

IN THIS EDITION:

2021 ANNUAL REPORT

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CROSS-BORDER SOLIDARITY IN A TIME OF CRISIS:
THE STORY OF TWO ISM STUDENTS

ISM ANNUAL

2021

INTRODUCTION



Alison Knight, MSW, Executive Director

Dear ISM community,

Another year of life with COVID-19 has gone by, and we are missing each of you. It was with great pleasure that we recently confirmed the return to in-person courses in Paris and New York in 2022. This decision was not an easy one, as we had to weigh many factors: constantly changing travel restrictions, the commitment to protecting our community, and the desire to respond to the demands of our stakeholders. We are aware that there are elements outside of our control that may change our plans, but we are optimistically moving forward.

For those of you eager to get back into the classroom or attend in-person events again, we look forward to seeing you soon. And for those of you unsure about traveling, we welcome you to continue taking courses online. It is important to us that we offer options that suit everyone’s comfort level and ability to travel.

Although the return to in-person courses is decidedly the most exciting part of 2022, we have much to look forward to and much to be proud of from this past year. In this newsletter, you will meet the newly appointed department chairs and join us in celebrating some of our community’s highlights and achievements.

A special congratulations to those who graduated in 2021!

Alison Knight, MSW, Executive Director

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EXCITING CHANGES AHEAD AT ISM

Maurice Forget, LLM, Chairman of the Board

Dear ISM community,

After almost two years of remote learning and solely online interactions, 2022 will finally mark the return of in-person courses in addition to other significant changes for our institution.

First, I would like to sincerely thank Professor César Baena for his six years as ISM's Dean and Director of Doctoral Research. César positively impacted the school, the doctoral programs, and the overall ISM community through his dedication and expertise.

In January, Dr. Baena will be succeeded by Dr. Matthew Andrews, ISM's former Director of Academic Affairs. Matthew has a long history with ISM, going all the way back to the 90s and the school's very first years. Along the way, he made impressive contributions to our institution, its academic standards, international reputation, and the success of almost every ISM graduate whom he met. I am truly convinced that he will be an outstanding Dean and Director of Doctoral Research for ISM, and I wish him the best of luck for this new milestone in his career.

Moreover, a new academic leadership team will come into place as of January. I would like to officially congratulate and welcome ISM's three first Department Chairs: Dr. Tobias de Coning (Entrepreneurship & Innovation), Dr. Jamey Heit (Learning & Development), and Dr. Chris Schinckus (Finance).

This is an exciting new model for ISM and its research community. Bringing together the energy of our faculty members and students around a shared specialization and interest, department chairs will be fully dedicated to exceeding academic standards for both courses and research in their specific fields. Personally, I am very much looking forward to working with Tobias, Jamey, and Chris.

I wish you and your families all the best for 2022, and I am looking forward to finally seeing you again in person at one of our courses or events this year!

Best regards,



Maurice Forget, LLM, Chairman of the Board





2021 ANNUAL REPORT

ISM Executive Leadership Team

LEADERSHIP & STAFF

Iain Ormod joined the ISM team as the Financial Manager.

Matthew Andrews was appointed as the new Dean and Director of Doctoral Research.

ISM developed and appointed new department chair roles:

- Jamey Heit: Learning and Development
- Christophe Schinckus: Finance
- Tobias de Coning: Entrepreneurship and Innovation

Read more on page 7.

ADMISSIONS & NEW STUDENTS

Enrollments were fairly steady in 2021, despite the downturn in international enrollments experienced by most schools and universities throughout the world.

A few interesting points about the new students enrolled in 2021:

19 countries were represented, including Ireland, Canada, Kenya, Netherlands, Iran, Nigeria, Australia, USA, France, South Africa, Germany, Turkey, Algeria, Burkina Faso, Lebanon, Pakistan, Qatar, Japan, and Armenia.

This was the first year that women outnumbered men, with 54% women and 46% men.

ISM awarded over \$1.1million in scholarship funds in 2021.

FACULTY & RESEARCH HIGHLIGHTS

ISM welcomed several new faculty members in 2021 including:

- Alison Pearce
- Michael Workman
- Hanadi Taher
- Ulrike Mayrhofer

The 4th edition of the *ISM Journal of International Business* was released in July 2021.

The ISM-produced case study “Rebuilding Ground Zero: Global Negotiations” co-written by ISM DBA candidate Will Fawcett, Professor Andrew Thomas, and Dean César Baena was awarded Best Business Case Study 2020 in the North America Business Awards. **Read more on page 23.**

Featured Faculty News

Matthew Andrews published an article in the *Journal of Organizational Psychology* Vol. 21 (2): “The Role of Knowledge Management in Balancing Exploration and Exploitation in E-Commerce Firms”

Ivo Pezzuto published an article in *Risk Governance & Control: Financial Markets & Institutions* 10(4): Editorial: COVID-19: The unexpected and disruptive event that will radically shake up and change the world as we know it.

PROGRAMS & CURRICULUM

The Higher Education and Leadership specialization is now transitioning into a Learning and Development specialization to better reflect the demands of our students in today’s working world.

ISM added several new courses this year including:

- Career Development I
- Digital Transformation
- Dissertation Proposal Module
- Cybersecurity was revamped for online with a new professor.

DIVERSITY & INCLUSION

Pankti Gala, an ISM IMBA student, was appointed as the new chair of the Diversity and Inclusion Committee. **Read more on page 18.**

ISM hosted a webinar discussing women and negotiations in October 2021.

Over \$500,000 in scholarship funds were awarded to support DI initiatives as part of the Women in Business Scholarship and the Dean’s Opportunity Scholarship.

MEET ISM'S NEW DEPARTMENT CHAIRS

ISM's department chairs play a key role in guiding the academic and administrative activities for their designated specializations. In addition to teaching and dissertation advising, chairs oversee curriculum development and course content and coordinate faculty within their disciplines. Department chairs also make significant and varied contributions to the school through scholarly output, engagement in strategic initiatives, and participation in institutional governance.



