

PRME SHARING INFORMATION ON PROGRESS REPORT 2019

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LETTER FROM THE EXECUTIVE DIRECTOR

As an institution of higher education involved in the development of current and future managers, we declare our continued willingness to progress in the implementation, within our institution, of the PRME Principles, starting with those that are more relevant to our capacities and mission. We will report on progress to all our stakeholders and exchange effective practices related to these principles with other academic institutions.

Looking back at the first twenty years of ISM's history, I feel a great sense of pride and accomplishment. ISM has grown into a well-respected and global actor in business education, and the quality and diversity of our programs have increased continuously. Our curriculum continues to address critical issues on sustainability, innovation, and global progress, leading to student and faculty publications of their related research.

Over the last five years, we implemented our previous strategic plan (2013-2018) with success, exceeding our expectations. Even during a time of economic and political uncertainty, ISM has strengthened its position and was able to adapt to the trends and issues that are shaping the higher education industry across countries and continents. We have hosted two annual business pitch competitions, uniting innovative thinkers to present their business ideas including some on topics of social and environmental change. At ISM, not only do we value breakthrough thinking and creation, but also ventures and research that support our values on the human level.

Our new strategic plan (2019-2023) will build on our past achievements while ensuring that we remain the innovative, international, and agile institution that was founded in the last century. In the upcoming years, ISM will consolidate its position while seeking to develop and innovate in specific areas. We will continue to focus on its previous four strategic priorities (student and alumni focus; innovative curriculum; international presence and reputation; and faculty development) with a close look at how to further demonstrate our dedication to the PRME Principles. We will also concentrate our efforts on two additional strategic priorities: diversity and inclusion as well as information management. The importance of issues around diversity and inclusion, especially when considering the nature of our institution and its community, in addition to the exponential IT opportunities and challenges of today's world, are leading us to implement new projects and significant investments in these two strategic areas.

I am personally thrilled about what awaits ISM in the five years to come, and I am incredibly confident in the strategic plan we have conceived as a guideline for our continuous growth and improvement. This plan will affect the entire ISM community, and its success will depend on its involvement.



Maurice R. Forget, Ed.D. (c), LL.M.
Executive Director

PRINCIPLE 1 : PURPOSE

“We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.”

Mission Statement

Our mission is to provide business professionals with a strong and knowledgeable foundation in international business to further their careers. We provide a program of rigorous academic coursework, support for intellectual contribution, and in-depth exposure to current multicultural business practices. Candidates come here to master and apply the principles of management in the field of international business. Our focus is on quality and institutional leadership in management education.

Vision Statement (found in new strategic plan)

ISM aims to maintain a unique positioning as a small, innovative, private institute of higher learning catering primarily to adult learners with executive-level professional experience from around the world. ISM will continue to offer International MBA, DBA, and PhD degrees.

Statement of Core Values

Academic Excellence: ISM strives for academic rigor and quality through high academic standards, and an emphasis both on individual analysis/critical thinking and collaborative learning. ISM seeks the optimal balance between theoretical and applied knowledge, and encourages a multi-disciplinary perspective. ISM will implement and maintain processes that assure academic rigor at all levels.

International and Cultural Diversity: ISM strives for a high degree of international and cultural diversity in the learning experience. Students and faculty from widely differing backgrounds interact. Students have multiple options for studying in different countries.

Global Perspective: ISM seeks to cultivate a global, worldly perspective among its stakeholders. Students should be exposed to different ways of thinking and doing, open to continuous learning, and knowledgeable about worldwide business trends. Graduates will be actively engaged in a global, highly mobile workplace.

Active Learning Experience: ISM creates the conditions for an active learning experience through small class size and an interactive, discussion-oriented teaching approach. Students engage in critical thinking, sharing professional experience, and the application of concepts and theories in the workplace.

Innovation: ISM is about redefining executive education. ISM seeks to be innovative in its conception and delivery of its educational offering. Students will be exposed to the latest practices, theories, and trends in international business. ISM seeks flexibility in its educational offering suitable to international working professionals.

Strategic Goals and Objectives

1. Student and Alumni Focus

- Career development
- Events
- Continuous assessment of student experience, student and alumni services

2. Innovative Curriculum

- Diversification of academic pathways, pedagogical approaches, and assessment

- Updated doctoral curriculum for research methods
- Academic review of program KPIs, outcomes, and policies

3. International Presence and Reputation

- Position IMBA as pathway to doctorate
- Leverage 20 years of expertise by expanding activities of academic services provider and joint programs
- Continuous assessment of partnerships and locations for ISM programs outside of Paris

4. Faculty Development

- Review of current research/publication strategy

5. Diversity and Inclusion

- Implementation of diversity and inclusion plan across all departments

6. Information Management

- Implementation of IT plan

Diversity and Inclusion Plan

“The new paradigm of diversity is about achieving academic and institutional excellence and positioning graduates and institutions to compete and win in the global marketplace”
-A Matter of Excellence: A Guide to Strategic Diversity Leadership and Accountability in Higher Education, 2012

Summary

Diversity and inclusion are increasingly important issues in colleges and universities around the world. In addition to allowing schools to respond directly to changing societal needs, implementing diversity and inclusion practices can help to improve retention rates of students, staff, and faculty as well as help students feel more integrated and succeed in the educational experience. The plan is a follow-up to the Diversity and Inclusion Executive Summary that was presented to and approved by the ISM board of directors in February, 2018. As such, the plan provides concrete action steps for each ISM department to take regarding how they can work towards its goal of embodying the gold standards for diversity and inclusion practices in higher education.

The recommendations are broken down by department or area of work. When applicable, strategies, timeline, and tools for accountability are also included. When there are reporting requirements listed, the expectation is that these would be submitted to the DI working group and DI committee, according to the timelines suggested. Each department head is responsible to meet with the appropriate staff to review the plan and discuss how the goals can be best implemented. It is expected that all reasonable efforts will be made to implement the plan and, if any barriers arise in doing so, the staff members involved will contact the DI working group for discussion and solutions.

