore business; looks at the US and European perspectives on "offshore" trade and commerce as well those of countries situated in the Middle East and Asia; it looks at "money laundering" and international banking rules; it discusses the various types of offshore entities; surveys numerous offshore jurisdictions and finally describes in detail how the "offshore" philosophy can be legitimately utilized to increase the benefits of international trade and commerce. This course is a must for those involved in international business.

International Management: Companies today confront an increasing array of choices; of markets, of locations for value adding activities, and of modes of crossing borders. This course focuses on the international dimensions of strategy and organization, and provides a framework for formulating strategies in an increasingly complex world economy, and for making those strategies work effectively. The first section of the course provides the basic frameworks for understanding competitiveness in international business at the level of the industry, location, and firm. These frameworks identify the opportunities presented in a dynamic global environment. But taking advantages of those opportunities faces enormous managerial challenges, and the second section of the course focuses on using and deepening those analytical tools in the context of specific problems and contexts. The goal of this course is to provide the foundations for taking effective action in the multi-faceted world of international business.

Corporate Entrepreneurship for Competitive Advantage: The term "Entrepreneurial" has been around for 2 centuries, having been introduced in the eighteenth century by Richard Cantillon. Cantillon believed that the primary role of entrepreneurs was to bear risk. The definition of an entrepreneur and of entrepreneurship has evolved in many different and occasionally contradictory ways. Others, including Joseph Schumpeter, have associated the terms with innovation. Obviously, both definitions focus on the functional economic role by entrepreneurial activity. This course is an intensive exploration of the concept of entrepreneurship. It will consider, and practice the application of, a number of tools and techniques that support the process of creating and building an entrepreneurial thinking throughout the organization to enhance corporate competitive advantage. The course will essentially explore the entrepreneurial process from a range of perspectives: Concepts of entrepreneurship; Opportunities, creativity and innovation; Entrepreneurial leadership and teams; Resources and funding; Building a winning business plan; Growth, problems and exit.

Effective Brand Management: In today's tumultuous corporate environment, brand builders face extreme pressure to

deliver short-term profits and, at the same time, to enhance long term shareholder value. Pressures to perform in the short-term are accentuated by the misperception that current earnings predict future earnings. As a result, managers are strongly incentivized to deliver on current earnings, and since brand building often results in a short-term net expense, there is a tendency to reduce support of brand development. What can be done to continue to build brand assets in the face of this short-term mindset, as well as hostile business environment? There are several imperatives. The first imperative is to develop brand-building programs that are cost-efficient as well as effective and credible. Firms no longer have the luxury of funding ineffective or marginal brand-building programs. The second imperative is to create a brand-driven culture, so that the pressure to reduce brand building will be addressed and the responsibility of building brands becomes everyone's job, rather than solely the domain of marketing. And the third imperative is to create a set of brand metrics to measure the impact of the brand strategies. This course will help any brand strategist to better understand the basics of harnessing the organization to build brands by providing a much needed emphasis to organize and live the brand. In addition to providing new perspectives, concepts and tools to help brand builders engage their organization, there will also be a sharing of a new way to look at the brand – the brand-customer relationship.

Effective International Joint Venture Management: This Course outlines the practical steps and the intellectual choices that must be made in forming an international joint venture. It also offers many recommendations as to its successful management, so that it works, with satisfaction to its partners, no matter what their capital participation. This course is a must for all those involved in or contemplating international partnerships. The documentary core contains the following, in addition to various ancillary agreements:

The Letter of Intent – which is the general economic vision of the proposed transaction; The Joint Venture Agreement – which is the constitution between the parties?; The Shareholders; Agreement – which is a bill of rights, a declaration of shareholder privileges: The Articles of Incorporation – which are as the rules of a parliament, the guidelines of how business is conducted internally?

Ethics in Business: This course discusses the nature and significance of ethical standards and identifies four kinds of moral principles for resolving ethical dilemmas in business. It then encourages candidates to apply the resulting theory to specific issues such as the ethics of markets and prices (free markets, Marxist criticisms, the mixed economy, various forms of competition); environmental and consumer issues (pollution, depletable resources, conservation, consumer protection, advertising ethics); and employee issues (job discrimination, employee rights and obligations, affirmative action, a firm's duties to its employees). The course aims to introduce ethical concepts that are relevant to resolving moral issues in business; develop the reasoning and analytical skills needed to apply ethical concepts to business decisions; identify the moral issues involved in the management of specific problem areas in business; and examine the social and natural environments within which moral issues in business arise. Topics covered include ethics and business, ethical principles in business, the business system, ethics in the marketplace, ethics and the environment, the ethics of consumer production and marketing, the ethics of job discrimination, and the individual in the organization.