TOBIAS DE CONING, PHD

Entrepreneurship and Innovation

Dr. de Coning is an academic from Stellenbosch University, South Africa, where he also holds a senior management position as Chief Director: Strategic Initiatives and Human Resources. His academic focus and background are in the fields of Strategic and General Management; Entrepreneurship – with a special focus on Entrepreneurship in small- and medium-sized enterprises as well as in Corporate Entrepreneurship (Intrapreneurship) and Human Resources Management. Professor de Coning is an experienced supervisor and study leader at both the master and doctoral levels. He has wide-ranging international experience.



JAMEY HEIT, PHD

Learning and Development

Dr. Jamey Heit holds a PhD in Literature, Theology, and the Arts from Glasgow University and has taught in a variety of Higher Education disciplines. His current research focuses on innovative uses of technology in learning and educational leadership. He routinely presents his work at international conferences and publishes in peer-reviewed journals. In addition to serving as Department Chair at ISM, he runs a profitable technology startup that specializes in AI-powered learning tools.



CHRISTOPHE SCHINCKUS, PHD

Finance

Dr. Christophe Schinckus holds a BSc in Engineering and Management; a BSc in Computer Science; an MSc in Engineering and Management; an MSc in Financial Risk Management; an MA in Philosophy of Science and a MAST (Master in Advanced Studies) in Economic Epistemology. He finished his first PhD in Economics in 2009 from the University of Paris I – Pantheon Sorbonne (France) and his second PhD in Philosophy of Science from the University of Cambridge (UK). Dr. Schinckus gained his teaching and managerial experience in different universities all around the world. He has published more than 130 papers in peer-reviewed journals and a book on Econophysics (Oxford University Press). In parallel to his academic activities, Christophe also collaborates as a research consultant for private companies, such as JP Morgan or Suez Gaz de France, and he recently worked with the African Development Bank.

CROSS BORDER SOLIDARITY IN A TIME OF CRISIS: THE STORY OF TWO ISM STUDENTS



Matthew Andrews, PhD, Dean and Director of Doctoral Studies

In August 2021, I was communicating with ISM DBA student Matthew (Mac) McLauchlin about the literature review on crisis leadership he was writing for my course, Writing a Doctoral Level Research Paper. Students often ask for extensions on their paper deadlines for a variety of reasons—personal and professional—but Mac’s reason for needing additional time was definitely out of the ordinary. He informed me that he was, “coordinating evacuation flights out of Afghanistan for the Coalition.”

Only a day before, concerned by what was going on in the country, I’d sent a message to our IMBA student, Fatima Mirza, who was based in Kabul, to ask about her safety and well-being; the stunningly rapid fall of Kabul to the Taliban had blindsided everyone. A month earlier, I had done an academic advising session with Fatima to discuss her remaining degree requirements; the danger posed by the Taliban had barely come up as a topic in our discussion. Now she was clearly alarmed. I asked her if there was any way I could help without having any clear idea of what I could actually do. Certainly, I didn’t imagine that with a simple email message, I could put her in touch with an ISM student who was uniquely positioned to actually help her.

Over the next couple of days, Fatima’s messages grew increasingly desperate. She had been hiding in her house for two days, afraid to leave. She expressed a feeling of abandonment by the international community. In her view, Afghan women had just lost all their recently acquired and hard-earned rights, not to mention progress towards career opportunities and economic empowerment. She informed me that the Taliban had started going door to door checking homes; they were searching for women who had been working with international

agencies, who had been involved in US or European missions, or who had done any kind of higher studies. Fatima was well-known for her work in Afghanistan for the Aga Khan Foundation, a private non-profit international development agency. Consequently, not only she but her entire family were at risk.

Fleeing Afghanistan was unfortunately not new to Fatima nor to her parents. Originally from Baghlan, a city in Northern Afghanistan, Fatima had fled to Pakistan with her family in 1998, when she was only four years old, during the first Taliban takeover. But when the US invaded Afghanistan in 2001 and overthrew the Taliban, her family returned. Optimistic about the future of the country, they were determined to build their lives there. Fatima, the eldest of eight children, graduated from Baghlan University with a BA in Mathematics and Physics in 2013, and also earned a diploma in medical sciences. After working as a financial officer for the Waziri Health Sciences Institute and as an assistant professor in mathematics at Baghlan University, she was hired by the Aga Khan Foundation. She started in 2014 as a Regional Senior Officer and later was appointed Area Manager in Baghlan where she worked from 2015 to 2017 before getting promoted to National Manager in Kabul in 2017. Her father meanwhile worked at a bank in Baghlan while her brother worked for the US embassy in Kabul.

The day Kabul fell to the Taliban, Fatima was working in her office and had to scramble to find a burka to keep her face hidden in order to safely make the trip home. She attempted to travel by car but, because of the intense traffic congestion due to the panic caused by takeover, she was forced to abandon it and walk for one and a half hours to reach her house. The fact that her brother worked for the US embassy meant he could get his name on a list to request a special visa for the US; how-

ever, the embassy’s willingness to help staff did not necessarily extend to other family members. It appeared there were no good options for her, her parents, nor most of her siblings.

After reading the email from Mac McLauchlin, although I considered it a long shot, I asked if he might be able to help Fatima. He responded immediately that he would help her. Over several chaotic and stressful days, Mac and Fatima were able to communicate—first by e-mail and then by WhatsApp. Up until that moment, I was only vaguely aware of Mac’s crisis management work and had little idea what the term “crisis management” even meant, let alone why he would be involved in the coordination of the evacuation of Kabul. Luckily for Fatima and her family, Mac was uniquely positioned and experienced for exactly this kind of mission. In fact, there are probably very few people in the world with the type of high-level access Mac has to contacts both in the US government and in Afghanistan.

