

# **PART B**

## **1.0 ORGANIZATION AND PROGRAM INFORMATION**

### **1.1 Submission Title Page**

<b>Full Legal Name of Organization:</b> MISM Group Inc.
<b>Operating Name of Organization:</b> MONTREAL INSTITUTE FOR STRATEGIC MANAGEMENT (MISM)
<b>Common Acronym of Organization (if applicable):</b> MISM
<b>URL for Organization Homepage (if applicable):</b> <a href="http://www.mismgroup.org">www.mismgroup.org</a>
<b>Proposed Degree Title and Nomenclature:</b> International Executive Master of Business Administration in Management – IEMBA
<b>Location [specific address(es) where program is to be delivered:</b> Suite 211, Minto Business Centre, 440 Laurier Avenue West, Ottawa, ON K1R 7X6
<b>Contact Information</b> Name/Title: EI-Namaki Sameh, President Full Mailing Address: Suite 211, Minto Business Centre, 440 Laurier Avenue West, ON K1R 7X6 Telephone: 613 782 2267 Fax : 613 782 2268 E-mail: <a href="mailto:mism@rogers.com">mism@rogers.com</a>
If different from above, the person who will be the organization's liaison for coordinating the site visit. Name/Title: Dr. EI-Namaki Sameh, President and/or Dr. R. Graham, Associate Dean Full Mailing Address: Suite 211, 440 Laurier Avenue West, Ottawa ON K1R 7X6 Telephone : 613 782 2267 Fax : 613 782 2268 E-mail: <a href="mailto:mism@rogers.com">mism@rogers.com</a>
<b>Anticipated Start Date:</b> January 2006
<b>Anticipated enrolment for the first 4 years of the program:</b> 2006 10 2007 15 2008 20 2009 30 2010 30

**Date of Submission:** August 2005

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## 2.1 Executive Summary

<b>Proposed Program Title:</b> International Executive Master of Business Administration in Strategy and Globalization
<b>Proposed Credential Nomenclature:</b> IEMBA
<b>Discipline/Field of Study:</b> Management
<b>Is a work experience/work placement term required for degree completion?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Anticipated Program Start Date:</b> January 2006
<b>Program Description:</b> <b>Organization History:</b> MISM is an initiative of a number of management scholars driven by the desire to create a global competency-based management education system. A system that should provide active response to the specific needs of governments and corporations across a wide spectrum of economic and political systems.  The school is a hub in a global professional network. This network is made of venture partners, strategic alliances and related organizations. It is also a hub in a global business network built around corporate bodies, companies, government agencies and non-governmental agencies, all guided by a desire for competent and effective management.  <b>MISM Mission</b> The MISM mission is to provide the vehicle for the dissemination of learning, competence building and personal development by managers at all levels. To provide opportunities for the internationalization of the managerial perception of the mission of managers as the source of leadership in organizations private, professional, public and governmental.  <b>Academic goals</b> MISM is a corporation created in the year 2000 for the fulfillment of an educational purpose within an international context. The organization draws on the international framework for business education and industry-related learning.  MISM is an educational institution devoted to management education, training and consulting in the broadest sense.  MISM's activities include degree granting (at the MBA level), Executive Competency education Continuing Professional Education and consultancy support. Degree granting is at two levels: global and national. Global MBA Programs as well as Country MBA Programs are organized. Executive education is spread through a number of co-operating centres through out the world. All activities are based on cooperation and/or partnership with recognized institutions worldwide. Ad-hoc programs, developed and delivered by MISM staff, are a response to a specific request by nations, international agencies, or private sponsors.  The corporation operates from a headquarters located in Ottawa, Canada.  The Board of Directors is composed of four (4) members, presided over by the President and Co-owner Dr. M.S.S. el-Namaki, it approves strategies and plans formulated by the President and controls their fulfillment.

The Academic Advisory Board is composed of 5 members supports the objectives and operations of the MISM Group. The Academic Advisory Board meets periodically and takes decisions aiming at furthering the interest of the organization. They perform the following functions:

1. Review current academic programs and assess their relevance
2. Suggest new areas of instruction
3. Approve results of academic programs and ratify awards
4. Approve any major changes in academic approach and methodology
5. Assert the intellectual base of the consulting function.

MISM works through four national centers.

