



2013-2014 INTERNATIONAL MBA PROGRAM GUIDE

October 3, 2013

Fully accredited by the Association of Collegiate Business Schools and Programs (ACBSP)
Member of the European Foundation for Management Development (EFMD)
ISG is a member of the Conférence des Grandes

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Welcome to the International MBA program at ISG

The ISG Accredited International MBA program will prepare professionals to be leaders in their organizations and entrepreneurial endeavors through highly interactive seminars and challenging case work. ISG graduates will gain an in-depth understanding of business fundamentals and tools to create change within their organizations and a highly international outlook.

Table of Contents

Please note that the information provided in this guide is subject to change.

1. Policies, Procedures, & Resources	p.3
a) Accreditations & Memberships	
b) Professional Management Skills Assessment (PMSA)	
c) Conduct	
d) Attendance	
e) Grades	
f) Grading & Assignments	
g) Assignment Submission Criteria	
h) Extensions	
i) Thesis Submission	
j) Technology Recommendations	
k) Course Materials	
l) Evaluations	
m) New York MBA Summer Session	
2. Thesis & Assignments	p.7
a) Assessments	
b) Developing Your Argument	
c) Preparing Your Recommendations	
d) Structure, Organization, and Cohesion	
e) Sample Report Structure	
3. Plagiarism	p.11
a) What Is Plagiarism	
b) How to Avoid It	
c) How to Cite Sources	
4. MBA Program	p.11
a) Overview & academic calendar	
b) Individual Management Skills Assessment and Group Market Research	
c) Thesis	
d) Summary of Credits	
5. Course Titles & Descriptions	p.14
6. MBA Faculty 2013-2014	p.19

1. Policies, Procedures & Resources

a) Accreditation & Membership

ISG is fully accredited by the Association of Collegiate Business Schools & Programs (ACBSP), one of two accreditation agencies in the United States recognized by the Council for Higher Education Accreditation (CHEA).

It is also a member of the Conférence des Grandes Ecoles (CGE) and the European Foundation for Management Development (EFMD).

b) Professional Management Skills Assessment (PMSA)

The Professional Management Skills Assessment at ISG is a mandatory, internal measuring tool used to ensure that academic programs are meeting their objectives. This assessment takes the form an individual case analysis to be completed when approximately 75 percent of the coursework requirements have been fulfilled. The assessment is due one month after it has been given out. Please note that the assigned deadline cannot be changed.

Students who successfully complete the project within the assigned deadline and achieve a passing score will earn **6 ECTS credits.**

c) Conduct

ISG students and faculty are responsible for creating a classroom that fosters a climate of equity and excellence while promoting respect and fair treatment of all individuals. Mutual respect and sensitivity toward the personal and cultural differences of students and professors are essential. ISG prides itself on the diversity of its faculty and student body and, as such, all individuals are expected to maintain a learning environment that promotes a respectful and rewarding exchange of knowledge.

d) Attendance

Attendance will be taken at all seminars. In order to receive credit, the student must attend all three days of the seminar and complete all required assignments. **No student may miss more than 4 hours** of any seminar under any circumstances without losing credit. A student who misses any portion of a seminar (less than four hours) will be requested to submit an additional assignment to compensate for the missed hours. MBA participants are professional adults and are expected to arrive a few minutes early for each seminar in order to help set up the class.

ISG teachers are expected to apply grade penalties if students arrive late for the seminar sessions.

The student must notify the MBA Dean **at least 3 months in advance** if he/she is unable to attend the seminar in full.

Students that miss a seminar for any reason will not obtain the required number of credits required for graduation.

Students must contact the MBA Dean to discuss replacing any missed credits.

Also, please note that there can be an exception for replacing credits for only one missed seminar (only for an excused absence). **Anyone who misses more than one seminar will not graduate.**

e) Grades

The grading system at ISG is based on the **European Credit Transfer System (ECTS)** of letter grades and a **4.0 grade point average scale (US GPA)** as follows:

European Credit Transfer System (ECTS)	US GPA (4.0) equivalent	US letter Equivalent	French Numerical Values out of 20
A Excellent	3.7 – 4.0	A /A-	16-20/20
B Very Good	3.3 - 3.7	A-/B+	14-15/20
C Good	2.7 - 3.2	B/B-	12-13/20
D Satisfactory	2.3 – 2.6	C+	11/20
E Sufficient – minimum	2.0	C	10/20
F Considerable work required	0.0 - 1.7	C-/D/F	0-9/20
FX Fail More work required	Incomplete, student not present during exam etc.	Incomplete, student not present during exam etc.	Incomplete, student not present during exam etc.

f) Grading and Assignments

While the responsibility for grading rests solely with the professor, the general guidelines are as follows:

25% (in-class participation / assignments / other seminar activities)

75% (final assignment)

All final written assignments for seminars must be:

- Individual
- A minimum of 4,000 words (unless otherwise stated)
- **Submitted within 30 days after the seminar**
- Spell-checked

ISG expects all students to be capable of performing at an A or B level. A grade point average of 3.0 (B) is required for graduation. ISG's faculty members grade fairly and according to the performance of each student. Any contested grades must first be addressed directly to the professor.