Information Management Plan

Summary

Information technology (IT) plays an increasingly important role in academic relationships between students, faculty, and staff. IT undergirds many of the institute’s activities and is thus one of the foundations of a successful strategic plan. ISM plans to use information technology to enhance teaching, learning, and research; to deliver efficiencies for administrative functions; to support the recruitment and retention of quality students, academics, and administrative staff; to enable secure sharing of information and communication among

stakeholders; to support service excellence; to empower stakeholders with improved digital literacy and accessibility. ISM aims to accomplish this through partnership, collaboration, and collegiality; efficiency and effectiveness; accessibility and user friendliness; transparency; and by taking a proactive stance towards student progress.

For the above reasons and to reach institutional objectives, a separate IT plan has been drafted and approved covering a three-year period. Accountability target dates have been established for the end of 2019, 2020, and 2021. The following six actionable goals are described in the plan:

- Goal 1: Enhance and further develop engagement with stakeholders
- Goal 2: Improve and augment educational and research support services
- Goal 3: Improve the enterprise administrative IT systems
- Goal 4: Sustain and enhance IT infrastructure
- Goal 5: Cultivate IT skills and staffing
- Goal 6: Reinforce and further develop KPIs, as well as practices which allow for informed decision making

The Executive Leadership Team will be in charge of overseeing the implementation of the IT plan and will work closely with the IT consultant. Moreover, for specific goals, additional accountable members of staff have been identified such as the Digital Marketing and IT Coordinator.

PRINCIPLE 2 : VALUES

“We will incorporate into our academic activities, curricula, and organizational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.”

Courses Offered

In the core curriculum of the International MBA program, ISM offers two courses that introduce its students to the values of global social responsibility. The most obvious by title is Business Ethics & Leadership. This course defines business ethics and values, and relates them to real-life scenarios like the Enron scandal. Students complete two case studies where they develop their own opinions and evaluate the sustainability of businesses. They examine the key values required for successful leadership and the important role of leadership on corporate culture. In Entrepreneurship & Innovation, students are presented various forms of entrepreneurship including social entrepreneurship and are asked to present their own social businesses in the form of a presentation. They examine business ideas as they relate to and are impacted by geographical, political, social, and environmental circumstances.

In all three of ISM’s degree programs (the IMBA, DBA, and PhD), electives are available that discuss topics of global social responsibility either for the entirety of the course (like Social Entrepreneurship) or for segments of the course like Topics in International Business which covers fair trade, corporate social responsibility, and cross-cultural management. To see course syllabi related to PRME values, see Appendix A. The course list is as follows:

- Business Ethics & Leadership (core for IMBA)
- Entrepreneurship & Innovation (core for IMBA)
- Innovation & Internationalization of South African SMEs
- Leadership & Management of Non-Profits
- Social Entrepreneurship
- Innovative Business Models & Emerging Markets
- Topics in International Business
- Brazilian Economy & Trends

- Doing Business in Brazil
- Doing Business in Africa: African Economy for Business Leaders

PRINCIPLE 3 : METHODS

“We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.”

The ISM Journal

Every year, the Dean and Director of Doctoral Studies has a call for papers for *The ISM Journal of International Business*. Each submission then undergoes a blind-review process for the selection of the top papers to be included. Each volume includes a diversity of topics and authors. The latest issue from 2018 included the following articles, which all touched on topics related to PRME:

- Cognitive Framework of High-Growth Entrepreneurs in Brazil and Reasons Why They Are Rare
- CSR Strategies in Sub-Saharan Africa: Focusing on the Bottom of the Pyramid
- The Future of Work: Work for the Future
- Exploring Communication Success Factors in Data Science and Analytics Projects
- Authentic Leadership and Machiavellianism in Young Global Leaders
- What Holds Women Back from Becoming Transformational Leaders? An Exploration of Factors Found in the Kenyan Environment

[Click here](#) to access the PDF.

Pitch in Paris

Another yearly venture at ISM is the Pitch in Paris, business pitch competition. Every year, ISM has an open submission process for all entrepreneurs around the world – including people with no prior affiliation to ISM – to enter their business plan in the competition. All business plans go through a blind-review process, and the final 8 plans compete at the Pitch in Paris event hosted by ISM. Pitchers present their innovative ideas to a panel of judges including venture capitalists, angel investors, and start-up experts, and an audience of business professionals.

This year’s pitchers included:

- **Able Innovations Inc.** is developing technology to improve people’s quality of life. The first product is the AbleChair, a “smart” wheelchair capable of automating patient transfer in a safe, efficient, and dignified manner. With this device, the well-being of patients and workers will be enhanced, and on a macroscale, the device has a potential positive economic impact in the billions of dollars.
- **FC Geo-Cool**, in its aim for clean and sustainable energy, is developing a mechanical piping system to convert the fluid from hot to cold depending on the environmental conditions and underground temperature. The system can also provide heat and hot water as a by product via a thermoelectric process.
- **The iVote app** using blockchain and biometric technologies will provide a secure, efficient, and smart voting system in the US that encourages trust and transparency in the electoral process. The app will run initially on the iOS operating system and then on the Android system allowing for real time results on Election Day.
- **Innovate Africa:** Passionate about promoting innovation in Africa, the idea is the provision of a seamless and convenient platform where innovators can meet with manufacturers, investors and other relevant stakeholders to network and establish partnerships that will lead to the creation of innovative products to meet consumers’ needs.

See appendix B for copy of this year's event program.

Future Plans

In order to better reach and engage our international community of students, alumni, and faculty, we plan to broadcast webinars on important and timely business-related topics. These will be in the form of a 30 to 45-minute lecture by one or two of our faculty members followed by 15 minutes of Q&A. Two of the upcoming topics will be "How to Incorporate Diversity and Inclusion in your Teaching," to be delivered by a faculty member of our Diversity and Inclusion Committee, and "Microeconomics of Competitiveness: The Shared Value Strategy," to be delivered by one of ISM's professors who attended Michael Porter's Microeconomics of Competitiveness Workshop at Harvard.

PRINCIPLE 4 : RESEARCH

"We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value."