MDCI, Cairo

Trisakti University, Jakarta

East China Normal University, Shanghai

MISM, Ottawa

### **Summary of the Proposed Program**

#### **Academic Goals**

The program is built around three basic building blocks:

- The Conceptual Foundation
- Analysis, Synthesis and Experience
- Competency

The goal of these planned programs is to provide the opportunity for participants to develop up-to-the-minute competences required to fulfill their governments stated aims of development of their economies. MISM is committed to the development of people, the principle that *people* generate sustained economic growth (Romer 1986). That the skills and competences necessary for this growth can be learned through the dissemination of “know how”. In this way goals of governments can be realized, as an alternative to being dreams.

#### **Learning Outcomes**

The essence of the program is to create competency-based management capabilities. Competency-based management education aims at gaining and learning skills and competencies that will be useful in the workplace, make management learning more relevant to the demands of business and create skills for lifelong learning and employability.

#### **Curriculum Design**

The IEMBA program is divided into three segments:

- The Fundamentals
- The Arena
- The Competencies

The Fundamentals component is the common generic knowledge that belongs to the heart of the Process. The Arena contains the venue of the managerial thinking process. The Competency is the person, the issue and the function-related dimension of the process.

#### **Program Strengths**

The main features of the IEMBA program are:

- Completion in 48 work days (over 15 months)
- A foreign attachment (optional)
- Opportunities for networking at corporate and government levels
- Modular program

- ❑ Part-Time sandwich provision
- ❑ Placement support
- ❑ Specific industry focus

### **Program Delivery Methods**

Delivery of the IEMBA program will follow conventional as well as non-conventional patterns. While conventional delivery methods such as lectures and class presentations will continue to play a major role, novel technology based methods such as recorded and dynamic search engine data will play a significant role. Recorded data will be provided through third party CDs. Dynamic search engine data will be specified and channeled to the respective participant according to an agreed pattern and framework. A blend between the conventional and non-conventional should lead to an optimum delivery and feedback

### **Purpose and role within the program of work/internship experiences required for program completion**

Intimate knowledge of the industry where one is actually operating or likely to Operate is critical. Change in industry boundaries and change in industry content is an equally critical issue. The MISM IEMBA program incorporates a significant segment aiming at gaining a competency in industry analysis and deeper insight into specific industry characteristics. The analytical model is broad as much as deep. And the specific insight in the identified industry is substantial.

Participants in the IEMBA program are encouraged to participate in an attachment in either North America, Europe or another country where MISM operates. The purpose of the attachment is essentially networking

Attachments, usually extending over 15 days, include the following:

- ❑ A number of lectures dealing with one or another of the advanced issues of the curriculum;
- ❑ A visit to a few organizations related to the subject or subjects dealt with in the IEMBA;
- ❑ An introduction to organizations that could become relevant to the individuals longer term career objectives
- ❑ An exposure to the specific culture and environment of the attachment country;
- ❑ Introduction to international and global organizations operating within that area.

### **Overview of Program Support and Recognition**

The program is controlled and supported by an Academic Advisory Board, consisting of experienced and well-known experts in the field of management:

Professor Dr. Jacob Kol, Erasmus University, Rotterdam, the Netherlands

Professor Dr. R. Richard, U.A.S., Germany

Professor Dr. Su Dongbin, Shenzhen University, China

Professor Dr. Kim Kwan, Notre Dame University, U.S.A.

Professor Hisham El Sherif, American Univ of Cairo, Egypt

### **Support from other Postsecondary Institutions**

- Logic Consult, Cairo, Egypt
- Management Development Center for Industry (MDCI), Cairo, Egypt
- University of Trisakti, Jakarta, Indonesia
- Major Management Consulting Company, Nanjing, China
- Hogere Hotel School, Maastricht, the Netherlands
- ECNU, East China Normal University, Shanghai, China

### **Identification of anticipated employment for program graduates**

- ❑ Many of the participants of this part-time program are financed and sent by their present employer and they look forward to a career within these organizations

- During the attachment, the participant is exposed to organizations that could become relevant to the individuals longer term career objectives
- MISM provides several instruments of support in placement and career enhancement:
  - Career enhancement seminars
  - Job search assistance
  - Job placement assistance
  - Temporary industry attachments.

