

**PROGRAM OVERVIEW**

Doctor of Philosophy (PhD)  
International Business Management





# PhD Program

## Doctor of Philosophy

### Overview

The Doctor of Philosophy (PhD) program at ISM prepares experienced and highly motivated business professionals to embark on careers of engaged instruction and original research.

ISM offers students the opportunity to fulfill their degree requirements through a combination of seminars in one or several of 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.

### Program Requirements

All candidates are required to complete 9.5 credits of prerequisite multidisciplinary coursework in the DBA curriculum\*, 9 credits of specialized coursework (or 9 additional credits of multidisciplinary coursework), 6.5 credits of PhD coursework in research methods, as well as Professional Assessment Evaluation Case Studies I & II, a doctoral dissertation, and the presentation and delivery of a full academic course.

\*The requirement to complete DBA multidisciplinary seminar credits allows for the choice and flexibility candidates need to meet their individual career goals and professional responsibilities. Candidates may seek advice from the Academic Director in choosing their multidisciplinary seminars which can be taken at several locations or online. Once candidates have validated the minimum prerequisite multidisciplinary coursework, they may opt to specialize in entrepreneurship & innovation, finance, or higher education for additional coursework. Additionally, all PhD candidates must complete three core PhD research modules.

### Professional Assessment

As part of the PhD degree requirements, students must complete two Professional Assessment Evaluations. The assessments take the form of two case study analyses, worth 1.5 credits each. The first case study is sent electronically to students immediately upon enrollment and the second is sent upon 70-75% of coursework completion. Completion of this requirement is mandatory.

### Duration

The PhD program is designed to be completed in a period of four to seven years.

### Dissertation

All PhD candidates must write a doctoral dissertation under the supervision of the Director of Doctoral Research and an assigned Dissertation Adviser. Doctoral candidates write a 10-15 page dissertation proposal which is reviewed by ISM faculty members to determine the feasibility of the dissertation's focus, direction, and the potential contributions to the academic and practitioner community. Once a proposal is accepted, doctoral candidates are assigned to an adviser who is selected based on his/her academic background, experience, and credentials; the Dissertation Adviser mentors the doctoral candidate through the dissertation process until completion. Doctoral dissertations are submitted to a review committee before final approval.

### Teaching Requirement

All PhD candidates must research, prepare, and deliver a course study of at least 15 hours. In order to receive credit, the candidate must earn an average student evaluation score of 2.5 out of 5. If a candidate has taught a 15-hour course at an accredited university within the last five years, he or she may be eligible to waive this requirement by submitting a copy of the syllabus, student evaluations, and information concerning the course. If candidates are not able to fulfill this requirement with a local university, teaching opportunities exist within the ISM educational network. For further information, candidates must contact the Academic Director.

## Location

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 on a rotating basis at other locations with participating schools in New Delhi, São Paulo and Shanghai.

## 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, Effective Brand Management, Case Study Development, and Career Counseling.

## Summary

	<u>Credits</u>
Management Skills Assessment I & II	3
DBA Multidisciplinary Pre-Requisite Coursework + Specialization	18.5
Required PhD Research Methods Coursework	6.5
Teaching Requirement	10
Doctoral Dissertation	30
<b>Total Credits Required to Graduate</b>	<b>68</b>
<b>Options for Coursework</b>	
<i>Generalist Track</i>	
DBA Multidisciplinary Pre-requisite coursework with no specialization	18.5
Required PhD Research Methods Coursework	6.5
<b>Total Coursework Credits</b>	<b>25</b>
<i>Entrepreneurship &amp; Innovation Specialization</i>	
DBA Multidisciplinary Pre-requisite coursework	9.5
Specialized Courses	9
Required PhD Research Methods Coursework	6.5
<b>Total Coursework Credits</b>	<b>25</b>
<i>Finance Specialization</i>	
DBA Multidisciplinary Pre-requisite coursework	9.5
Specialized Courses	9
Required PhD Research Methods Coursework	6.5

<b>Total Coursework Credits</b>	<b>25</b>
<i>Higher Education Specialization</i>	
DBA Multidisciplinary Pre-requisite coursework	9.5
Specialized Courses	9
Required PhD Research Methods Coursework	6.5
<b>Total Coursework Credits</b>	<b>25</b>
<u>Types of Courses Offered</u>	<u>Credit value</u>
Face-to-face seminars in Paris	From 1 to 2 credits depending on length
Two-week intensive courses in other locations such as New York, New Delhi, Sao Paulo, or Shanghai	5
E-Learning Modules	3