Student Final Projects

The curricula in all three programs encourage students to explore topics in their research that are related to their interests but also innovative in today's world. The courses that they take throughout their studies introduce them to topics in international business as it relates to society and the world today. Their final projects are the result of their personal/professional interests and the knowledge that they acquired at ISM. The following is a list of student theses (IMBA) and dissertations (DBA and PhD) that were defended and approved in 2018:

- "Guidance to SMEs in the European Union for Achieving Sustainable Organizational Growth through the Adoption of the Learning Organizations and Systems Thinking Concept" (IMBA student from the Czech Republic)
- "Today's Undergraduate Students Are Tomorrow's Leaders: Understanding the Role of Undergraduate Leadership Training Programs" (DBA candidate from the United Arab Emirates)
- "Natural Resources and Economic Performance: A Look at Trinidad and Tobago" (DBA candidate from Trinidad)
- "Impediments Faced by Female Leaders in Kenya in 2006-2016: A Transformational Leadership Theory Perspective" (DBA candidate from Kenya)
- "Infusing Multiculturalism into the Management Studies Curriculum of Nigerian Tertiary Institutions to Achieve Workplace Social Harmony" (DBA candidate from Nigeria)
- "A Gendered Perspective on Leveraging Technology for Sustainable Social Enterprises: A Narrative Inquiry" (PhD candidate from Germany)
- "Employment Challenges of Small- to Mid-Sized Organizations Considering Employment of High Functioning Adults on the Autism Spectrum: A Multiple Case Study" (PhD candidate from the United States)
- "Novice Entrepreneurs' Experiences with the Coach-Protégé Relationship in Developing Economies: A Multiple Case Study from Nigeria" (PhD candidate from Nigeria)

[Click here](#) for a complete list of doctoral dissertations approved in 2018.

Professor Development

ISM recently sponsored two of its professors to attend the Microeconomics of Competitiveness Faculty Workshop with Michael Porter at Harvard University. Porter's Diamond of National Comparative Analysis is already being covered in our Global Economics course. The professors were introduced to another topic, Porter's Shared-Value Framework

about how both firms and society can benefit from a new business model framework in terms of value creation, social inclusion, and economic prosperity. They were inspired to create a new webinar on the topic at ISM and are in discussions with the Academic Department on how this can take place. They were also encouraged to contribute new original articles or cases on the topic.

As part of the Diversity and Inclusion Plan, ISM plans to spread awareness about these institutional values to all faculty as well as its entire community. To this end, ISM and the Diversity and Inclusion Committee will be working together to organize a webinar on how professors can include diversity and inclusion values in their teaching. This webinar will include faculty collaboration as well as development.

The majority of ISM's faculty is adjunct. In an effort to strengthen its relationship with professors, ISM has contracted 9 professors to be part of its core faculty. Core faculty members are encouraged to contribute research to the field of business higher education by publishing academic papers and attending conferences using their affiliation with ISM. Core faculty members also participate in committees, act as local ambassadors, and facilitate professional opportunities. Although ISM's faculty are dispersed all across the globe, these core faculty members represent the voice of professors as well as that of the institution.

Research Strategy

ISM's five-year strategic plan (2019-2023) stresses the importance of collaboration and research amongst students and faculty. As of now, core faculty members are encouraged to engage with the business community by publishing and/or attending conferences (with the financial support of the institution). Professors are also encouraged to assist students by co-authoring articles to help students publish their research. Moving forward, ISM will put more energy into facilitating collaborations between faculty members to author their own business case studies based on topics of individual areas of expertise. The aim is to capitalize on ISM's network of industry experts and to produce high quality materials for class use.

Notable Achievements

- Core faculty member Professor Daphne Halkias participated in an online expert panel facilitated by Business Fights Poverty, a network of business and development professionals collaborating for social impact. The topic of the panel was the role of business in education and training for sustainable development. See the full list of participants and questions [here](#).
- Core faculty member Professor Ivo Pezzuto contributed to an article in *Forbes*. In the article titled "This Chart Explains GM's Woes Better Than Blaming Trump," he argues that the current challenge to the auto industry in the US is not only due to trade war threats and tariffs but also to changing consumer habits, and tastes, such as the shift towards sharing economy models and preferences for innovative, green and eco-friendly vehicles. Read the full article [here](#).
- PhD alumnus and now core faculty member Professor Michael Neubert presented three articles at the 11th annual conference of the EuroMed Academy of Business in Malta. The papers that he presented were titled "SMEs Perceptions on the Impact of Digitalization on Internationalization," "Corporate Valuation of SAAS Companies: A Case Study of Salesforce.com," co-authored with ISM International MBA student Benjamin Cohen, and "Impact of Business Intelligence on Export of Software Firms in Emerging Markets" with Augustinus Van der Krogt. For more information about the EMAB Conference, visit <http://euromed2018.com/>.
- PhD candidate Maria Pressentin won the Best Paper Award at the ACBSP Region 8 Fall Conference hosted by ISM in Paris. Her paper was titled "Ingredients for Social Entrepreneurial Leadership: Self Mastery, Networks, Work Values, and Competence." As the winner of the Best Paper Award, Ms. Pressentin will compete for the Best of Regions Excellence Award at the ACBSP's annual conference in June 2019 in

Houston, Texas. Find the full conference proceedings for 2018 on the ACBSP website: <https://www.acbsp.org/>.

- PhD candidate Ram Ramachandran authored an article in the CEO Insights section of *Silicon India* magazine on workforce development. The article, titled “Cognitive Process Automation - Digital Workforce Revolution,” explores how rapid advancements in technology are impacting businesses and how we work. Read the full article [here](#).
- DBA candidate Sochi Iwuoha co-authored a report for the Canadian Energy Research Institute. The report explores the role of carbon management policies in transforming the way electricity sources are consumed in Canadian provinces and the resultant electricity rates. Read the full report [here](#).

To read more, go to <https://www.ism.edu/news/news-from-ism/>.

PRINCIPLE 5 : PARTNERSHIP

“We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.”

Business Site Visits

During the academic year, ISM organizes business site visits in the city where face-to-face courses are being held. An average of two business site visits are organized in Paris and about three in other partner locations during the fall semester (e.g. Shanghai, São Paulo, Cape Town, New Delhi, New York). Site visits usually include a tour of the business facilities as well as a speech by a company employee on a topic related to the accompanying course.