**A summary of the organization’s capacity to deliver the programs**

Programs are held in close cooperation with above mentioned partner organizations. Moreover, the organization avails of a large pool of global faculty. The following are some of the present contributors:

M.S.S. el-Namaki, Ph.D.	Strategic Management & Entrepreneurship
R.Graham MSc. PhD	International Marketing Management
R. McTavish MA. PhD	Marketing Management
Tasso Christie PhD	Organizational Behavior
J. Kol, Ph.D.	International Economics
K. Michels-Kim, M.Sc. M.A.	Banking and IT
R. Richert, Ph.D.	Economics and Political Economy
Erdener Kaynak, Ph.D.	Marketing Management
Kwan Kim, Ph.D.	Economics
Homi Motamedi Ph.D.	Insurance and Risk Management
Ghassan Al-Utaibi Ph.D.	Information Technology
Mona Zein el Din, M.A., MBA	Banking and Finance
Arnold Tao, Ph.D.	Small Business
Nanette Agdepa, MBA	Entrepreneurship
Johnny Lo, Ph.D.	Management
Blijl Dobrev, Ph.D.	Economics
Kriss Chantjraporn, DBA	Supply Chain Management
Drs. G. Hendricxs	Organizational Behavior
Dr. Jerry Huxell	Operations Management
Elia Ramamonjisoa MBA, PhD.	Finance and Accounting
Paul Gibbs MBA, PhD	Marketing Management
Beatriz Tschoepke MA, MBA, PhD	Human Resources Management
Gunter Welker PhD	Information Technology
Michael L.S. Adams MBA	Financial Accounting & Co. Admin.

**Projected Enrolment and Faculty Growth for the first five years of operation in Ontario**

Yr 1	10
Yr 2	15
Yr 3	20
Yr 4	30
Yr 5	30

## **Appendix 3.1 Program Abstract**

### **Summary of the Program Learning Outcomes**

The essence of the program is to create competency-based management capabilities. Competency-based management education aims at gaining and learning skills and competencies that will be useful in the workplace, make management learning more relevant to the demands of business and create skills for lifelong learning and employability.

### **Potential areas/sectors of employment for graduates**

The program aims at enhancing careers within the public and private sector and improving chances for upward mobility for senior executives from state organizations and entrepreneurs looking to launch growth enterprises. The program is aimed at providing the management competences for a wide range of needs, from small and medium enterprise to management techniques for improving public service careers.

#### 4.0 Program Degree Level Standard

The degree level standard MISM is applying for is that of a Master's Degree, Board level 5. This is an international Executive Masters in Business Administration. As such this degree requires a knowledge of the workplace and managerial experience, it therefore, fall within the categories, 1, 2, 3, 4, 5, 6 and 8

#### 4.1 Degree Level Summary

The program is built around three basic building blocks:

- ❑ **The Conceptual Foundation:** A framework of concepts, theories and paradigms of management processes and the market place;
- ❑ **Analysis, Synthesis and Experience:** An opportunity for analytical and experiential exposure. This is achieved through mixing, rationally case analysis, role-playing, gaming and interactive sessions. The ultimate goal is to develop the problem solving skills, the attitude and the outlook that is required to perform within complex managerial environments.
- ❑ **Competency:** An ability to absorb, apply, relate and demonstrate new knowledge, and gained experience. Also an ability to manage self, and technology, innovation, people and tasks, manage problems and chances. It is the creation of an ability to take responsibility of one's own potential.

The essence of the program is to create competency-based management capabilities. Competency-based management education aims at gaining and learning managerial skills and competencies that will be useful in the workplace, make management learning more relevant to the demands of business and create skills for lifelong learning and employability.