## Paris Seminars & Core PhD Courses

Doctoral Program: 2013 - 2014

<b>2013 Seminars</b>	<b>Dates</b>	<b>Faculty</b>	<b>Credits</b>
Valuation & Acquisition	Oct. 17, 18, 19	Matthew Wong	1.5
Introduction to Research Methods	Nov. 07, 08, 09	Joseph Santora	1.5
Managing Strategic Risks	Nov. 18, 19, 20	Jack Hampton	1.5
International Taxation	Nov. 21,22, 23	Seth Feldman	1.5
Multicultural Management	Dec. 12, 13, 14	Guillermo Jimenez	1.5
<b>2014 Seminars</b>	<b>Dates</b>	<b>Faculty</b>	<b>Credits</b>
Corporate Social Responsibility	Jan. 09, 10, 11	William Martello	1.5
Advanced Corporate Strategy	Feb. 03, 04, 05	Yaakov Weber	1.5
Knowledge Management	Feb. 06, 07, 08	John Christopher Spender	1.5
Change Management	Mar. 17, 18, 19	Stanley Smits	1.5
Advanced Corporate Finance I	Mar. 20, 21	Martin Grandes	1.0
Advanced Corporate Finance II	Mar. 26, 27, 28	Martin Grandes	1.0
Risk Control	Mar. 26, 27, 28	Jack Hampton	1.5
Customer Relationship Management	May 19, 20, 21	Andrew Thomas	1.5
Breaking Into New Markets	May 22, 23, 24	Ayalla Ruvio	1.5
Fast Expanding Markets	Sep. 22, 23, 24	Terence Tse	1.5
Microeconomics of Competitiveness	Sep 25, 26, 27	Mark Esposito	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: July and August, 2013



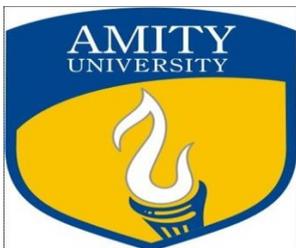
ISM's New York Summer program runs during July and August at St. John's University and invites students to study in one of the most important business capitals in the world. Located in Manhattan's Financial District, St. John's University's Manhattan campus is host to a challenging series of seminars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

## Shanghai: November, 2013



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: April, 2013



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 2013-14 schedules and seminar offerings are announced several months prior to each international session's start-date



# Paris Faculty

## Doctoral Program



### **Dr. Jack Holder**

Dr. Jack Holder, PhD obtained his BS, MBA, and PhD from Indiana University at Bloomington, Indiana. His academic experience includes teaching assignments at six universities in the US and four foreign countries. Recently, he served as Associate Professor of Management at Suffolk University in Boston, Massachusetts and Dakar, Senegal as Instructor at two universities in Munich, Germany and as Instructor at Nanyang Technological University in Singapore. His professional background is diverse and includes over thirty years of management experience across the globe. Currently, Dr. Holder manages his own domestic and international mergers and acquisitions company.



### **Dr. Wilhelmus Van Der Zande**

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 Van Cleave**

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. Matthew Wong**

Matthew Wong teaches risk management, corporate finance, and financial instruments and markets. He has published many reviewed articles on topics such as common stock performance and inflation, asset allocation strategies for retirement contributions, swap pricing anomalies, bankruptcy and China's securities regulations. In addition to being an academic, Professor Wong is an attorney and has practiced at two major international law firms where he specialized in areas of mergers and acquisitions, high yield financing and structured finance, including securitization. Professor Wong is a graduate of Fordham University School of Law in New York where he received the CJS Award in Contracts and was an Associate Editor of the Fordham Law Review. He received his Ph.D. in Finance from the University of Mississippi and is currently an associate professor of finance at St. John's University. He is also a member of the University Committee of the New York Society of Security Analysts (NYSSA). In addition, he serves as an external CFP examination reviewer for the Institute of Financial Planners in Hong Kong and he teaches a preparation course for the CFA exams for FTKnowledge (an educational unit of Pearson PLC).