Please note that grades cannot be changed once they have been submitted and students cannot be given alternate assignments to change their grade.

g) Assignment Submission Criteria

Every assignment must be **properly formatted** for printing and must be submitted electronically.

They should all include a cover page with your name, the title of the class, the name of the school and of the teacher, the wordcount and your email address.

Written assignments will be due within one month following the completion of a seminar, unless otherwise specified by the instructor. Professors are then asked to grade papers within one month of receiving them.

h) Extensions

Students are expected to complete all assignments on time. Requests for extensions or delays must be made directly by email **to the ISG MBA Dean**. Extensions will be issued exclusively with the agreement of the Dean and with the agreement of the professor. **Students who hand in their assignments late without an approved extension will have their grade reduced.**

i) Thesis Submission

Upon the satisfactory completion of all coursework, students must submit a thesis. One electronic (PDF) copy should be submitted and two professionally bound copies of the work should be sent to ISG to the attention of the MBA Dean. It should be submitted by **September, 2014** for students starting in October 2013 and by **January, 2015** for students who start in January 2014.

The thesis will be evaluated within one month and students will be issued **a grade on 100%** and a comment as bellow:

Not Accepted (below 60%),

Accepted (60-90%),

Accepted with Honors (90-100% + GPA of minimum 3.5).

j) Technology Recommendations

Many students use laptop computers for internet research and in-class presentations during seminars ISG recommends that students who bring laptops to seminars have the following equipment and software:

- a wireless adapter
- a USB key for sharing files
- proper plug adapters for all electronics
- Microsoft PowerPoint software, frequently used and/or required by professors

k) Course Materials

For every seminar there are both required and suggested readings. Required readings will be made available at least one month before the seminar date if necessary. These materials must be studied in advance and brought to the seminar. If a professor does not provide materials electronically, the readings will be distributed in class.

l) Evaluations

Students will have to fill out a seminar evaluation at the end of each seminar. They will also fill out a general evaluation of the entire program after taking all the required seminars. Please make sure to fill out these documents with attention.

2. Thesis & Assignments

This outline of thesis & assignment criteria is provided to familiarize you with some of the skills and competencies you are expected to demonstrate in your work. These criteria represent a summary of the kinds of generic assessment skills and competencies your program seeks to encourage. At the graduate level you will be expected to research current published material on a particular topic, make an interpretation of your research and offer suggestions as to how the theory can be applied to solve a current management problem.

Your thesis and assignments must reflect your ability to relate the academic theory studied in the coursework undertaken to date to a real life work situation. Therefore, you should try to demonstrate your understanding of how conceptual knowledge or academic theory applies in specific contexts.

This is best done by including examples from your own work experiences that demonstrate the effectiveness or ineffectiveness of specific academic theory to either provide satisfactory business solutions or, at a minimum, contribute to the decision making process.

Choosing a Thesis Topic

A thesis proposal should explain how the topic is relevant to the student's coursework and professional development. Please include a tentative title for your work and, if available, a proposed outline.

Submission Guidelines

- The text must be in 12 point font size, double spaced ;
- A word count must be provided on the title page ;

a) Assessment

Theses and assignments are usually assessed under the following criteria:

- **Analysis of the problem and application of the relevant theoretical concepts**
- **Comprehension and understanding of the problem or situation:**
You must demonstrate the basic ability of understanding the often complex situation facing the problem or situation you are considering.
- **Clarification of interpretation and assumptions about the problem or situation**
Where gaps in the published information exist, you should demonstrate your ability to make stated assumptions about the problem or situation considered. Where different interpretations of the material are possible, or where there appear to be inconsistencies in it, you may need to reinterpret the scenario in an appropriate manner to clarify its meaning. In all cases, you should state clearly what your interpretation and assumptions are.
- **Knowledge and understanding of relevant theory**
You are required to demonstrate a thorough knowledge and proper understanding of the academic concepts called upon in the formulation of your solution to the problem or situation considered.
- **Analysis and application of academic theory to the problem or situation considered**
You should demonstrate the ability to use relevant academic theory and concepts to interpret and analyze material. The concepts chosen must be both appropriate (relevant) and adequate to provide an analysis of the scenario. The appropriate and adequate use of concepts also provides the assessor with evidence of your knowledge and understanding of these concepts. Your analysis should demonstrate your ability to apply both quantitative and qualitative techniques and concepts.