After joining the US Navy when he was 18 years old and receiving training in intelligence, Mac worked for the US government as an international troubleshooter. When he stopped being a full-time employee of the government in 2014, he had served every administration since Ronald Reagan. Moreover, Mac had worked full-time in Afghanistan from 2004 to 2011, where he served in multiple roles, including CFO of the entire US mission, Director of Special Projects, and Senior Advisor to the US Ambassador (to name only a few). That’s already an impressive curriculum vitae when it comes to relevant knowledge and understanding of the country and the US involvement there. But there is more. Mac’s wife is Afghan, and her father and grandfather were both Afghan diplomats. This meant that Mac had a solid grasp of Afghan culture and a deep personal commitment to helping people like Fatima. He was ready to mobilize his formidable network, skills, and energy to get Fatima and her extended family out of Kabul.

In Mac’s view, the US was trying to coordinate in six days an operation they had expected to roll out over six months. Resources were limited, and the US Marines on the ground were instructed not to leave the airport. So initially, Mac tried to help Fatima and her family get to the airport in Kabul to board an official outgoing flight, but that proved impossible. The Marines had orders not to open the gates and, as most people will recall, the airport became a very dangerous place. Two people in Mac’s network were killed during the August 26 explosion which, according to news reports, killed dozens of Afghan civilians and 13 US service members. So they had to try an alternate strategy. This involved renting safe houses and organizing flights out of other locations, including Mazar-i-Sharif, a city located north of Kabul, close to the borders of Uzbekistan, and Tajikistan. Mac’s company had to coordinate and sponsor the flights at a cost of \$150K to \$200K each. Mac had to rely on personal connections with people working for airlines such as Kam Air, the largest private Afghan airline, and Turkish airlines. In some cases, his company had to directly hire private pilots. Mac also relied on personal contacts in the US state department to coordinate the destinations for the outgoing flights, and to obtain the approval of the people on board so they would be properly processed upon arrival.

For this plan to work, Fatima had to get to Mazar-i-Sharif, which was a nine-hour drive from Kabul, with her husband, her two-year-old child, her parents, and her eight siblings. They managed to rent two cars. They divided up the female passengers so there were women riding in each of them, which ensured that the Taliban’s verification of the passengers would be light because male Taliban are not supposed to search or even question female travelers. When passing through checkpoints, the drivers of each car stated they were heading to Mazar-i-Sharif for family or health reasons. The Taliban were not aware of the flights leaving from Mazar-i-Sharif, or the plan would not have worked. Once in Mazar-i-Sharif, the family had to endure several anxious days waiting for all the pieces to fall into place for the evacuation.

By September 1st, Fatima and her family had made it safely to Doha, Qatar, and two days later, they were at a US military base in Germany where they ended up staying for over a month and a half. The time spent in Germany was one of the most difficult phases for Fatima in this long ordeal; she and I exchanged a few WhatsApp messages while she was there. It was cold, living conditions were rudimentary at best, and, the family had no idea how long they would be stuck there. The situation was complicated by an outbreak of the measles which the US authorities wanted to get completely under control before allowing any of the Afghans to leave the base.



Fatima Mirza

Finally, on October 23rd, I got a message from Fatima informing me that she was in a military camp in New Jersey, along with about 200 other Afghan families awaiting processing. She described the conditions as being “a thousand times better” than those at the camp in Germany but things were still far from easy. Afghans fleeing to the US were only allowed to bring \$200 with them; hence, they must rely on what is supplied in the camp for their basic needs, and on Red Cross donations for anything else. These donations are hard to obtain – you must register and wait in long lines. Fatima has had to buy her own SIM card with her limited funds to make any calls, such as to her grandmother back in Afghanistan who was not able to make the difficult journey. Furthermore, because of the saturated WIFI network, if Fatima wants access to the Internet, she usually has to wait until the hours between 2:00 and 4:00 a.m. Amazingly, all these obstacles have not stopped her from progressing on her IMBA courses online.

As they awaited processing by the International Organization for Migration (IOM), according to Fatima, she and her family members were “in a good peace of mind” despite the ordeal; and they were grateful to have made it out of Afghanistan. As of January 2022, Fatima and her family have been resettled and they are now getting started with their new lives in the US.

Not all families wishing to leave Afghanistan have been as fortunate as Fatima’s. US support and funding to get out large families has been limited. Fatima’s family was very lucky to have had the guidance and help from someone like Mac who not only was able to help the entire family but also able to get them out on a flight with a large enough group so that the US State Department allowed them into the military bases for processing. As of the beginning of December, 2021, Mac’s organization was/is still working to get people, including some US citizens, out of the country and/or out of nearby countries where they were temporarily placed in safe houses.

Fatima has shown incredible courage and persistence throughout this ordeal; while Mac has demonstrated his deep commitment to helping people caught in the middle of horrible geopolitical conflicts while deploying his vast network and his rare ability to get things done in a crisis – crisis leadership at its best. It is a privilege to work with such students at ISM, and I am grateful to both of them for their willingness to have me share this story with the wider ISM community.

BECOME AN ALUMNI STUDENT AMBASSADOR

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

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

Being an Alumni Student Ambassador will provide a way for you to stay involved with the ISM community. This ensures that there's an avenue for the future business leaders of your home community to join ISM.

READY TO GET INVOLVED?

Contact Alison Knight at alison.knight@ism.edu

TAG, POST, LIKE, SHARE

Share your memories with the ISM community around the world. If you have pictures (from inside or outside the classroom), send them with a quote, caption, or tagline to news@ism.edu, and we'll post them on our social media.

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

 @intlschoolofmgmt

 schools/ismfrance

 @ismedu

 @ismparis

EXPLORING THE RESEARCH-PRACTICE CONNECTION



Judy Knight, MLS, ISM Librarian

An important part of ISM's mission is a practice-oriented focus on research. As ISM's librarian, I am committed to supporting our students in connecting their academic studies to real-world practice.