A few of the companies visited during the 2018-2019 academic year include:

- [Station F](#) in Paris, France (start-up incubator)
- [Schoolab](#) in Paris, France (innovation campus for students, start-ups, and companies)
- [Fair Cape Dairies](#) in Stellenbosch, South Africa (dairy farm)
- [Innovus](#) in Stellenbosch, South Africa (university innovation company)

Memberships

ISM is a member of various organization to continuously work on improving and innovating its course curricula, organizational procedures, and business networks.

Accreditation

- Accreditation Council for Business Schools and Programs (ACBSP): ISM’s Director of Academic Affairs is the chair of Region 8 of the ACBSP. In that function, he and ISM recently organized the organization’s annual conference in Paris, France. Along with the Region members, ISM’s community including students, faculty, and alumni were invited to join and submit papers. One of ISM’s PhD candidates won the conference’s best paper award, and one of its student teams won second place in the business simulation challenge. As part of the conference, ISM hosted its annual business pitch competition, Pitch in Paris, and invited entrepreneurs around the world to submit their business plans.
- International Accreditation Council for Business Education (IACBE)

Membership

- Association to Advance Collegiate Schools of Business (AACSB) International

- Association for Transnational Higher Education Accreditation (ATHEA): ISM is a founding member, and one of the Admissions Officers at ISM is currently Secretary of the ATHEA board of directors.
- American Chamber of Commerce in France: As members of the AmCham, ISM staff members are invited to networking events and business talks hosted by the organization. For the ACBSP Region 8 Conference, ISM had the co-chair of the AmCham's Women's Committee give the keynote speech. ISM's Student Services Coordinator is a member of the Women's Committee and attends events related to her work on ISM's diversity and inclusive initiative.
- Executive DBA Council
- Principles for Responsible Management Education (PRME)

To learn more about our accreditation and recognition, [click here](#).

Partnerships

ISM has ongoing partnerships with the following business schools and offers two-week programs to its students to take electives towards their business degrees at these locations:

- Baruch College CAPS, New York, USA
- St. John's University, New York, USA
- Stellenbosch University, Stellenbosch, South Africa
- Cape Town University, Cape Town, South Africa
- Fudan University, Shanghai, China
- Donghua University, Shanghai, China
- Amity University Noida, Uttar Pradesh, India
- HSM Educação, São Paulo, Brazil (where ISM students were invited to attend the HSM Expo as part of one of their courses)

PRINCIPLE 6 : DIALOGUE

"We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability."

Events

ISM continues to show its dedication to dialog and debate among its key stakeholders by organizing and attending international events.

- ISM hosted the 2018 annual ACBSP Region 8 conference in Paris, France. Among attendees were ACBSP Region 8 members as well as ISM students, faculty, and alumni. The conference was on the theme of developing entrepreneurial leadership, a value that is important to ISM and the greater business education community. ISM's Director of Academic Affairs was the chair of the region last year and has attended (and will continue to attend) annual conferences to upkeep ISM's quality education and accreditation with the ACBSP.
- ISM organizes and hosts an annual business pitch event, inviting both internal and external community members to present, judge, and attend.
- During the academic year, ISM hosts networking events during course weeks a few times per year. There are approximately four events per year on its main campus in Paris and one per year at each of its international partner locations while ISM students and alumni are in attendance (in 2018, this was in New York and in Stellenbosch, South Africa). This is an opportunity for students, faculty, and local alumni to exchange ideas and expand their professional networks.

- As a member of the AACSB, ISM sends its Director of Academic Affairs to attend AACSB annual conferences.
- With its international partnerships, ISM organizes two two-week programs per year at one of its partner campus (New York, Shanghai, São Paulo, Cape Town, New Delhi). During these classes, students and alumni take classes with local professors and learn about doing business in the foreign country. Students earn credit towards their degree and interact with different faculty to learn first-hand how to conduct business in an international environment.

Print

- [*The ISM Journal of International Business*](#)
- [*Perspectives: A Look at Diversity and Inclusion*](#)

Other

- Mentorship: current students are offered the option to be paired with alumni as mentors for advice, support, and professional development.
- ISM is working on expanding its career placement opportunities. It will create partnerships with local businesses that can help find internship or job opportunities for its Paris IMBA students (DBA and PhD candidates at ISM are already employed).
- Other ISM staff conference attendance include Graduate Management Admission Council, Association of African Universities, and PRME.

PRINCIPLE 7 : ORGANIZATION PRACTICES

“We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students.”

Recognition

- 2017 IACBE commendation for the ISM faculty handbook
- 2017 Baruch College CAPS Corporate Learning Partners Award
- 2018 ACBSP Region 8 Conference Best Paper Award to Maria Presentin, ISM PhD candidate

Diversity and Inclusion Initiative for Social Sustainability

- Institutional plan with reporting targets to be monitored by committee
- Scholarship opportunities for women and people from underrepresented or economically disadvantaged regions

APPENDIX A: SYLLABI FOR PRME-RELATED COURSES OFFERED

Business Ethics & Leadership

Introduction

This online course of Business Ethics and Leadership explores the moral dilemmas and problems that arise in business and considers the ways ethical principles and standards ought to be applied to business practices. Ethics is also about right versus wrong, and about how best to live meaningful lives; both these questions are addressed in a serious discussion of business ethics. The course will develop and deepen students' understanding of our moral obligations to each other, the importance of moral character in business, and the good the business promises to bring to society.

Course Description and Learning Objectives

In this course, students will study, identify and critically analyze ethical principles inherent to business decisions. They will analyze and justify ethical positions taken on specific business issues by participating in discussions, completing written course assignments and video presentations. Students will examine case studies and contemporary events, as well as draw from personal individual experience to develop insights into their own approaches to leadership and collaborative work, and to strengthen their ethical leadership style and management practices.

Learning Outcomes

Upon successful completion of this course, students will be able to:

- Appraise the principle business ethics theories and their intellectual foundations;
- Evaluate ethical problems in a business context in terms of utility, rights, equity, common good and virtue;
- Critically assess concepts of corporate social responsibility and governance;
- Appraise leadership theories in the context of ethical business practices.
- Apply leadership practices to relevant business contexts in order to add business value.