- While there is no limit to the number of concepts you can use, parsimony is generally considered to be a positive attribute. More importantly, where there is a temptation to “work in” as many concepts as possible, you should first consider whether they are truly appropriate or add to your analysis.
- **Use of academic concepts to solve the considered problem or situation:**
You should demonstrate the ability to use academic theory and concepts to provide solutions to current business problems. The concepts must be both appropriate and adequate to provide and answer.
- **Appropriate parallel examples, relevant experience or material**
You should, wherever possible, try to demonstrate your understanding of how conceptual knowledge is applied in specific contexts. It may often be appropriate therefore, to draw on examples of your own work experience or from your own organization to demonstrate “theory in practice.” Such examples can be used both to illustrate theories or models and to suggest parallels or lessons which might apply across different contexts.

b) Developing Your Argument

Argument: A key skill is the ability to build a coherent and consistent argument. This should draw on the conclusions from your analysis and evidence from supportive material used, from your discussion and consideration of theory, from parallel examples, and from the authority of appropriate theoretical concepts. You should avoid unfounded assertion.

Critical evaluation: Your academic program encourages a critical perspective. This does not mean disagreeing with concepts of material for the sake of it. Rather, it is an indicator of your willingness to examine assumptions in the material as presented to you, to appraise the validity and usefulness of the concepts you use, to explicitly consider counter-arguments, and to identify strong and weak parts of your argument.

For example, recorded details may vary or quoted opinions may be at odds; theories or concepts may contradict each other; you may be aware of empirical research findings that do not agree with theoretical propositions; a theoretical framework may fail to explain as expected, indicating limits to its applicability; the evidence of published material or examples from your experience may not accord with expectations from theory, etc.

Your evaluation should be clearly stated.

c) Preparing Your Conclusions

Your conclusions need to be robust. They should be supported by your analysis, discussion of concepts and argument, and make clear any significant uncertainties in your argument.

Proposing Your Recommendations:

It is required, academically, and beneficial, professionally, to make recommendations as to how an organization might act or how an issue might be resolved – i.e.: using the academic theory to offer a solution. Your recommendations must likewise be supported by your paper and you should note any practical problems or constraints on their implementation. It is advisable to separate your Conclusions and Recommendations into different sections of your thesis or dissertation, with your Recommendations following your Conclusions. This has a tendency to strengthen both sections and hence the entire work.

d) Structure, Organization and Overall Cohesion:

Structure and organization of the paper: This attribute is concerned with the style of your paper and the way in which its structure and organization improves its quality. You should organize your paper to support the development of your analysis or discussion, and the argument you wish to advance. It should lead naturally to your conclusions and/or recommendations. Detail should not be allowed to disrupt the flow of your argument; diagrams or appendices should be used to deal with these. Presentation is a contributory factor here but the emphasis is firmly on how you structure your work to aid your solution.

Creative and/or original paper: This section records the extent to which your approach to your problem was original or creative. Methods of analysis can become routine or mechanistic and “solutions” may therefore become predictable. While this is acceptable and may often be appropriate, solutions which go beyond a mechanistic approach can create additional value.

Overall cohesion of the paper: How does your paper fit together? Does the analysis you have undertaken, your discussion of concepts, and the argument you have developed lean to a synthesis of the answer? In considering this overall “feel,” the following attributes are likely to be particularly influential:

- Knowledge and understanding of concepts used
- Analysis and application of concepts to the problem or situation
- Use of concepts to provide a solution to the problem or situation
- Argument
- Structure and organization of the paper
- Conclusions and recommendations

Adequacy of referencing: You should ensure that the concepts on which you draw and the authorities on which you rely are suitably referenced in your paper. You should also reference “facts” or statistics to appropriate source material (annual reports, interviews, papers, articles, texts, etc.).

e) Sample Report Structure

The following is an example structure for students wishing to use a business report format for their thesis or assignment. It is not prescriptive and is presented here only as an aid to formalizing the structure of your report.

Title Page

- Title, name and address, date, and word count

Contents List

- Full list of sections (including appendices, references or bibliographic lists)
- Page numbers

Executive Summary

- The Executive Summary should be a one page summary which outlines the main findings of the report. It should be in the third-person present-tense. For example: “The report considers the main strategic external issues facing ABC Corporation between 2004 and 2007 and concludes that ABC Corporation addressed these issues successfully.”

Introduction

- The introduction should give a succinct explanation of the aims, scope, and context of the report.

Main Body of the Report

- The main body of the report should feature the main account of the problem or situation you are writing about.
- The report should be based on analysis, not unsupported opinion, so it is important to avoid phrases such as “I feel...” Where evidence in source material is missing or needs to be clarified, you may need to make an assumption based on your opinion.
- You must substantiate your assertions and opinions with specific examples and evidence. You can do this by providing extracts from published material or appendices, empirical research, etc.; by referencing relevant

academic concepts and theory, or by building a logical argument based on previously cited examples and evidence.

- The headings for each sub-section should be in bold.
- Consider presenting material in the form of diagrams, charts, etc., wherever appropriate. These may be easier to grasp, and can break up the monotony of the printed word.

Conclusions

- Do not confuse conclusions – where you draw together the threads of the preceding discussion to make some overall points – with recommendations – where you say what should be done about the conclusions you have reached.