### **Dr. Patrick O'Sullivan**

Dr. O'Sullivan is a published author and highly experienced professor with extensive international experience. He is currently Senior professor and Director of Studies at Grenoble Graduate School of Business. Previously, Dr. O'Sullivan was Senior Lecturer and MBA Programme Co-ordinator at Cardiff University Business School, UK. He has also served as Academic Dean of European Business School, Parma, Italy. He holds a PhD degree from European University Institute in Florence, Italy and an MA in Economics from University College Dublin.



# Paris Faculty

## Doctoral Program



### Dr. Michael Gordon

Dr. Gordon has extensive experience in the areas of Entrepreneurship, education, public speaking, and science. He holds a PhD in Chemistry from Massachusetts Institute of Technology and a BS from Worcester Polytechnic Institute. For the past ten years, he has been teaching entrepreneurship as an Adjunct Professor at Babson College and for the past five years at the Harvard Extension School. After twelve years in research, development, and management at Polaroid Corporation and Celanese Plastics Company, Dr. Gordon pursued a career in entrepreneurship and founded four companies: a plastics injection molding company, a company which made products for the control of static electricity (Plastic Systems, Inc), a Network for entrepreneurs and investors (the Venture-Preneurs Network) and a private investment and consulting firm (Quantum Ventures). He is currently developing the internet venture AngelDeals.com, a virtual global network for the business community: entrepreneurs seeking funding and growth, investors seeking deal flow, business professionals seeking visibility, and both employers and job seekers.



### Dr. Ilan Alon

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.



### Dr. John-Christopher Spender

JC 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. James Kallman

Dr. 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. Guillermo Jimenez

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.



# Paris Faculty

## Doctoral Program



### **Dr. Martin Grandes**

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, Thesis Adviser 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).



American Marketing Association's Berry Award for the Best Marketing Book of 2008. A successful global entrepreneur, Professor Thomas has traveled to and conducted business in more than 120 countries on all seven continents. He also serves on the faculty of the International School of Management and

Emmanuel University in Oradea, Romania. Dr. Thomas is a noted authority on Supply Chain and transportation security. His books in this area include Supply Chain Security: International Practices and Innovations for Moving Goods Efficiently and Safely, Aviation Insecurity: The New Challenges of Air Travel, Air Rage: Crisis in the Skies, Aviation Security Management: A 3 Volume Set, and The Handbook of Supply Chain Security. Thomas is Founding-Editor-in-Chief of Journal of Transportation Security. He is a regularly featured media analyst for MSNBC, CNN, BBC, and FOX NEWS.



### **Dr. Stanley Smits**

Dr. Smits is Professor and Chair Emeritus in the Department of Management at Georgia State University, Atlanta, GA, US. He is also a Licensed Applied Psychologist (Georgia #321) specializing in Organizational Behavior. His international experience includes

research and technical assistance in the Peoples Republic of China (1981), the United Kingdom and Malaysia (1992-97), South Africa (1998-99), and Egypt (1999). He taught MBA courses in Egypt as part of the Joint MBA Program sponsored by the Fulbright Commission, GSU and Cairo University (1998-2003), at a GSU-affiliated MBA program at Poznan University of Economics, Poland (1996-1997 and 2003-2005) and he taught MBA and DBA Seminars at the International School of Management, Paris (2001-05). His academic responsibilities have also taken him to Japan (1992 and 2001) and to Australia (1998). Dr. Smits has over 100 scholarly and practitioner publications to his credit, including two films. His research interests include leadership assessment and impact, organizational culture, and health and safety in the workplace. As a Consultant, he has helped businesses with training needs assessment and strategic planning.

### **Dr. Andrew R. Thomas**

Andrew R. Thomas is Assistant Professor of International Business and Associate Director of The Taylor Institute for Direct Marketing at the University of Akron. A bestselling business writer, he is author, co-author, or editor of 16 books, including The Distribution Trap: Keeping Your Innovations From Becoming Commodities, Global Manifest Destiny, Managing by Accountability, Defining the Really Great Boss, Change or Die! and Direct Marketing in Action, which was a finalist for the



# E-Learning Course Listings

## Doctoral 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	Effective Public-Private Partnerships

**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.

**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. 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 of 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.

**Effective Public-Private Partnerships:** Over the last decade or so, private-sector financing through public-private partnerships (PPPs) has become increasingly popular as a way of procuring and maintaining public-sector infrastructure in sectors such as transportation (roads, bridges, tunnels, railways, ports, airports), social infrastructure (hospitals, schools, prisons, social housing), public utilities (water supply, waste water treatment, waste disposal), government offices and other accommodations, and other specialized services (such as communications networks or defense equipment).