Evidence-based practice has long been a standard in the healthcare field where patient care management is based on the best scientific evidence and research and the clinical expertise of the clinician. This notion of scientific inquiry forming practice has been adopted by many disciplines, including business.

There is much discussion in the business literature about how theory and research should inform actual business practice. How can business scholarship be made more relevant to the needs of working professionals? What can business people learn from research study findings that will help improve their own practice? Can practical business decisions be made based on research study findings? An ongoing debate revolves around bridging the gap between academia and real-world relevance.

To offer some direction on locating business journals that address this issue, I wanted to identify a sampling of journals that clearly make that research connection with the practical business world. It was not always easy to pinpoint journals that do this with explicit intention. The best indication is found in a journal's aims and scope as well as their author guidelines. When reading articles from most of the journals I identified, the research study results were often followed by section titles such as:

- Implications for Practice
- Practical Implications
- Managerial Implications
- Advice for Managers

If you would like to consult journals that are both research and practice-oriented, I recommend the following peer-reviewed journals. These journals would also be good options for submission if you have written a manuscript that offers practical implications or recommendations based on your research findings.

- *Academy of Management Journal*
- *Business Horizons*
- *California Management Review*
- *Creativity and Innovation Management*
- *Human Resource Development International*
- *Human Resource Management*
- *International Journal of Innovation Management*
- *International Journal of Management Practice*
- *Journal of Business and Psychology*
- *Journal of Business Research*
- *Journal of Operations Management*
- *Journal of Product & Brand Management*
- *MIT Sloan Management Review*
- *Thunderbird International Business Review*

Many of the journals listed can be found through ISM's EBSCO subscription.

If you have any questions or would like to see a bibliography I compiled on this topic, please contact me at library@ism.edu.



PUBLICATION HIGHLIGHT: DIGITAL TRANSFORMATION IN COMMUNITIES IN AFRICA

Fouad A. Kazim, DBA Alumnus

In 2021, I published an article in the *International Journal of Digital Strategy, Governance, and Business Transformation*. The paper synthesizes the plethora of institutional, partner, and 3rd paper publications on the African continent's digital transformation program in alignment with the United Nations development agenda 2063 and its subprograms.

I was motivated to write this paper because of my desire to use digital technologies to solve business and societal issues. The goal is to help those who are focused on Africa align with higher SDG goals. The article's analysis provides clarity in understanding the UN's Sustainable Development Goals and their sectors of focus. It aims to enable transparency for those looking at opportunities across the continent. The paper would be particularly relevant to those focused on FDI or Social Enterprises, and those seeking to impact socio-economic development, technology and infrastructure, spurring cross-sector digital entrepreneurship.

The paper addresses several topics, including women's empowerment, access to health services, social and identity rights. It also covers the changing demographic mix, and includes the areas of digital education, digital skills, increasing food security, and climate change and the environment.

In the article, I unpack challenges and opportunities for multi-stakeholder partnerships and the routes to building capacity. It concludes by indicating that unofficial actions in any domain will be detrimental to Africa's digital advancement.

Find the article:

Kazim, F. A. (2021). Digital Transformation in Communities of Africa. *International Journal of Digital Strategy, Governance, and Business Transformation (IJDSGBT)*, 11(1), 1-23. <https://orcid.org/0000-0003-1730-4038>

UNDERSTANDING LEBANON'S FINANCIAL CRISIS



Hanadi Taher, PhD, ISM Faculty

Lebanon, that tiny country in the heart of the Middle East, was once a financial hub and a place of exquisite beauty, diversity, glamor, and European flavor, filled with hospitable people. Lebanon once had it all. But in recent years, the country has undergone much hardship.

In the past, during the Lebanese Civil War (1975-1990), Lebanon lost its regional financial role. However, after the end of the war, Lebanese financial reform started by defining a strategy focused on regaining the monetary trust in the Lebanese financial system. Thus, since 1996, BDL (the central bank of Lebanon) followed an unofficial pegging to USD (one dollar \approx 1507 LBP), and it was the main anchor for monetary and financial stability in Lebanon for more than 28 years.

However, since 2019, Lebanon has been enduring a severe and prolonged economic and financial depression. Several factors led to a massive financial, economic and sociopolitical dilemma, considered the worst for a country since the end of the second world war. It began with the October 17, 2019, Lebanese revolution against the corruption of the Lebanese politicians. It continued to March 2020 when the COVID-19 outbreak and its containment measures and lockdowns further worsened the economic and financial crisis.

The basic indicators of the financial crisis started with banks adopting informal strict capital controls due to bank runs towards USD withdrawals and the presence of the black market, which was considered the major factor driving the Lebanese economy into a meltdown. By the end of 2019, Lebanon was the most highly indebted

country in the world (Lebanon's public debt to GDP ratio reached 178), and along with the social and political instability, the financial crisis was inevitable.

In March 2020, the Lebanese government decided not to pay the Lebanese mature public debt (\$1.2 billion Eurobond payment). This act led to a decrease in the classification of the Lebanese financial and monetary ranking and, consequently, the trust in the monetary and financial sector. With time, foreign exchange inflows dried up and dollars exited Lebanon. All these events, without any reform strategy, led to an accelerated massive financial crisis. Then to add to this, there was the Lebanese port explosion on August 4, 2020, which has been classified as the third largest explosion in the world throughout history.

Building a better Lebanon will require swift and decisive action, particularly on reform. In the immediate term, Lebanon needs to adopt and implement a credible, comprehensive, and coordinated macro-financial stability strategy within a medium-term, macro-fiscal framework.