Recommendations

- Recommendations are actions which your conclusions lead you to believe are necessary or would benefit the problem or situation. They must be based on your analysis, argument and conclusions and they should not be unsubstantiated assertions of opinion. Wherever possible you should include a clear indication of the priorities, constraints, difficulties, resource and political implications of your recommendations.
- Doctoral candidates are expected to make a contribution to the body of knowledge, presenting scholarly relevance, professional/industrial relevance, and a completeness of work

List of references and bibliography

- Your list of references and bibliography is the list of sources referred to in preparing your paper. If you have mentioned a writer or a book you must give full details here. You should also list details of any books or other sources you have consulted in preparing your report where you think it would be useful for your reader to know about or be able to consult. It is also necessary to attach as appendices any survey forms used in your empirical research.

Appendices

- An appendix contains information whose inclusion is not central to the main body of the report but which explains, amplifies, or puts in context the arguments and evidence you have presented. Examples of material suitable for appendices include sets of complex figures or statistics, or supporting documentation (e.g. extracts from company reports, etc.)

3. Plagiarism

Plagiarism at ISG is an unacceptable practice under any circumstances and those found to be committing acts of plagiarism will face **academic sanctions**. Please contact your professor or the MBA Dean if you have any questions concerning plagiarism.

a) What is Plagiarism?

Plagiarism is considered to be the misattribution of another source's words or ideas as one's own.

b) How to Avoid It

To avoid plagiarising from other works, attribution must be given to the author or authors of all source materials referenced.

To do this, you must cite

- Quotations, ideas, or paraphrasing from any external sources (books, magazines, websites, interviews, etc.)
- Any visual materials (charts, diagrams, photographs, etc.)

However, you do not need to cite

- Personal experiences or insights
- Self-generated research (field work) or visual content

ISG accepts work that is formatted in either MLA (Modern Language Association – www.mla.org) or APA style (American Psychological Association – www.apastyle.org). A detailed style-guide to citations can be found at www.docstyles.com.

For more useful information on plagiarism, please consult Perdue University's Owl website at <http://owl.english.purdue.edu>.

c) How to Cite

Parentetical Reference

In the text of your assignment or thesis:

The first gambling Web site appeared in 1995, and "online gambling has since become the most lucrative Internet business" (**Will 92**).

In your Bibliography:

Will, George F. "Electronic Morphine." Newsweek 25 Nov. 2002: **92**.

Footnotes and Endnotes

Footnotes (found at the bottom of each page) or endnotes (found at the end of the paper) are used to document quotations or paraphrased passages. Within the body of the paper, superscript numbers indicate the materials taken from sources.

In the text of your assignment or thesis:

...similar historical legacy of heavy governmental involvement in business.¹

In your Bibliography list:

¹ Min Chen, *Asian Management Systems: Chinese, Japanese and Korean Styles of Business*. (Routledge: 1995), p. 155

INTERNATIONAL MBA PROGRAM CONTENTS AND REQUIREMENTS 2012 - 2013

a) Overview & academic calendar

Participants in the International MBA program have to fulfill the following requirements within one year :

22 seminars of 3 ECTS credits: 66 ECTS

1 PMSA of 6 ECTS: 6 ECTS

1 Professional Thesis: 21 ECTS

TOTAL : 93 ECTS

Total required credits to graduate: 90 ECTS

ISG MBA seminars take place on Thursdays, Fridays and Saturdays from 9 a.m. to 1 p.m. and from 2 p.m. to 6 p.m. unless otherwise indicated.

Please take note of the dates for each seminar.

ISG reserves the right to modify the academic program within the proposed calendar.

INTERNATIONAL MBA ACADEMIC CALENDAR FALL 2013-2014 from October 3, 2013 to February 8, 2014

N°	Dates	Course	Faculty
1	September 30, 2013 15h00	Welcoming Meeting	V.Dulieu
2	October 3,4,5	Entrepreneurship	E.Ruimy
3	October 18,19,20	Negotiation and Conflict Management	L.Shaw
4	October 24,25,26	Analyzing Financial Statements	B. van den Brand
5	November 7,8,9	Information Systems for Managers	P. Boggaards
6	November 15,16,17	Financial Management	C.Fitzsimons
7	December 5,6,7	Strategic Management	JF Gagne
8	December 12,13,14	Management Control	Laurent Magne
9	December 19,20,21	Corporate Finance	E.Balaa
10	January 9,10,11	Career Management	L.Van den Hout
11	January 9,10,11	Human Resources	R. Reis
12	February 6,7,8	International Business Law	R. Comfort

b) Professional Management Skills Assessment (PMSA): Individual *Transversal* Case Analysis

As part of the MBA degree requirements, students must complete 1 **Professional Management Skills Assessment (PMSA)**. The assessments take the form of one individual *transversal* case study. The case study will be sent electronically to students soon upon 75% of coursework completion.

c) Thesis

The final element of the MBA program involves researching and writing a Master's Thesis due no later than **September, 2014**. Under the supervision of the Thesis Advisor, the Master's Thesis should be a project that is both original and pertinent to current international business theory and practice as well as to the student's current, future or anticipated professional responsibilities. The thesis topic is first formulated by the student and requires the approval of the Thesis Supervisor before work can begin. The student should demonstrate in at least 25,000 words (not including graphs, charts or appendices) his/her understanding of how conceptual knowledge or academic theory applies in specific contexts.