#### Course description

- ❑ **Information Systems.** The course deals with the design and management of information systems. The design process is dealt with from a technology and managerial perspective. The management process is looked at within the broad framework of management and control within organizations.
- ❑ **Database Systems.** Data stored into systems are essential for current performance of organizations. The course deals with the underlying DBMS principles and provides a perspective on data base management system structure and function.
- ❑ **E-Commerce.** The course deals with the process of conducting business through the Internet. It deals with the technologies, the management processes and the business framework of e-business.
- ❑ **Object-oriented software design.** This course aims at introducing basic concepts of application development using an object-oriented approach to design and programming.
- ❑ **Marketing of Services.** This course aims at gaining competence in the development of consistent efforts for the marketing of services. Definition of a service here is wide and includes profit and not-for-profit services. The marketing function is viewed within its broad context, i.e. product, price and both physical and communication access.
- ❑ **Globalization.** The conceptual framework of globalization is explored here. Also the operational implications of operating a business concerning across physical and non-tangible boundaries. Issues of cross-cultural communication are explored.
- ❑ **International marketing.** The prime objective is to highlight the major decision making areas involved in marketing a product or a service within the international market. The global dimension of the marketing function is stressed. Cross-cultural marketing communication is also explored, as are issues of international physical distribution.
- ❑ **IT driven restructuring.** The course deals with IT as a strategic instrument. The core issue is how IT can transform organizations through reconfiguration, process redesign, networking and scope redefinition. The relationship between all these processes and the broad strategy of the firm is put in focus.

- ❑ **Management Control Systems.** This is a broad course covering all instruments of management control varying from the traditional, i.e. budgeting to the more contemporary, i.e. management information systems. Impact of technology on the process is also explored.
- ❑ **Strategic Thinking.** The process of design of a strategy and the underlying conceptual framework are explored here. The implications of strategic thinking and derived concepts from goal development to action programming and control are also covered in this course.
- ❑ **Consulting.** The course deals with the three dimensions of acting as a consultant within a business context: the process dimension, the organizational dimension and the functional dimension. Typical subjects dealt with within this framework are building trust, ethics, overcoming resistance to change and team building. Issues related to the management of consultancy organizations are also included.
- ❑ **Entrepreneurship.** This course aims at developing an appreciation and, to a certain extent, an ability to understand the process of entrepreneurship and the associated drive towards business creation. Issues related to the personality of the entrepreneur are dealt with. So are issues of venture development, strategic guidance, harvest and exit.
- ❑ **International Capital Market.** This course deals with the contemporary structure of the capital market and the forces at play in this market. Institutions, policies, strategies, flows, instruments and ideologies are included in the analysis. In the process funding elements, like the balance of payments, exchange rates, risk etc. are dealt with.
- ❑ **Interpersonal communication and networking.** This course will attend to the issue of interpersonal communication and how to inspire following and commitment. It also deals with the issues of negotiating agreement, handling conflict, and boosting team performance. Self learning and evaluating one's own attitude and behavior are included in the course.
- ❑ **Managing of the IT function.** This course deals with managing information technology as a strategic resource. The essence is the managerial processes involved in managing the organizational unit as well as the information component.
- ❑ **Information technology architecture.** This course deals with issues essential for an understanding of the basic foundations of information technology. Issues like client/server architecture, networks and communications and data base architecture are included.
- ❑ **Investment Banking.** This course deals with the structure of this significant component of the banking function. The structure of the investment bank, portfolio theory and practice and issuance of securities are all issues included here.
- ❑ **Portfolio Management.** The composition and management of security portfolios is the focus of this course. Relevant portfolio management strategies are dealt with within the overall objectives of providing a fair view of the process of evaluating market investment opportunities and portfolios.
- ❑ **Behavioral Studies.** This course aims at exploring the behavioral dimension of individuals and organizations. Issues as organizational development, styles of leadership, motivation, management of change, are dealt with. So are personality traits, achievement motivation, focus of control, leadership styles and values, norms and attitudes.
- ❑ **Industry insight.** This course aims at providing an in depth analysis of the driving forces and patterns of change, both structural and strategic, in specific industries or industrial groups. Industry choice will be left to the participant, although key industries like aviation, automotive, electronics and services will feature heavily into the program.
- ❑ **Small business management.** The broad objective here is to provide a framework for small business creation and management. Opportunity identification, opportunity

conversion into a venture, venture sourcing, venture management and venture strategic design are dealt with.