Although the difficulties and the problems Lebanon faces today are many, the Phoenician country is a hard fighter. The hope of its well-educated people and successful diaspora are stronger than anything else. Lebanon is the land of eternal hope and a land of perseverance in spite of opposition and struggle.

Dr. Taher teaches Accounting and Financial Analysis at ISM.



INSIDE ISM'S NEXT STEP SCHOLARSHIP

Jessica Kruger, PhD Candidate

Hello, I am Jessica Kruger — 33, Australian born, and living in London. I founded and run a sustainable fashion brand called **LUXTRA**. And I recently returned to studying after an almost 10-year break, embarking upon a PhD program with ISM, made possible thanks to the generous support of the Next Step Scholarship.

Let me explain my motivation for choosing the PhD program. A few years ago, I caught up with an old mentor, and she asked me what I was doing in terms of professional development and widening my skillset. I recall at the time thinking: What on earth do you mean? Isn't running a start-up on my own enough? Her comment, however, lodged itself in my brain. She had flicked a switch.

Not long after that, I found myself taking short courses online to deepen my knowledge about sustainability and the circular economy. Oh my goodness, how I loved the thrill of learning! My day-to-day work in running LUXTRA feels a lot like firefighting and is generally a long hard slog through a never-ending to-do list. Studying again, I felt like I was growing; I could literally feel my brain cells pulsing.

While feeling personally stimulated is fabulous, I have also chosen to undertake a PhD program to advance my professional standing. Over the past few years, I have been working to position myself as an expert in the field of eco-friendly/next-generation materials. I've spoken on panels, given talks at industry conferences, written articles, and spoken to journalists. The more I thought about it, the more I felt that it made sense to demonstrate my expertise in a measurable way: through doctoral studies. I know the years ahead will be challenging (to be honest, I'm terrified), but my decision feels so right.

I chose to study with ISM for a few reasons. First, I know the school and the team and rate both well. I completed my MBA with ISM in 2012, and I thought the teaching was excellent and had a rollicking good time. Some of those classmates are amongst my best friends to this day.

Second, I found ISM's study options the most flexible around, and the application process was "approachable." Other schools I looked into felt distinctly stand-offish and cliquey to someone applying from a non-academic background.

Third, I must admit that the scholarship made it possible for me to return to study — without it, I wouldn't have been able to afford the tuition fees. The application process was refreshingly straightforward: a written submission explaining why I believed I was worthy of the scholarship and, subsequently, an interview. The decision came back quickly, and here I am today.

At the time of writing, I am just over a month into my studies. The APA style guide and I have been getting reacquainted, and I'm sure we'll soon be fast friends (maybe!). I already feel completely challenged, yet safe in the knowledge that when I ask for help, it is warmly given (special thanks to Judy, ISM's Librarian). Although I am somewhat terrified, I am exhilarated by my decision to pursue my PhD. Wish me luck!

TAKE THE NEXT STEP IN YOUR LEADERSHIP JOURNEY

The Next Step Scholarship is designed for ISM alumni or current students thinking about applying to a second degree with ISM. Immediate family members (partner, spouse, or children) of alumni and students are also eligible for this award for their first degree at ISM.

The Next Step Scholarship covers **50% of the degree tuition**. It may even be possible to **transfer course credits** from your first degree to the new curriculum. In addition, alumni and family members can have the application fee of \$175 waived. To learn more about the Next Step Scholarship, contact the ISM Admissions Team at admissions@ism.edu.



JOIN ISM'S MENTORSHIP PROGRAM

ISM's mentorship program pairs current students with alumni to help create a mutually beneficial mentoring relationship. Mentorship is a voluntary partnership between mentor and mentee, generally from the same ISM program, working in similar fields or countries, or sharing similar interests.

Mentoring is focused on supporting mentees to:

- define academic and career development objectives
- provide guidance, confront challenges, and monitor progress
- move towards the realization of established goals

Mentors have the opportunity to give back to the ISM community while benefiting from the informative perspective of other professionals.

If you would like to participate in our mentorship program as a mentor or mentee, contact our Academic Programs Manager, Maria Kuts, at maria.kuts@ism.edu.

WELCOMING THE NEW DIVERSITY AND INCLUSION COMMITTEE CHAIR



Pankti Gala, ISM's Diversity and Inclusion Committee Chair

The Diversity and Inclusion Committee was started at ISM in the spring of 2018. Since its inception, the committee has been integral to DI initiatives at ISM.

MEET OUR NEW CHAIR: PANKTI GALA

ISM is excited to welcome Pankti Gala as the new DI Committee Chair. Pankti is an IMBA student at ISM who currently lives in New York City. She currently works in Finance at an AdTech company: Integral Ad Science. Pankti loves to cook, travel, and has a passion for social justice activism. She was a D&I ambassador at her previous company and believes that diversity, equity & inclusion drive a more positive culture around us in all aspects of life.



I am excited to take on the ISM D+I Committee Chair role for 2022. I hope to work with the rest of the committee members to drive ISM in a direction that is diverse, equitable and inclusive for students, staff and faculty.



JOIN ISM'S DIVERSITY AND INCLUSION COMMITTEE

Would you like to help shape DI efforts at ISM? ISM's Diversity and Inclusion Committee is currently seeking new members. As a member of the Committee, you can help make important decisions about implementing diversity and inclusion practices and oversee ISM's diversity and inclusion initiatives related to the recruitment, retention, and graduation of its population.

The responsibilities of the Committee include reviewing diversity and inclusion plans, assessing the outcomes and impacts of these plans, suggesting improvements, reviewing academic papers that are submitted on the topic of diversity and inclusion, as well as actively providing resources and best practices.

If you would like to join the committee, please contact Pankti Gala at pankti.gala@student.ism.edu.