Current Issues in Marketing: Business is continually becoming more competitive and the world much smaller. To remain profitable, businessmen continually need to implement innovative interpretations of traditional commerce theory. This course attempts to provide those innovative interpretations for the field of Marketing. Current research articles and Cases are used to provide a current interpretation of the traditional marketing concepts. The course is designed to be beneficial to not only experienced marketers looking to update their knowledge base, but also to the novice interested in understanding the basic theory of marketing in the context of today's ever changing business environment.

International Marketing: The course provides a thorough coverage international marketing, with subject emphasis on the planning and strategic problems confronting companies that market across cultural boundaries. The use of the Internet as a tool of international marketing is stressed throughout the

course. Internet-related problems are designed to familiarize the candidate with the power of the Internet in his or her research, to illustrate data available on the Internet, and to challenge the candidate to solve problems using the Internet. Many of the examples, illustrations, and exhibits found in the course materials can be explored in more detail by accessing the Web addresses that are included. Current, relevant corporate examples are used to stimulate interest and increase understanding of the ideas, concepts and strategies presented in emphasizing the importance of understanding cultural uniqueness and relevant business practices and strategies when marketing across borders.

Corporate Finance: This course describes the theory and practice of finance. It's true that managers learn from experience on how to cope with routine problems, but the best managers are also able to respond rapidly to change. This requires a sound knowledge of current financial theory. Throughout the course we use sound financial theory to solve practical everyday business problems which we face as managers; not just as financial managers but also managers from other corporate functions. It is centered on looking at ways to deal with the financial decisions facing today's corporations. Good financial theory helps us understand "how" businesses function.

Academic Research Methodology: The philosophy that guided the development of this course is twofold. First, research involves a process of activities rather than the application of isolated, unrelated concepts and ideas. Educators practice research following a general sequence of procedures – from the initial identification of a research problem to the final report of research. This means that understanding the sequence of flow of activities is central in inquiry. Thus, the course begins with specific modules devoted to each step in the process of research and the inclusion of concepts and ideas within this process. Second, the researcher today needs a large toolbox or approaches to study the complex issues in our society. No longer can we, as researchers, use only experiments or surveys to address our research problems. Researchers in this new century – whether conducting research or reading research to self-inform – need to know about both quantitative and qualitative approaches to inquiry and to have an in-depth understanding of the multiple research designs and procedures used in our studies today. Throughout the steps in the process or research, you will be introduced to both quantitative and qualitative approaches to examine each step and learn about their differences and similarities in application. This course will also introduce you to eight distinct quantitative and qualitative research designs or procedures that comprise the repertoire of the researcher today.

Multicultural Management: Participants will explore the interplay of international business practices and differing national cultures. In particular, participants will learn to apply concepts from the disciplines of cultural anthropology and sociology to specific problems and situations encountered in international business. Using case studies, and simulation exercises, participants will practice applying cultural insights to business dilemmas in the fields of marketing, negotiations, human resources, business communications, organizational structure and management. The goals of this seminar are to enable participants to: 1. Demonstrate an understanding of the conceptual frameworks from sociology, anthropology and industrial psychology which help explain the phenomena of "cultural conflict" and "culture shock". 2. Demonstrate a systematic appreciation of the concept of culture with reference to specific examples from several of the leading global economies, such as China, the USA, France, Italy, Germany, Japan, Mexico, India, and Brazil. 3. Demonstrate an understanding of the need for linguistic proficiency and linguistic sensitivity in international business, with particular attention to the dichotomy between explicit and implicit communications, to the relationship between language formality and social context, and to the use or misuse of slang, humor and conversational taboos. 4. Demonstrate a knowledge of, and ability to recognize, the range and variety of nonverbal cues and communications used by different cultures, with reference in particular to use of gestures, facial expressions, dress, posture, proxemics and haptics. 5. Design human development and executive training programs intended to minimize culture shock and maximize the benefits of expatriate postings. 6. Utilize the concepts of cultural dimensions to improve the hiring, motivation, leadership and assessment of executives in positions with international aspects.