Key Topics of the Course

- What is business ethics?
- Understanding right and wrong
- Ethical theories
- Defining business ethics
- Organizational ethics
- Corporate social responsibility
- Corporate governance
- The role of government and regulation
- Blowing the whistle
- Ethics and technology
- Ethics and globalization
- Ethics in a competitive market
- Sustainability and business ethics
- Ethics and leadership

Entrepreneurship & Innovation

Course Description

This module focuses on the broad field of Entrepreneurship and Innovation. More specifically the module strives to empower students with a deep understanding of entrepreneurship

ecosystems as they pertain to and manifest in terms of corporate, individual and social entrepreneurship. The course further assists students in identifying and exploring potential opportunities which can be exploited in an entrepreneurial manner – in the different entrepreneurial settings.

Learning Objectives

- Develop sound systemic insights on the part of the participants and to enable them to chart the key components of systemic entrepreneurship
- Promote sustainable value innovation in the entrepreneurial ecosystem
- Cultivate an understanding of and appreciation for the dynamic multi-directional relationships amongst the various components/elements of the entrepreneurial ecosystem

Learning Outcomes

Upon successful completion of this course, students will be able to:

- Examine the role of the entrepreneur in the core entrepreneurial system
- Appraise the impact of Industry 4.0 and digital transformation on entrepreneurship
- Implement systemic innovation in different entrepreneurial settings (including in SME's)
- Evaluate the dynamics of family businesses and be able to contextualize family business entrepreneurship
- Critically assess the barriers and enablers of SME internationalization
- Demonstrate leadership skills required to ensure sustained levels of corporate entrepreneurship in organizations
- Evaluate the key role of social entrepreneurship in the entrepreneurship ecosystem

Principal topics covered

- Topic 1: The notion of Systemic Entrepreneurship (context, content and processes)
- Topic 2: The entrepreneurship ecosystem with all its various dimensions and manifestations
- Topic 3: The core ecosystem:
 - The lead entrepreneur(s)
 - Enterprise behavior
 - Intermediary entrepreneurial outcomes
 - "Final" entrepreneurial outcomes
 - Generic business models for innovative entrepreneurship
- Topic 4: The innovation imperative for successful entrepreneurship
- Topic 5: The impact of Industry 4.0 and the digital transformation on entrepreneurship
- Topic 6: SME entrepreneurship and entrepreneurial firm internationalization
- Topic 7: Corporate entrepreneurship in the digital age

- Topic 8: Family business entrepreneurship
- Topic 9: Social entrepreneurship

Innovation & Internationalization of South African SMEs

Course Description

A vibrant SME sector is a key prerequisite for optimal socio economic societal development. Whilst the entrenched strategic dictum about the role of SMEs is one of complementarity – SMEs acting complementary to big businesses – this is no longer the case. Due to the interaction of a range of major driving forces, including technology, SMEs are impacted by globalization and in many instances, enabled to exploit international market opportunities – opportunities which, due to factors such as economies of scale, used to be perceived as the exclusive domain of big businesses. This is a very exciting opportunity for SMEs – also for South African SMEs. This course will focus on SME internationalization models and approaches and the application thereof in a South Africa context where SMEs have to overcome a range of physical as well as non-physical challenges to be successful in an international context. The course will be based on a number of core inputs by the facilitator, group assignments, exposure to the lead entrepreneurs of successful South African international SMEs; and, interaction with ‘born global’ South African SME startups.

Seminar objectives to be achieved via a range of interrelated learning & teaching approaches.

Learning Outcomes

On completion of this course participants will be able to:

- Critically assess the role of SMEs in the South Africa context
- Identify and appraise opportunities for business entries into the South Africa economy
- Chart the growth and development paths of South Africa SMEs
- Appraise the South Africa SME ecosystem with its specific contextual constraints and realities
- Evaluate and apply internationalization models for SMEs in the South Africa context
- Examine the role of incubation and acceleration as it applies to the South Africa SME sector
- Identify and deal with the moderators of innovation and internationalization in family business

Principal Topics Covered

- A critical evaluation of the key components of both the macro and micro dimensions of the South Africa SME ecosystem
- An appraisal of the dynamic multi-directional relationships between the various components/elements of the ecosystem
- In a contextualized manner, an identification and exploration of potential research areas where a significant contribution can be made to SME theory building
- Assessment of the dynamics of SA family businesses
- Assessment of the barriers and facilitators of SASME internationalization
- Evaluation of the importance of the role of innovation in SMEs

Leadership & Management of Non-Profits

Course Description and Learning Objectives

The course provides a survey of leadership and management competencies and strategies for today’s non-profit organizations. Together we will learn about the growing role of non-profit

organizations, strategically exploring the latest management competencies and relationships with business that contributes to their mission. Though not a detailed management course, the course will help students relate other business coursework to the management of mission-based organizations and help students relate to non-profit organizations from a variety of perspectives.

This course will examine and apply best practices in management and leadership theory and will integrate previous coursework and personal experience on leading or working with a non-profit institution in an environment that is competitive, constantly changing, and increasingly global. Students will be equipped with a knowledge of non-profit management competencies that will include:

- How the non-profit sector relates to business
- Non-profit structures and entities
- Key roles in managing non-profits
- Management stakeholders in the non-profit sector
- Strategic planning
- Marketing and use of social media
- International concerns, including entering different markets and cultural difference in philanthropy
- Financial statements for non-profits
- Fundraising

Learning Outcomes

Upon completion of this seminar, students will be able to:

- Critically assess the history and current status of the non-profit sector
- Analyze differences and similarities between the management of non-profit and for-profit organizations
- Analyze management and marketing concerns in the non-profit sector
- Critically assess the basic legal and regulatory environment in which charitable non-profits operate
- Examine and apply selected management competencies and how they are applied to charitable non-profit organizations such as to fund development, strategic planning, social marketing, volunteer management and program assessment
- Plan and design a basic fund development plan for a charitable non-profit

Social Entrepreneurship

Course Description

This seminar will investigate social entrepreneurship, which occurs when entrepreneurs use business methods to solve social and/or environmental challenges that are not adequately addressed by the traditional corporate sector or addressed by unsustainable donor-driven models of the nonprofit sector. Social entrepreneurship also includes social intrapreneurship, where existing companies develop new income opportunities by addressing social and environmental challenges in a profitable and scalable manner. As the traditional lines between the government, business and nonprofit/NGO sectors continues to blur, it is critical that business students understand the opportunities and challenges of this new environment. Through this course, students will study and explore sustainability, impact and performance, innovation and leadership as they pertain to the development of social entrepreneurs.