ISM MILITARY SPOTLIGHT

JOHN L. MAHAFFEY PhD Alumnus

Almost all of my working life has been associated with the military. Although I retired from active duty in 2002 then worked 16 years as a NATO Civilian (senior scientist), I am now working for United States Air Forces Europe – Air Forces Africa Command (USAFE-AFACRICA) as a defense contractor. I served in the United States Air Force (USAF) from 1980-2002, then as a NATO Civilian from 2002-2018. I am currently supporting USAFE – AFAFRICA as a Command and Control (C2) subject matter expert (SME).

One could say that I’ve been directly or indirectly associated with the military since I was born. My father was a career US Naval Officer, and I received my Bachelor’s Degree in Business Administration and my commission in the USAF as a 2nd Lieutenant from the Citadel, a military college in Charleston, South Carolina.

I was inspired to apply for a graduate program after serving in the military because as an officer in the USAF I was expected to attain a master’s degree to be promoted to major. Towards the end of my USAF career, I was assigned to positions that required research into technical system and operational doctrine development, assessment and implementation.

This led to my position as a Senior Scientist to the NATO Communications and Information Agency. My position there was very diverse. I was primarily tasked to develop and execute operational and technical experimentation leading to the integration of multinational Command and Control and Intelligence Surveillance and Reconnaissance (C2ISR) systems across NATO and with non-NATO coalition nations. I also managed a scientific and technical support (STS) program of work for the NATO Airborne Early Warning System (NAEW), supporting the NATO E-3A Airborne Warning and Control System (AWACS) aircraft. Another project I supported as an SME was a NATO-Russia cooperative initiative to jointly coordinate unknown aircraft operating near or across Russian-NATO national borders. The objective is to reduce the opportunity for accidental engagements and collateral damage in the aviation environment.

My work at NCIA was focused heavily on research and development, especially with regard to the development of doctrine to support integration of C2 and ISR systems into a multi-national network of operational commands. I worked closely with a number of technical PhDs and became interested in concept development from an operational point of view. I wanted to develop a more holistic approach to research and development of operationally relevant capabilities in a technically focused academic environment. This sparked my interest in the idea of a PhD to develop these research techniques and tools and to extrapolate what I had learned to a wider

array of civilian business and government environments.

I also wanted to challenge myself academically. Having worked with several PhDs I felt as if I could accomplish the same if I was willing to commit and could find a school that would allow me to work remotely and on campus while working full time. In essence, I wanted to prove to myself that I could do something extraordinary. ISM offered this opportunity to complete an accredited PhD while still working full time at NCIA on my wildly variable schedule. I knew after my interview with the dean that ISM was the best option out of many, and I was right.



My military experience shaped my time at ISM through discipline, perseverance, and commitment. ISM is an excellent school and provides an outstanding program, but you still have to complete it on your own time. My professors were always available for discussions and to help, and the ISM staff was ready to support me at all times, but I still had to complete the courses,

do the research and write the papers. This, in turn, requires personal discipline, commitment, and perseverance.

I wanted to quit several times. I was busy as a program manager, researcher, and consultant and had a family that needed my time as well. My military background kept me from doing so. I wanted to complete what I started and come out with something useful that could contribute to the larger academic environment. Much like I did when on active duty in the USAF, I had to figure out how to manage my time in order to work, spend time with my family, and complete a PhD program.

During my time in the military, I learned that I was capable of thinking out of the box, adapting to the environment, setting goals and objectives then completing them. There is a common fallacy that the military is a bunch of automatons, all doing but not thinking about what they are told by their leaders. Nothing could be farther from the truth. In reality, military members are highly adaptive, routinely integrating new doctrine, technology, and concepts to the most dynamic environment on or above earth. Yes, we all follow orders, but we are encouraged to think about what we do and how it affects the operational and, in many ways, the political environment.



NICOLE MAILLETTE PhD Alumnus

I would like to thank ISM for giving me the opportunity to talk about my military and paramilitary experience. Even though I am no longer serving in our regular military, I am employed by one of our paramilitary outfits: the Canadian Coast Guard. As a combat officer in the Air Forces, I was trained as an Air Weapons Controller, which means I guided aircraft pilots towards enemy targets to force them away from NATO countries. Strange work indeed!

The training, education, and experience with the military became an asset when I chose to enter my second career as an Electronic Engineering Technologist. However, not long after my hiring date, I discovered that in spite of my past experience, I required more education to advance in my position. I then applied to the International School of Management (ISM) because, as an electronic tech, leaving my working environment would mean losing important and necessary knowledge associated with the constant growth in electronic developments. I needed a school that would fit my busy work demands and give me an academic license that would benefit my employer (the Canadian Government). ISM was the best fit for my situation.

Until recently, I did not realize how much my military training and experience kept me going and inching towards my PhD goal. My military time had amplified a character trait that is often seen as negative. I keep on going, and going, and going. I am stubborn. When I joined our National Defense (DND) as a young adult, I was often the only female and/or the only French-speaking person in our divisions. I faced isolation and intimidation and was told directly, “I do not want you here.” Basic military training helped me face those challenges. Simply said: I learned how to not quit. The harsh months of training helped me develop the capacity to stay on course.

Now, what does this have anything to do with studying? Well, I can say that doing a PhD program (regardless of the university) may not entirely compare to military training, but academia is also not a leisurely walk in the woods. Every PhD or graduate student I met agreed that studying requires self-discipline and the capacity to often work alone without guidance. At ISM, you will get the support you need, but if you want to work on something that is only yours, new, and that has never really been looked into, you will need to accept to work on your own. When failure occurs, you will need to figure out what went astray and why the answers you expected are simply not there. This is when your ISM supervisor will support your findings, give you their own input, and may help you see a new perspective. In doing so, your mind will open to new possibilities

and this will help you inch forward. Stand your ground, look around and figure out your next move. This is also what the military taught me.

In retrospect, all those 40+ years of military and paramilitary experience helped me understand that being different is actually not an impediment. My military experience helped me accept “me” —hardheaded, a loudmouth, not wanting to follow anyone’s path —and it taught me that I can do what I want to do by persevering. I also learned compassion and how to truly listen to others.