4. Course Title & Descriptions

1.	<p>Negotiation and Conflict Management</p> <p>The seminar is a program dedicated to improving the process of reaching agreement among individuals, organizations, and nations. It is grounded in the concern that conflicts, handled poorly, waste resources and undermine relationships. In an era of weapons of mass destruction, they are also threatening to life itself. Conflicts handled well can provide the impetus for growth, constructive change, and mutual benefit.</p>	3
2.	<p>Information Systems for Managers</p> <p>This course will examine the managerial information required for operation, control, organization and planning, and the ways in which information systems are used to achieve these organizational objectives. Topics will include general systems concepts and the systems approach to organization, the role of computer technology in information systems, design, the economics of information, the importance of data as major organizational resource, information resource management, an overview of information systems components, the intranet, decisional applications, software, hardware, people, data flows and work groups.</p>	3
3.	<p>Analyzing Financial Statements</p> <p>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 and equity funding.</p>	3
4.	<p>Financial Management</p> <p>This course is intended to introduce students to the fundamentals of finance. Once understood, these fundamentals will prepare students for more advanced courses in finance. Students will be instructed about the foundations of current financial theory and how it is used in practice. Successful students will be able to identify financial problems, determine the applicable theory, and identify the practical limitations of applying it.</p>	3
5.	<p>Corporate Finance</p> <p>This course also describes the theory and practice of finance. It's true that managers learn how to cope with routine problems from experience, 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. The course focuses on how to deal with the financial decisions facing today's corporations. Good financial theory helps us in this process.</p>	3

6.	<p>Strategic Management</p> <p>This course focuses on some of the important current issues in strategic management. It is consciously designed with a technological and global outlook since this orientation in many ways highlights the significant emerging trends in strategic management. The course is intended to provide the students with a pragmatic approach that will guide the formulation and implementation of corporate, business, and functional strategies.</p>	3
7.	<p>Management Control</p> <p>The goal of this course is to go beyond a mere technical approach of management control and to tackle it from a manager point of view, emphasizing all related behavioural matters. The objective is not to train figure specialists but rather to help people in a management situation understand how to use management control concepts and tools to bring their organization under control.</p>	3
8.	<p>Career Management</p> <p>This seminar's goals are to prepare students for the job market and help them overcome early career "angst", to introduce the concept and understand the importance of career management in the contemporary work environment, and to provide a practical approach to self-assessment, job search and international career development and transitions. It aims to help create pragmatic marketing tools that fit individual profiles, needs and aspirations, to clarify and demystify certain HR practices and methods used by executive search and outplacement firms, and to show how to anticipate and cope with career challenges and transitions while continuing to develop career paths in the workplace.</p>	3
9.	<p>Delegation Management</p> <p>This course aims at clarifying the role of the manager and his/her responsibilities. Students will see how to get the habit of visualizing the expected result, understand the basic communication concepts in business environment, practice the step by step delegation method with ease, develop interpersonal skills required at each step of delegation, motivate their teams using communicational subtleties throughout the delegation process.</p>	3
10.	<p>International Business Law</p> <p>This course explores business management and state of art corporate governance from a legal perspective without it being strictly a law school course. It will give the student sufficient knowledge to negotiate and read contracts and be able to spot legal issues as they arise in order to determine what options are available and whether counsel is required. Cultural factors are considered throughout. The approach of the course is practical and problem-oriented. The majority of the course will involve applying the learning to practical, real-world business situations that might be encountered through lecture, readings and interactive class participation.</p>	3

11.	<p>Entrepreneurship and Venture Capital</p> <p>This course will provide an overview of Venture Capital & Equity including an historical overview, early stage considerations for creating/developing a business, business plan preparation, start-up and business growth management, business diagnostic analysis as well as assessing international opportunities. It will also focus on the “how to” business process and on dealing with venture capitalists and angel investors.</p>	3
12.	<p>Research Methods and Business Statistics</p> <p>This course focuses on the role of statistics and business research as tools for the manager to use when making planning and operating decisions. The course prepares the manager to be a critical consumer of statistics capable of assessing the validity and reliability of statistics and business research prepared for the manager's use. Topics include research design and data collection, survey design and sampling theory, probability theory, hypothesis testing, and research reporting and evaluating.</p>	3
13.	<p>E-Commerce</p> <p>The course explores what an e-commerce is and how it is managed. E-Commerce is an interdisciplinary topic encompassing both business and technology. We cover the basic business aspects and applications for commercial business, government, education, and health services. The major characteristics, opportunities, and limitations of this form of business are explored. Students study various issues and risks that exist in the rapidly changing world of e-business.</p>	3
14.	<p><i>To be confirmed</i></p>	3
15.	<p>Supply Chain Management</p> <p>This course introduces the principles and practice of purchasing and supply chain management with a particular focus on international business operations. Areas covered include: purchasing policies and procedure, development of requirements and specifications, bid and proposal preparations, selection and evaluation of suppliers, supplier management, the impact of supply chain management on the success and profitability of the modern enterprise, the impact of integrated supply chain management on many functional activities in a company, including: product design, information systems, manufacturing planning and control, quality control, and inventory management. Students will also learn about the major challenges organizations face in implementing an integrated supply chain strategy.</p>	3