This course reviews the general policy issues which arise from the public sector in considering whether to adopt the PPP procurement route, and the specific applications of this policy approach in PPP contracts. It also offers a systematic and integrated approach to financing PPPs within this public-policy framework.

## PhD STUDY PLAN

<b>1<sup>st</sup> Component</b>	<b>Number of Credits</b>	<b>Completed</b>
<b>Professional Management Skills Assessment I (Pre-Test)</b>	<b>1.5</b>	

- If this assessment exercise is submitted on time but not validated for credit, you will be trailing 1.5 credits which must be made up through additional course work.
- If this assessment exercise is not submitted within the specified deadline, you are not eligible to complete the Professional Management Skills Assessment II and will therefore be trailing 3 credits which must be made up for by completing additional course work.
- In either of the above two cases, you may be also required to complete up to two non-credit modules on academic writing skills.

<b>2<sup>nd</sup> Component</b>	<b>Number of Credits Required</b>	<b>Completed</b>
<b>Required Research Modules</b>	<b>6.5</b>	
• Introduction to Research Methods	1.5	
• Research Methods	2	
• Advanced Quantitative Methods or • Advanced Qualitative Methods	3	

- Some courses above may be offered both face-to-face and online. Some may be offered exclusively face-to-face or exclusively online.
- Students may choose either advanced Quantitative Methods or Advanced Qualitative Methods – it is not required to complete both modules each of which is worth 3 credits. Students who wish to complete both modules may apply the additional three credits earned to the 3<sup>rd</sup> component below – Multidisciplinary (DBA) coursework.

<b>3<sup>rd</sup> Component</b>	<b>Number of Credits Required</b>	<b>Completed</b>
<b>Multidisciplinary (DBA) course work</b>	<b>18.5</b>	

<b>3<sup>rd</sup> Component Option 1: Generalist Track</b>	<b>Credits Required</b>	<b>Completed</b>
Choose from among any of the multidisciplinary DBA courses offered.	18.5	

<b>3<sup>rd</sup> Component Option 2: Finance Specialization</b>	<b>Credits Required</b>	<b>Completed</b>
Specialized coursework	9	
Multidisciplinary coursework	9.5	

<b>3<sup>rd</sup> Component Option 3: Entrepreneurship &amp; Innovation Specialization</b>	<b>Credits Required</b>	<b>Completed</b>
Specialized coursework	9	
Multidisciplinary coursework	9.5	

<b>3<sup>rd</sup> Component Option 4: Higher Education Specialization</b>	<b>Credits Required</b>	<b>Completed</b>
Specialized coursework	9	
Multidisciplinary coursework	9.5	

<b>Online versus classroom requirement for the 3<sup>rd</sup> component</b>	<b>Number of credits</b>	<b>Seminars and credits completed in each category</b>
E-Learning (online)	Maximum number of credits allowed: 15	
Face-to-face (classroom)	Minimum number of credits allowed: 3.5	

<b>4<sup>th</sup> Component</b>	<b>Number of Credits</b>	<b>Completed</b>
<b>Professional Management Skills Assessment II (Post-Test)</b>	<b>1.5</b>	

- The PMSA II is automatically sent to you when you have validated 20 course work credits. It must be completed within the specified deadline to be eligible for credit.
- If this exercise is not validated for credit, for any reason, you will be trailing 1.5 credits which must be made up through additional coursework.

<b>5<sup>th</sup> Component</b>	<b>Number of Credits</b>	<b>Completed</b>
<b>Teaching Requirement</b>	<b>10</b>	

- PhD candidates must conceive, deliver, and grade a university-level course of at least 15 instructional hours to fully matriculated students for credit.

<b>6<sup>th</sup> Component</b>	<b>Number of Credits</b>	<b>Completed</b>
<b>PhD dissertation</b>	<b>30</b>	

- PhD dissertation should be approximately 80K words. Topic proposals must be approved by the Director of Doctoral Research.

### Summary of all requirements

<b>PhD Degree Requirements</b>	<b>Credits</b>
Management Skills Assessment I & II	3
Required PhD Research Methods Coursework	6.5
DBA Multidisciplinary Coursework/Specialization	18.5
Teaching Requirement	10
Doctoral Dissertation	30
<b>Total Credits Required to Graduate</b>	<b>68</b>



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