Many people do not have a voice, but I do. I am comfortable being different. I am a woman in an all-male work environment where I do not speak my mother tongue, I am getting old, I am very small for the type of work I do, and I often blurt out what I think. This is what my Canadian Officer training has brought out in me...And I like it!

Scholarships for US Military Veterans

Our degree programs are officially recognized by the United States Department of Veterans Affairs. US military personnel interested in applying to a program through the Department of Veterans Affairs should contact our [Admissions Team](#).



RECENT GRADUATES

We congratulate the students who graduated during the 2020-2021 academic year

INTERNATIONAL MBA

Walker Elena Ash Tuton (USA)
“A Detailed Examination of the Global Adoption of Cryptocurrency and its Revolutionization of Money”

Myles Thomas Flott (USA)
“Digital Financial Literacy”

Anna Vladimirova (Canada)
“Retail Excellence School”

DBA

Jezon Ow Keng Boon (Singapore)
“The future of healthcare in Singapore. How an integrated use of A.I., Internet-of-Medical things (IoMT), Blockchain-based technologies, and Cloud-computing-based Medtech and Digital Health solutions will radically redefine the industry, firms’ business models, and the doctor-patient relationships”

Rayan Abduljabbar (Saudi Arabia)
“Economic Assessment of Off-plan Real-estate policy in Saudi Arabia - 2009-2019”

Emmanuel Efosa Uyiomendo (Nigeria)
“Factors Influencing the Adoption of Solar Power in Nigeria”

Valentine C. Obi (Nigeria)
“Evaluating the effectiveness of mobile financial services as a model for financial inclusion in Nigeria”

Simona Roxana Allen (Romania)
“Online Home-Based Businessess: Narrative from Female Immigrant Entrepreneurs in Dubai, UAE”

Karim-Elias Antonine El Helou (Lebanon)
“The impact of Public Policies on the Entrepreneurship Ecosystems - Case Studies: Lebanon and the United Arab Emirates (UAE)”

Nkiru N. E. Sochi-Iwuoha (Canada, Nigeria)
“Employees’ Perception of Workplace Diversity and its Effect on Job Satisfaction - Calgary Economic Region”

PHD

Mohamad Hussein Msheik (Lebanon)
“Building the Case for CSR Education in Lebanese Universities: A Multiple Case Study of CSR Educators and Practitioners”

Irene Ubiawhe-Akpofure (United Kingdom)
“Succession Experiences of the Second Generation within Black African Family Businesses in the United Kingdom: A Narrative Inquiry”

Esther Rebekah Jodhan-Placide (USA)
“Perceived Economic Consequences of High Student Loan Debt in the United States”

Omnia Abd El Aziz Moussa Nour (Germany)
“Utilizing a Nonmarket Strategy for Business Survival during the COVID-19 Pandemic: The Case of Qatar Airways”

Kris Sydney Oswalt (USA)
“Measuring Human Development Powered by AI”

Christophe J. Legrenzi (France)
“A New Business Model for Productivity and Economic Growth: Digital Revolution from the Solow Paradox to Nano Economy”

Leonidas Fotiou (Greece)
“A Holistic and Speculative SCRM Framework for the End-to-End Supply Chain: A Constructivist Grounded Theory in Redefining SCRM”

MPHIL

Yechiel Kurtz (Israel)

Wayne Thomas Spies (USA)

Blanca Isabel Gatica-Hatt (USA)

David Blair McAuley (Canada)

Charles Tochi Ebereonwu (Nigeria)
“The Role of Culture in Entrepreneurship: A Focus on the Igbo Trade Apprenticeship System”

Amit Dogra (India)
“Impact of Business Intelligence Solutions on Internationalization: A Multiple Case Study of French Software Firms”

Uzoezi Oghenekaro Osagie (Nigeria)
“Opportunities and Risks in Financial Technology Innovation in Emerging Markets. A Multiple Case Study of FinTech Startups in Nigeria”

Kent Thomas Lindfors (Finland)
“Exploring and describing the perception of experts in the development of the proximity of consumer behavior to business model innovation for sustainability: A multiple-case study”

James Campora (USA)
“Will Consumers’ Food-buying Behavior during the COVID-19 Pandemic drive Alternative Food Networks in the Post-Pandemic Era? A Narrative Inquiry”

Vasilya Saidovna Sultanova (Uzbekistan)
“Cross Sectional Analysis of Herd Behavior in GCC Stock Markets”

Abhijit Balasaheb Sobale (India)
“Co-Innovation in the Context of Oilfield Service Industry”



ISM CASE WINS BEST BUSINESS CASE STUDY 2020



The ISM-produced case study “Rebuilding Ground Zero: Global Negotiations” co-written by ISM DBA candidate Will Fawcett, Professor Andrew Thomas, and Dr. César Baena was awarded Best Business Case Study 2020 in the North America Business Awards.

After the attacks on September 11, 2001, the magnitude of the material damages proved challenging for the insurance companies managing and settling the claims. The case study provides an extensive view of how stakeholders from around the world addressed these negotiations and proposed solutions to settle various disputes.

This case is the first in a series produced by ISM drawing on the global experiences and diverse knowledge of ISM students, faculty, and senior staff. Available at the Case Centre (ref. no. 320-0324-1), it is a valuable learning tool and demonstrative of the excellence and expertise of ISM’s core faculty and students.

Hosted by New World Report, the North America Business Awards’ extensive research and judging process is driven by merit and centered around an in-depth evaluation of skills and services on offer. New World Report’s Awardees must demonstrate expertise within their field, dedication to customer service, and a commitment to promoting excellence.