16.	<p>International Marketing</p> <p>The aim of this seminar is to explore the theory and practice of Marketing in a range of business environments. The course shows how Marketing has evolved as a business discipline and examines the opportunities, challenges and issues it faces today – both from a management perspective and from an external ‘societal’ standpoint. Teaching methods will include lectures and numerous, short business cases to be studied in small groups. Learning Strategic Marketing, students will see how they can develop, evaluate and implement a Strategic Marketing plan. The seminar’s interactive study will use current events, recent tools and other processes to demonstrate how they affect business at large on the global turf.</p>	3
17.	<p>Advertising & Communications</p> <p>This course explains the consumer marketing process, new products development, building consumer brands, Brand Positioning, communication strategy and creativity in advertising. The course allows to rapidly and easily create advertising plans through a step-by-step process. Sample plans will offer an opportunity to produce effective advertising. Advertising that works meets clients’ goals and consumer expectations. In this context, the course will address the notions of Integrated Communication Foundation, advertising planning and strategy, advertising media and creative advertising. Guest speakers will animate the seminar.</p>	3
18.	<p>Intercultural Management</p> <p>Stimulating the intercultural sensitivity, understanding and/or managing cultural differences: these are vital business concerns. This seminar examines different cultures and mindsets, fundamental elements of intercultural management, working in an international context: organization, leadership, multicultural teams, intercultural communication, meetings and presentations, manners and taboos. The impact of cultural differences is examined in key activities (managing, communicating, coaching, deciding, organizing, controlling) and key situations (meetings, negotiations, presentations, sales calls).</p>	3
19.	<p>Business Ethics</p> <p>The course first provides a theoretical background of how to evaluate moral claims in business. This section draws upon classical moral theory as well as the most up-to-date contemporary business ethics thinking. Dilemmas of executives are the primary basis of the discussion. The course then looks at ethical dilemmas from the perspective of middle managers, where most students will be after graduation. Stitched within these sections are not only "problems" to be solved, but case studies of companies which have managed to successfully integrate ethics and business.</p>	3
20.	<p>Sustainable Development, Business and Governance.</p> <p>Class participants will be introduced to the major issues that make up the theory and the practice of sustainable development (SD), including, in the environmental arena, climate change, resource depletion, biodiversity, and the greening of the economy. The multi-stakeholder nature of the transition to a sustainable economy will be emphasized and the strategies employed by business, government and civil society as they implement sustainable objectives will be reviewed in various industrial (extractive sector, tourism, coffee) and geographical contexts. The critical role of the financial sector in influencing decisions toward sustainability will also stressed.</p>	3

21.	<p>Human Resources Management</p> <p>This course aims to prepare the manager to utilize the human assets of an organization so as to maximize his or her contributions to organizational performance. Emphasis will be given to understanding differences and similarities between various types of individuals and groups, with careful attention to values, attitudes, and behaviors. Equipped with this understanding, the manager should be able to operate comfortably and successfully in today's complex workplace. The instructor will use a combination of lecture, discussion, group experiences and exercises, with an emphasis on active rather than passive learning.</p>	3
22.	<p>International Consumer Behavior</p> <p>In this seminar, students will learn about advanced techniques in marketing and advertising that will help them to understand international consumer behavior and to give students a strong foundation for critical thinking in the area of consumer behavior. Therefore, the focus is on understanding current theoretical and methodological approaches to various aspects of consumer behavior unique to international advertising and marketing, as well as advancing this knowledge by developing testable hypotheses and theoretical perspectives that build on the current knowledge base.</p>	3

5. MBA Faculty

Professors at ISG are rigorously selected worldwide from among the best consults and professionals in their fields. The following biographies represent this year's outstanding faculty.

Eugene Bala

Eugene Bala holds an MA in International Business from La Sorbonne and an MBA from The University of Western Ontario, Canada. A lecturer in several Business Schools, he has worked as a project manager and financial analyst for the Bank of Canada. He has also worked as an analyst for several banks or insurance companies such as BNP Paribas and AGME. He runs his own company in Paris.

Philip Bloom

Philip Bloom holds an MA in International Business from the University of Hull and has professional experience as a business and marketing consultant not to mention as a European policy consultant and lobbyist. He works as a lecturer for a number of French business schools in the areas of marketing, communications, advertising and export development.