Learning Objectives

This course will examine and apply best practices in social entrepreneurship and will integrate previous coursework and personal experience on leading or working with a for-profit or a nonprofit institution in an environment that is competitive, constantly changing, and

increasingly global. Students will be equipped with a knowledge of social enterprise including:

- Similarities and differences to traditional non-profit and for-profit institutions
- History and growth of the sector
- Legal structures
- Management challenges and opportunities
- SE as a marketing and funding strategy
- Tools and models to evaluate SE initiatives
- Methods of scaling

Learning Outcomes

Upon successful completion of this seminar, students will be able to:

- Critically assess the fields of social entrepreneurship and social “intrapreneurism.”
- Analyze differences and similarities between the management of social enterprises and more traditional for-profit or non-profit ventures.
- Analyze and critique evaluation measures of social impact.
- Critically assess the basic legal and regulatory environment in which social enterprises operate.
- Determine the most effective way to build and scale a social enterprise.

Principal Topics Covered

- Social entrepreneurship
- Scaling and evaluating a social enterprise
- Being a social entrepreneur

Innovative Business Models & Emerging Markets

Course Description and Learning Objectives

Students will attend the various conferences during the HSM Expo. The topics of the conferences include scenario building, innovation and technology, strategy, high performance, and leadership. By attending these conferences, students will be able to identify the key drivers that make a business model innovative and sustainable.

To succeed in the marketplace, a wonderful idea needs an innovative and adaptive business model. A business model is basically a blueprint for planning and creating an innovative company. A business model enables us to navigate the creative process of launching and managing a company in a structured way. Students will be able to compare the business models of successful companies. A special emphasis will be given to innovative business models implemented by companies from emerging markets.

Learning Outcomes

Upon successful completion of this seminar, students will be able to:

- Identify the key change drivers that make up a successful business model
- Evaluate whether these drivers are sustainable in the new digital economy
- Discuss the applicability of each driver to different economic sectors
- Compare the different models that try to create the successful business model of the future
- Develop an innovative and sustainable business model
- Assess the applicability of successful business models to an emerging market context

Principal topics covered

- Business models
- Innovative business models
- Digital economy
- Strategy
- Key drivers of change
- Emerging markets

Topics in International Business

Course Description

This seminar is designed for executives, entrepreneurs and graduate students who wish to deepen their knowledge of international business in light of recent market developments and academic analyses.

The course begins with a review of basic international commercial practice and explores ways in which it may be changed or revolutionized by emerging technologies, in particular blockchain and distributed ledger systems. No previous background in international trade or international management is required.

We will then review the basics of cultural dimensions theory and its relevance for cross-cultural management, with additional perspectives from personality psychology and cultural neuroscience. We will conclude with an overview of international corporate social responsibility and then focus on the growing Fair Trade movement.

Each section will involve class discussion of a case study or simulation; in order to participate, students will be required to have completed basic readings in advance.

Learning Objectives

1. Review and expand upon the foundations of international trade: international commercial practices, international transaction structures, and governing international organizations.
2. Explore and critique proposals for use of digital technologies in international business, with particular emphasis on blockchain and distributed ledger technologies.
3. Review the fundamentals of cross-cultural management theory in light of developments in cultural psychology and cultural neuroscience.
4. Analyze the growing Fair Trade movement in light of alternatives for international corporate social responsibility.

Learning Outcomes

Upon successful completion of this two-day course, participants will be able to:

1. Critically assess the sequence of events in an international trade transaction with an appreciation of the potential benefits, costs and risks of different alternatives.
2. Analyze the opportunities for use of blockchain and distributed ledger technologies in international business.
3. Appraise the cultural dimensions at play in cross-cultural management situations and assess how these dimensions relate to personality psychology and recent developments in cultural neuroscience.
4. Critically assess the Fair Trade movement in terms of social impact, entrepreneurship and international corporate social responsibility.

Principal Topics Covered

- International trade practice and the potential impact of digital technologies on business practices.

- Cross-cultural management theory as enhanced and updated by personality psychology and cultural neuroscience.
- International corporate social responsibility generally, and specifically the case of Fair Trade certified products.

Brazilian Economy & Trends

Course Description and Learning Objectives

Over the few last decades, Brazil has attracted attention along with other emerging economies. The global economic performance came from the calm of the Great Moderation to the full-blown financial crisis and some global imbalances still persistence. Based on this background, we will address the consequences of such environment in Brazil. We will analyze not only the impacts of the global problems in Brazil, but also the Brazilian response to the crisis. Moreover, the self-inflicted problems such as the fiscal and political crises of the 2015 is a very recent and interesting topic to address. Hence, the objective of this course is to discuss important strengths and weaknesses of the Brazilian economy in a very convoluted world economy. This seminar will highlight the sectors with the most potential as well as those which are the most fragile. The course also discusses important features that changed the landscape of the Brazilian economy, such as social phenomena and changes in consumer behavior. The seminar will include a required visit to a Brazilian bank.

Learning Outcomes

Upon successful completion of this seminar, students will be able to:

- Critically assess recent global economic developments and their impact on Brazil
- Identify economic trends and draw scenarios about the Brazilian economy.
- Appraise the strengths and weaknesses of the Brazilian economy and why it is mandatory to rescue economic productivity, and increase potential GDP growth
- Evaluate the limits of fiscal and monetary policy to enhance Brazilian growth
- Analyze the problems of credit and the banking system in Brazil
- Assess the links between politics and economics in Brazil.

Principal topics covered

- The Global Economy and Trade and the emergent Economies
- The Great Recession in US and Debt Crisis in Europe
- GDP; Inflation Rate; Interest Rate; Unemployment Rate; Risk of Investing in Brazil.
- Understanding economic growth of the Brazilian economy
- Monetary and Fiscal policies in Brazil
- Credit and the Banking Sector in Brazil
- Risks and the modern view of Brazil Political Risk evolving 2018 general elections.