International Organizational Behavior: This course is designed to prepare a scholar / manager to critically examine the theories and practices of cross-cultural management. Three major cross-cultural models of behaviors are emphasized. Motivation models of behavior are examined and their effectiveness considered using this foundation of cross-cultural models. The role of cognitive dissonance in bringing about lasting change in organizations is explored. There will be a significant discussion of international team-building. Finally, the scholar / manager will solidify the understanding of theory through experiential learning, using actual cross-cultural cases and incidents.

IEMBA STUDY PLAN

The IEMBA program at ISM can be viewed according to different components detailed below with a maximum completion time of 2.5 years for all requirements. This study plan outlines the general guidelines for completion. For more information, please consult the Program Guide.

Component	DESCRIPTION	CREDITS
Component I	Professional Assessment I sent upon enrollment	.75
	<i>If credit is not earned due to a late submission or inadequate score, an additional .75 credits of coursework must be completed to meet the credit requirements for graduation, and students may be required to pass Academic Writing Modules. Otherwise these non-credit pass/fail modules are optional.</i>	
Component II	IEMBA Core Courses	
	Required Core Seminars for all IEMBA students	
	Module	Format/Location
	Financial Accounting & Financial Statements ¹	Paris, face-to-face
	Financial Management ¹	Paris, face-to-face
	Human Resources Management	Paris, face-to-face
	Change Management	Paris, face-to-face
	Global Economics	Paris, face-to-face
	International Marketing ²	Paris, face-to-face
	Advertising and Communications ²	Paris, face-to-face
	Business Statistics & Research Methods for Managers	Paris, face-to-face
		Total credits required
		12
	¹ Financial Accounting & Financial Statements; and Financial Management may be replaced by the E-learning module, Accounting and Finance Principles worth 3 credits. ² International Marketing; and Advertising & Communications may be replaced by the E-Learning Module, International Marketing.	
Component III	IEMBA Options: Generalist versus Specialization	
	Component III. Option 1: Generalist Track	
	In addition to the required core seminars, students must validate credits from among any electives offered (see component IV below).	19.5
	Component III. Option 2: Entrepreneurship Specialization	
	In addition to the required core seminars, students must validate the four modules listed below for 9 credits plus accumulate 10.5 credits of electives	
	Module	Format/Location
	Entrepreneurship & Innovation	Paris, face-to-face
	E-Commerce and Social Media	Paris, face-to-face
	Corporate Entrepreneurship for Competitive Advantage	E-Learning
	New Product Design and Development	E-Learning
	Total credits for the Entrepreneurship Specialization	
	9	
	Component III. Option 3: Finance Specialization	
	In addition to the required core seminars, students must validate the two face-to-face seminars listed below for 3 credits, one e-learning seminar in finance for 3 credits, plus 13.5 credits of electives.	
	Two required finance seminars from the core curriculum listed above	3.0
	Corporate Finance	Paris, face-to-face
	International Finance	Paris, face-to-face
	One e-learning module in finance such as Active Investment Management	E-Learning
	Total credits for the Finance Specialization (including 3 credits from core modules)	
	9	
Component IV	IEMBA Electives	
	Paris face-to-face seminars (schedule runs from October to June)	All seminars worth 1.5 credits unless otherwise indicated
	New York face-to-face seminars (usually scheduled in July)	Entire two-week program is

		worth 5 credits (consists of individual seminars)
	Courses in Shanghai, New Delhi, or San Paulo (each location is scheduled periodically, approximately one location per semester)	Each two-week course is worth 5 credits (consists of individual seminars)
	E-Learning modules: Various modules are open throughout each calendar year, students are expected to complete e-learning modules within three months after starting each module - students may enroll in one e-learning module at a time. Students may validate up to a maximum of 24 credits through e-learning	Modules worth 3.0 credits unless otherwise indicated
	Total number of IEMBA course credits students must accumulate including core requirements, specialization, and electives	31.5

Component V	Professional Assessment II sent after obtaining 24 coursework credits	.75
	<i>If credit is not earned due to a late submission or inadequate score, an additional .75 credits of coursework must be completed to meet the credit requirements for graduation.</i>	

Component VI	Research Project Submission <i>Must be submitted no later than 2.5 years after beginning the program. Word count should be between 30K to 50K.</i>	20
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TOTAL MINIMUM CREDITS REQUIRED TO GRADUATE	53
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