Ralf Borchardt

Ralf Borchardt holds an Doctor of Business Administration from ISM. He obtained his BSc from the University of Hamburg in industrial engineering in 1988 and an MBA from the Graduate School of Business Administration of Zurich in 1994. He has had many leading consulting and management positions in the IT area since 1988 in Austria, Switzerland, and Germany. He has worked with major companies such as James Martin Associates and Texas Instruments and been self-employed since 1994 (CEO of Horst Borchardt GmbH, Consultants Unlimited GmbH, Line Consulting AG, acoreus AG, Mobile Voice Solutions AG).

Bob van den Brand

Bob van den Brand holds a Ph.D and Masters of Science in Accounting from the University of Tilburg (Netherlands). He is the coordinator of the Financial Management Group at the Rotterdam School of Management (Erasmus University), where he also lectures in International Finance and Accounting. Dr. van den Brand's research interests are in financial reporting, earnings measurement, and accounting in international contexts. He has received several awards for his teaching at Erasmus University and the University of Tilburg.

Francis Eric Knight Britton, Distinguished Visiting Professor

An American Political Scientist and Sustainability Activist who has lived and worked in Paris, France since 1969, he is well known for promoting integrated public transport, carsharing and bike sharing. A graduate in Physical Sciences and Economics from Amherst College, Columbia University, the International Fellows Program, the University of Rome (La Sapienza), and École pratique des hautes études, Paris. He is an occasional lecturer at universities in many parts of the world; his work received early support from the Ford Foundation ("Why large transport projects fail and what we can learn from them: Case studies from Paris, London and Zurich") and a Fulbright Fellowship for his work on "Development Theories and Myths in the Italian South (Mezzogiorno)". For many years, Britton has been active in the creation and management of independent, interdisciplinary, cross-cultural peer networks and open partnerships for problem solving and providing counsel and policy direction for Governments, the private sector and volunteer and community groups in a broad range of problem areas involving technological change, sustainable development and social justice. (Wikipédia).

Chris Fitzsimons

Chris Fitzsimons is a senior business executive with extensive financial, industrial, advisory and teaching experience with specialized involvement in European due diligence and business integration. He is a fellow of the Institute of Chartered Accountants in Ireland and holds a postgraduate diploma in Administration and Law from the University of Ulster. He presently runs his own financial advisory practice in Paris. Some of the past professional positions held include: Director of the Paris Office of Deloitte Transaction Services; Divisional Finance Director of M.Y. Holdings PLC – Healthcare; and Assistant Director of Corporate Finance, Ernst & Young, London.

Jean-François Gagne

Jean-François Gagne is currently a full-time member of the research faculty at ISG. He holds a Ph.D in Organizational Behavior from the University of Paris, Dauphine. He has worked as a consultant for Gemini Consulting and IGA – his assignments have dealt with operational performance improvement, product and brand launch, industrial strategy, company transformation and employee mobilization. Research interests include Organizational Change, Corporate Identity and Culture and Mobilization, Commitment and Resistance.

Jose Gimenez

Jose Gimenez earned his Ph.D in Sciences at the Université Paul Sabatier (Toulouse), MSc in Electrical Engineering at the Imperial College of Science and Technology (London), and BSc in Electrical Engineering at the Universidad Simon Bolivar (Caracas). He works as a consultant engineer to firms throughout Venezuela, and is Professor of Operations Management and operations Research at Instituto de Estudios Superiores de Administracion in Caracas. In the past, he served as the Director of Advanced Management Program for the same university, and been a visiting professor at Universidad de Simon Bolivar. Mr. Gimenez has had over 20 scholarly articles published in research journals and presented at international conferences.

Elias A. Hadziliadis

Elias A. Hadziliadis, holds a PhD in Business Process Management from the National Technical University of Athens, Greece, as well as a M. Sc. in Industrial Systems. He has professional experience as a freelance consultant and researcher and has published a number of papers in academic journals as well as participated in conferences in Europe and abroad. His teaching areas include E-Commerce, Management of Information Systems and Business Process Reengineering.

Lyndi van der Hout

After co-creating the first International Festival & TV Program market for Children's Television (FIMAJ), and running her own company in the early 90s, Lyndi van der Hout subsequently worked as an agent for one of the leading US talent agencies (ICM). She established the ICM France subsidiary while managing the pan-European careers of over 60 Paris-based directors, writers and actors. She then moved into the field of executive search and HR development in the IT and high-tech world, applying the acquired creative management skills to the corporate environment. She holds a BA in International Business Administration (Honors) from AUP in Paris, and is currently completing a post-graduate degree in Work Psychology, specializing in the psychological processes of creativity in the workplace.