Doing Business in Brazil

Course Description and Learning Objectives

This seminar will allow international business students to develop an understanding of the competitive business environment by studying Brazilian business culture and its industrial landscape, as well as Brazil's legal and regulatory framework for business. The seminar will also equip the participants with knowledge and skills to make a successful entry into the Brazilian market. This seminar will include a business site visit to a Brazilian law firm.

Learning Outcomes

Upon successful completion of this seminar participants will be able to:

- Critically assess the complexities of Brazilian culture, and the historical traits of Brazilian society and their impact on business practices;

- Apply knowledge gained about Brazilian culture to business situations;
- Demonstrate cross-cultural negotiation skills and evaluate their importance in international business contexts;
- Appraise the entrepreneurship environment in the country and how to apply that knowledge to business problems;
- Critically assess entry modes for any company wishing to access Brazilian markets.

Principal topics covered

- Brazilian culture
- Brazilian history
- How to negotiate with Brazilians
- Entrepreneurship in Brazil
- The Brazilian Venture Capital Industry
- Legal aspects of doing business in Brazil
- Deciding the best entry mode

Doing Business in Africa: African Economy for Business Leaders

Course Description

This seminar is designed to equip delegates with a keen appreciation of the challenges and opportunities of doing business in Africa in general, and South Africa in particular. The point of departure for such an appreciation is an intimate understanding of the contextual environment within which businesses – big and small – operate. Businesses have limited, if any, influence on and control over the economic, political, regulatory, social, demographic, technological, and cultural forces that are omnipresent, but nonetheless need to be keenly aware of the ways in which these forces, individually and collectively, have a bearing on their business performance, and therefore decision-making and strategy formulation. At the same time, it needs to be recognised that no country, region or continent exists in a vacuum. Indeed, the smaller an economy, the more exposed it is to global forces and trends. These are explored, along with a critical analysis of the role played by various multilateral agencies (such as the IMF and the World Bank). Having established the essence and implications of the contextual environment for operating in Africa, and the global forces and transactional environment that influence the corporate milieu, a further major theme of the module is to explore the opportunities for, and challenges facing, entrepreneurial activity across the continent.

In shifting the emphasis toward South Africa, some of the major themes to be explored, will include

- an understanding of the development of the South African economy over the last two decades;
- a review of the effect of policy decisions;
- an assessment of the strengths, weaknesses and structural challenges inherent in the South African economy; and
- an understanding of the implication of the interaction between changes in one or more of a wide range of macro-economic forces.

Learning Outcomes

Upon successful completion of this course, students will be able to:

- examine and contextualize the diversity of Africa's economies;
- critically assess the developmental potential of Africa's economies;

- appraise the influence on economies and businesses of a range of interwoven environmental forces (economics, politics, technology, social, demographic, cultural);
- evaluate the meaning and implications of and requirements for regional economic integration in Africa;
- examine the role played by international financial organizations and other supra-national bodies;
- identify opportunities for entrepreneurial ventures in Africa;
- critically evaluate the development of the South African economy over the last two decades, and trace the effect of policy decisions;
- assess the strengths, weaknesses and structural challenges inherent in the South African economy; and
- appraise the implication of the interaction between changes in one or more of a wide range of macro-economic forces.

Principal Topics Covered

In order to achieve the above objectives and learning outcomes, the three-day programme will consist of the following major themes/topics:

- **Africa - history, geography, politics, culture & diversity** (Geographic profile, regional differences and contrasts. The emergence of democracy.)
- **Africa in the global context** (Africa and the Sustainable Development Goals. Influence of global economic and political factors on Africa. Implications of the power shift from the West to the Rest. Role of multilateral agencies)
- **Africa - social and demographic context** (Poverty and human development. Health and disease patterns. Mortality and life expectancy. Population growth. Education, training and the skills mismatch. Youth: demographic dividend? The role of women in Africa)
- **Africa - economics context** (Macro-economic review of Africa by region. Resources: blessing or curse? From aid to debt to FDI. How to achieve inclusive growth. Can the Mauritius story be emulated? Regionalism in Africa. Promoting industrial development in Africa)
- **Africa - technology context** (Assessing Africa's innovative and technological capabilities. Innovation, technology and sustainable growth. Diffusion of ICT in Africa. The further digitisation of Africa. ICT and economic transformation)
- **South Africa** – historical and political context.
- **The fundamentals of macro-economic analysis in South Africa** (The fundamentals of macro-economic analysis in South Africa. The causes of unemployment. Causes and consequences of inflation. Purpose and composition of a balance of payments. Definition of exchange rates. Explaining exchange rates fluctuations. Implications of exchange rate fluctuations. The relationship between interest rates. The demand for credit, money supply growth, inflation, the exchange rate and economic growth.)
- **Economic policy in South Africa** (Monetary policy. Fiscal policy)
- **Economic strategy in South Africa since 1994** (The development of economic thinking and ideology since 1994. The Reconstruction and Development Programme (RDP). Growth, Employment and Redistribution (GEAR). The Accelerated and Shared Growth Initiative of South Africa (AsgiSA). The New Growth Plan. Vision 2030).

Twenty-First Century Leaders as Mentors & Coaches

Course Description

This course focuses on equipping leaders with practical coaching skills, tools, and models to enable them to incorporate coaching as part of their leadership style as well as the ability to

self-coach. Learning will be experiential and involve engaging in role-plays, group discussions, and skills practice as well as engaging senior South African academics in an interactive afternoon session. At the end of this seminar, participants will have a greater understanding of what coaching is, be equipped with basic coaching skills, have a variety of coaching tools they can use, and be able to identify situations in the workplace where coaching conversations would be most appropriate.

The seminar is presented in a specific Africa/South Africa context where leaders face daunting challenges exacerbated by the remnants of socio political system; by realities such as a lack of sufficient diversity (race, gender and paradigms, acute inequalities between junior and senior staff members, labor force upheavals and skill shortages (to name but a few).

It is in this daunting context that leaders in general have to continuously strive to optimize their respective organizations. This presents leaders with huge challenges. This accentuates the call for a 'new' type of leadership – leadership which encompasses all the attributes of the true transformational leaders; leadership which is characterized by effective mentoring and coaching; leadership which embraces complexity and has the ability to reduce these complexities to manageable simplicity.