HIGHLIGHTS & ACHIEVEMENTS

PhD candidate Barbara Greutter was interviewed by Forbes DACH on Diversity & Inclusion for their digital TV segment “Superwoman.” In the interview, Greutter discusses her background in HR and recruitment, current work as an Executive Advisor, and strategies for recruiting diverse talent.

PhD candidate Calvin Harris was interviewed by Forbes about transforming the coffee industry. The article discusses Calvin’s plans to reform the coffee industry and the relationship between farmers and their counterparts in the supply chain.

Professor Kimberly Reeve and DBA alumnus Tiffany Oloke presented papers and moderated several sessions during the ISTR Global Virtual Conference which was held online from July 12-15, 2021. Professor Reeve presented her paper, co-authored with ISM faculty member Matthew Wong, while Tiffany Oloke presented her paper that shared some of the findings from her dissertation.

DBA alumnus James Museba co-authored an article titled “Customer Perception of Adoption and Use of Digital Financial Services and Mobile Money Services in Uganda” in the Journal of Enterprising Communities: People and Places in the Global Economy. The article examines Fintech, mobile money, and digital financial services in Uganda and the adoption of these services in the Ugandan market.

DBA alumnus Patricia Murugami was selected as one of the Top 25 Most Powerful Women in C-Suite Impacting Business by Business Monthly. In the feature, Patricia shares how she “has a deep purpose and calling to catalyze the growth of people, teams, and boards by enabling them to rise and elevate and become their next best selves.”

PhD alumnus Paul Bailo’s three-part podcast series was awarded Best of 2020 by Interface Magazine - Technology and Fintech. In his podcast titled “Secrets to a Successful Digital Transformation,” Bailo discusses leadership, culture, and planning as core parts of the business transformation process.

Professor Ken Wong published a textbook titled “Omni-Channel Retailing: A Strategy for Retailers to Thrive in the COVID-19 Pandemic and Beyond.” In the book, Wong gives valuable insights to help retailers and retail students understand the importance of delivering a seamless, cohesive, and contextual customer experience throughout the shopping journey.

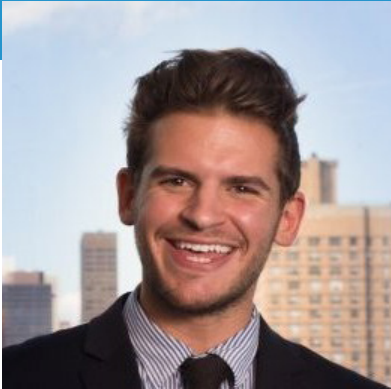
DBA candidate Nina Mohadjer was a panelist at the CEO Summit 2021. During the webinar, Nina spoke during the Women in Business Power Hour, discussing leadership, growth, and development as she reflected on her current role as a Senior Director at FTI Consulting.

PhD alumnus Anthony Bagherian co-authored an article in the International Journal of Quality and Reliability Management. In the article, “Modeling critical success factors for sustainable LSS implementation in hospitals: an empirical study,” a hierarchical model was developed to evaluate the interrelationship of critical success factors (CSFs) that influence the sustainable deployment of LSS framework in the healthcare industry.

2020-2021 TEACHING EXCELLENCE AWARD WINNERS REVEALED



Teck Eng, PhD



Justin Pace, MBA

ISM is proud to announce the winners of the Teaching Excellence Award for the 2020-2021 academic year: Professors Teck Eng and Justin Pace. The winners were selected based on student evaluation scores, informal feedback, and dedication to the ISM community.

Dr. Teck Eng teaches Advanced Qualitative Methods and Research Methods in the DBA and PhD programs at ISM. Dr. Eng is Professor of Marketing, Director of the Centre of Excellence in Digital, Interactive & Data-Driven Marketing, at the University of Southampton, UK. He has been teaching at different levels, UG, PG, MBA, and executive training workshops, and he is a certified online instructor and moderator. He specializes in running workshops on research methods for numerous international business schools. Dr. Eng has successfully supervised PhD students to completion. His teaching interests include advanced analytic methods, research methods, business marketing, marketing strategy, new product development, customer insights, branding, and developing a market-oriented organization. His research interests include business marketing, digital marketing, entrepreneurship and innovation, learning mechanisms through digital and mobile technology.

Justin Pace teaches in ISM's External Programs. He has over 10 years of experience in the marketing and higher education fields, teaching and mentoring students and staff, developing, implementing, and evaluating marketing and communication initiatives, and conducting research for his international clients. He currently holds adjunct faculty positions in the business programs at CIEE, XP, and ISEFAC. Justin's academic interests include strategic management, sustainable business development, digital marketing, market research, analytics, and business ethics. Justin attended Western Michigan University for his bachelor's degree, focusing on French, Political Science, and Women & Gender Studies. He then attended the International School of Management for his MBA in International Business Management.

We congratulate both winners and thank them for their continued efforts and support of ISM and our students.

THE YEAR AHEAD: 2022

E-LEARNING

Fundamental Skills and Core IMBA

- Career Development I
- Business Ethics & Leadership
- Statistical Analysis
- Technology Trends in Business
- Global Economics
- Career Management II
- Financial Accounting & Analysis
- Human Resources Management
- Strategic Management

Doctoral Core Courses

- Writing a Doctoral Level Research Paper
- Advanced Qualitative Research Methods
- Statistical Analysis
- Dissertation Workshop
- Dissertation Proposal Module
- Advanced Quantitative Research Methods
- Quantitative & Qualitative Research Methods

Advanced Electives

- Cybersecurity
- Managing the Innovation Process
- Teaching & the Human Brain
- FinTech
- Active Investment Management
- International Organizational Behavior

IN-PERSON

Fundamental Skills and Core IMBA

- Entrepreneurship I
- Entrepreneurship II

Doctoral Core Courses

- Quantitative & Qualitative Research Methods

Advanced Electives

- Multicultural Management
- Global Supply Chain Management
- Design Thinking





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