Renaud Labbé

Renaud Labbé holds a Master in English and North American Business Law as well as in International and European Laws. He has been a member of the Bar since 1994. A respected lecturer in International Business Law in HEC, Dauphine and ISG, his main professional achievements include consulting for Buck Consultants UK/France, the creation and the management of the French and European legal Department for Penningtons Solicitors/London and for De Chambrun French Lawyers/London.

Paul Graham Leiman

Paul Leiman is a practicing attorney and the Principal in Key Witness Consulting, an advocacy and expert witness preparation consultancy for the financial sector and other professional areas. He holds a Juris Doctor from George Washington University Law School. He is also an adjunct professor and practitioner faculty at Johns Hopkins University. His teaching areas include Business & Leadership Ethics, Legal Issues in Biotechnology and Business Law for Engineers.

Mehdi Majidi

Mehdi Majidi holds a Ph.D in International Business and Cross-Cultural Management, and an Executive MBA from George Washington University (Washington, D.C.). In addition to being a professor of International Business and Cross-Cultural Management at George Washington University, he is a principal consultant with over 25 years experience in private and public management and international business. Dr. Majidi is especially skilled in strategic planning and implementation of mergers, acquisitions, and alliances. In these areas, he focuses on cultural differences as a decisive factor relative to financial and economic considerations.

Laurent Magne

Laurent Magne is currently a full-time member of the research faculty at ISG. Ph.D in Management Control and Accounting from the University of Paris, Dauphine, his work experience include Crédit Agricole and Cetelem. He has been in the education field for 5 years in the best French Business Schools such as ESCP and HEC. Also a graduate in Philosophy (Masters) from the University of Montpellier and from the Management cycle in Sophia University in Tokyo. His main research topic is Risk Management.

Naveed Mirza

Naveed Mirza is currently Export and Sales Manager at Nissan Europe. In the course of his experiences he had the opportunity to work in influential multinational companies such as Walt Disney and Goldman & Sachs in two main areas Control & Accounting and Import/Export Management. His MBA thesis was on how communication impacts the delegation in large and medium scale business.

Paul Okel

A graduate of the University of Chicago, the Institut d'Etudes Politiques de Paris, and The Hague Academy of International Law, Paul Okel moved to Paris in 1992 to practice international business law. As a member of the Paris and California state bars, working in French and in English, he advised firms and investors on international transactions, especially in Europe. After practicing with a Parisian firm, he moved to the Paris office of a Wall Street firm, then set up his own boutique firm, which he managed for five years. As a business school professor for more than ten years, he endeavors to develop innovative, effective courses. As a writer, he publishes a daily blog.

Angeliki Papsava

Angeliki Papsava did her DBA dissertation in sustaining enterprise viability and profit margins in the Information Communications Technology sector as part of her research at ISM. She holds an MBA in International Management from Royal Holloway University at the University of London, BSc in Economics from the National and Capodestrian University of Athens, and B.S. in Management and Organizational Behaviour at the American College of Greece. She is currently the Managing Director of the Papsava Group and participates in the Greek Prime Minister's and President's delegation in promoting Greek IT interests abroad.

Alon Rozen

Alon Rozen holds a Ph.D from ISM and is also a visiting professor at the Ecole Supérieure de Commerce (ESC) Dijon, where he teaches Marketing, Strategy, Entrepreneurship and International Negotiation. He holds an MBA from the *Ecole Nationale des Ponts et Chaussées*, Paris, France where he works as the Assistant Dean, and has successfully completed Harvard University's specialized program in Negotiation & Arbitration at Harvard University's Kennedy School of Business. Mr. Rozen is co-founder of In-Line Development Services SARL, a sports entertainment and real estate development consultancy based in Paris, France.

Nathan Sambul

Nathan Sambul holds an MA in Mass Communications from the University of Michigan and is completing a Ph.D in International Business Administration at the International School of Management in Paris, France. He has professional experience working for Merrill Lynch & Co. Inc. and Marsh Inc., the risk and insurance unit of Marsh & McLennan Companies. His teaching areas include international consumer behaviour.

Leslie Shaw

Leslie Shaw holds a Ph.D and B.A. from Trinity College at the University of Dublin. He has been a Visiting Professor at the George Washington University, Trinity College at the University of Dublin, Ecole Nationale d'Administration, and la Sorbonne. His most recent research in Negotiation Strategy and Styles has been published in *Business Digest* (2004) and the *Financial Times* (2002). He is also a consultant to many corporations including Aérospatiale, Alcatel IT, Thomson, Hewlett-Packard, and Eurosport.

Rosana Silveira Reis

Rosana Reis is currently a full-time member of the research faculty at ISG and a professor in Organization Behavior and Human Resources. She holds PhD in Management from the University of Bologna, Italy and a MSc in Business

Administration from the University of Santa Catarina, Brazil. She worked in Curitiba, Brazil as a Branch Manager, MANPOWER – Etica Human Resources and Services, as a Director for RReis & Associates – Business Consultation, and as a Manager of Human Resources, SERPRO – Serviço Federal de Process. de Dados. Research interests include innovation and performance.