Learning Outcomes

Upon successful completion of this seminar, students will be able to:

- Identify key contextual prompts that call for a specific situational leadership approach fitted to the specific context
- Identify and examine the systemic elements of the leadership that would be optimal for the specific context
- Appraise the systemic leadership processes needed to facilitate the ongoing transformation of the particular organization
- Critically assess effective ways to inspire staff to take co-ownership of the vision of the organization
- Examine methods to coach staff from a perspective of individualized consideration in order achieve optimal alignment between personal and organizational goals
- Evaluate and apply methods for effective leadership Lead for results – from a perspective of being hard on results but soft on people
- Critically assess and apply an integral theoretical perspective to facilitate both self-development as well as the development of others (via amongst others, coaching and mentoring)

Principal Topics Covered

- Transformational leadership
- Leadership aimed at ensuring optimal diversity
- Integral theory from the perspective of the leader as individual/employees' self-perspectives, worldviews, the context of the expansive we that should co-produce the success of organizations, and, accompanying levels of individual and organizational behavior
- The notion of servant leadership in a volatile socio economic/socio political context
- Coaching and mentoring leadership perspectives and approaches

WHAT TO EXPECT

This competition provides a rare occasion to get recognized for an innovative business idea, to gain valuable feedback, and to network with contacts that could potentially bring the idea to fruition.

OPENING STATEMENT, DEAN CÉSAR BAENA

ABLE INNOVATIONS INC.:

mikhael@ableinnovations.ca

Presenter: Mikhael Taye

Able Innovations is developing technology to improve people's quality of life. The first product is the AbleChair, a "smart" wheelchair capable of automating patient transfer in a safe, efficient, and dignified manner. With this device, the well-being of patients and workers will be enhanced, and on a macro-scale, the device has a potential positive economic impact in the billions of dollars.

FC GEO-COOL:

amiller@hct.ac.ae

Presenter: Alfred Miller (on behalf of the HCT student team)

Geo-Cool, in its aim for clean and sustainable energy, is developing a mechanical piping system to convert the fluid from hot to cold depending on the environmental conditions and underground temperature. The system can also provide heat and hot water as a by product via a thermoelectric process.

iVOTE APP:

rebekahplacide@gmail.com

Presenter: Rebekah Placide (Khaled Zayed for Q&A)

The iVote app using blockchain and biometric technologies will provide a secure, efficient, and smart voting system in the US that encourages trust and transparency in the electoral process. The app will run initially on the iOS operating system and then on the Android system allowing for real time results on Election Day.

INNOVATE AFRICA:

deseye_5@yahpo.com

Presenter: Deseye Umurhohwo

Passionate about promoting innovation in Africa, the idea is the provision of a seamless and convenient platform where innovators can meet with manufacturers, investors and other relevant stakeholders to network and establish partnerships that will lead to the creation of innovative products to meet consumers' needs.

STOCKLY:

elliott@stockly.ai

Presenter: Elliott Jabes

Stockly is a software whose goal is retail evolution. It aims to establish a network connecting brands' and e-retailers' inventories. The partnered e-retailer becomes the convenient option for customers, attracting a larger clientele likely to return.

QUOTE KILLER:

sirguigou@quotekillerapp.com

Presenter: Guillaume Lauseure

The Power of "AI" as your own private negotiator. Quote Killer has developed an app to negotiate quotes and save money. Targeting B2B and B2C in the main areas of: car repairs, home repairs and renovations, furniture and office supplies. The App's user friendly design is geared for people of all ages.

MEETING WITH THE WINNERS

hojung@homecooked.io

Presenter: Hojung Kim

Homecooked uses food to connect people. Concerned about how loneliness and over-digitilization are plaguing the society, they created a social dining platform that organizes small group meals at the homes of local chefs. Events are organized around shared interests between the guests at the table.

MEETING WITH THE WINNERS

olurb@hotmail.com

Presenter: Olu Rufen-Blanchette

Glowrize's mission is to provide a true platform for public sentiment through its Freemium interactive mobile application and website. Special features are: constant access to popular public figures, users can keep their favorite public figures relevant and a contribution to the Renowned Glowrize Celebrity Rating.

NETWORKING FOR THE PITCH PRESENTERS DURING JURY DELIBERATION

AWARDS CEREMONY

CELEBRATORY TOAST AND FAREWELL



JUDGES



Jack Russo is the founding partner in the Silicon Valley law firm Computerlaw Group LLP. Jack's firm focuses on representing entrepreneurs, teams and growth companies in the protection of their ideas, inventions, and businesses. The firm specializes in the areas of Internet, e-commerce, software and other intellectual property protection, infringement, and licensing.



Leigh Soutter is the Vice President of the venture capital firm Florence Venture Partners. She is a board member of the ride-share provider Wingz and plays an active role with several start-ups. Her experience has focused on projects involving research and analysis, product management, and marketing.



Ken Tencer is the CEO of Spyder Works. Ken is a business innovator and best-selling author who helps organizations master better futures. He is co-developer of The 90% Rule®, a success-tested innovation process that enables businesses of all sizes to identify, filter, and implement growth opportunities. A successful entrepreneur and business developer, Ken has built companies internationally in manufacturing, product development, distribution and professional services.



Yvonne Jouffraut is the Founder and Chief Innovator at Tour Buddy Apps, a software platform for offering GPS-triggered audio tours with clients around the world. Yvonne has been involved in the creation of dozens of start-ups and new products as a founder, advisor, consultant and investor.



Phillip Hirsch has extensive public and private company experience, spanning several industries: President and CEO of a publicly-held consumer products company, COO of 3 high technology companies, VP responsible for world-wide planning and business development for a Fortune 100 company, as well as the CFO for several companies in technology, hospitality and consumer products industries.

THANK YOU

None of this would have been possible without the help of our

Judges: Jack Russo, Leigh Soutter, Ken Tencer, Yvonne Jouffraut, Phillip Hirsch

Pitchers: Mikhael Taye, Alfred Miller, Rebekah Placide, Deseye Umurhohwo, Elliott Jabes, Guillaume Lauseure, Hojung Kim, Olu Rufen-Blanchette

Project Manager: Michelle Garcia

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PITCH IN PARIS

November 17, 2018