- ❑ **CEO tasks and profile.** The task profile of the CEO as well as his role as entrepreneur, strategist, visionary, manager and social partner are explored here. So are issues of performance, downfall, substitution, succession and burn out. CEO grooming and CEO progression provide a part of the analysis.
- ❑ **Strategic thinking.** Focus here is put on the issue of developing a strategy through an intellectual process. Models for strategic thinking and the interaction of that process with the individual's priorities are central.
- ❑ **E-economy Traits of the new economy.** Issues dealt with are: Technology, investment, knowledge and initiative. E-economy performance parameters. E-economy players. E-economy evolution. E-economy and global division of labour and capital. Success and failure parameters of the E-economy.
- ❑ **E-capitalism.** This course aims at exploring the changing foundation of the macroeconomic system. Impact of technology on players in the capitalist system; Impact of technology on the macro economic policies of today; New capitalism and emerging opportunities; Enterprise under conditions of technological change; Success and failure parameters of the new capitalist systems are the major areas of emphasis.
- ❑ **Organization culture.** This course aims to analyze the parameters and traits of organization culture: the four dimensions of organization culture; impact of organization culture on strategy and performance; types of culture and culture change.
- ❑ **Vision, Mission and Intent.** This is a course devoted to a central issue in current strategic thinking: visionary management: What makes a vision? Vision-mission relationship; From intent to vision to mission; Formulating a vision; The building blocks of vision; Expressing visions; Translating vision into strategy and fulfillment efforts and finally, Killing Visions.
- ❑ **Foreign Exchange Markets:** The course addresses issues surrounding the international finance and the foreign exchange market. Structure of foreign exchange markets; Characteristics of foreign exchange markets; Volatility of foreign exchange markets are areas of emphasis.
- ❑ **Global Strategies:** The course deals with issues of globalization of strategic thinking. MNC strategic options and design; Strategic behavior of nations; International trade strategies (and systems and institutions); International finance strategies (and systems and institutions); The interaction between corporate and national strategic thinking are focus points.
- ❑ **Balanced Score Boards:** This course deals with the latest approach to measuring corporate performance. It contains the following subjects: Measures of performance across functions; Measures of performance across areas of performance; Measures of performance across organizations; Comparative parameters of performance; Use of Score Boards for strategic assessment and guidance and complementarity between Balanced Score Boards and other methods of control.
- ❑ **Strategic control:** This course complements other courses on strategic thinking and focuses on the following areas: Conventional control vs. strategic control; Instruments for strategic control; Strategic intent and strategic control; Strategic control parameters; Strategic control in practice; Strategic control program and Balanced Score Board as a medium for strategic control.
- ❑ **Industry analysis:** This course is built around concepts and approaches to the analysis of forces within and around industries: new entrants; substitutes; bargaining power of buyers and bargaining power of suppliers. Other analytical approaches like: concentration, survival and lifecycle are discussed. Trends in global industry structure and specific trends in specific industry: specifically automobile; aviation; electronics and services are presented.

## **4.2 Samples of Student Work**

This is an application for a new program

## 5.0 Admissions, Promotion, Graduation Standard

### Appendix 5.1 Admission Requirements

	<b>Program Admission Requirements</b>
Academic	A recognized, high quality degree in a relevant area A recommendation by at least two individuals familiar with the candidate's academic performance.
Related work experience	Past immersion in a business function. Exposure to global business is advantageous. A recommendation by at least two individuals familiar with the candidate's business performance
Other	Good knowledge of the English language A GMAT – or equivalent – score. A statement of purpose highlighting the motivation of the candidate and his goals in pursuing an IEMBA

#### 5.1.2 Mature Students policy

The IEMBA course is intended for mature students – having a few years of business experience. The requirements are therefore the same as those mentioned under Appendix 5.1

### 5.2 Advanced Standing

#### 5.2.1 Credit Transfer/Recognition Policy

Credits earned in other programs will be transferred provided they represent:

1. Credits earned in similar or complementary programs.
2. They do not exceed 50% of total number of credits required for the MISM program.
3. The granting institution is recognized.

#### 5.2.2 Entrance Examination and Prior Learning Assessment Policy

1. An internally designed and administered admission test.
2. A validation of previously earned qualifications
3. An evaluation interview

also see student handbook (attachment C page 16, para 2.2.1)

### 5.2.3. Promotion and Graduation Requirements

Program Requirement	Level of Achievement Promotion	Level of Achievement Graduation												
Courses in disciplines outside the main field of study	n.a.	n.a.												
Courses in cognate disciplines and within the main field of study	<p>The passing score for successfully completing a subject is 60 or above. Only one re-sit examination per subject can be taken. Up to 5 subjects can be re-submitted.</p> <p>Examinations will account for 60% of the final grade and outside class assignments will account for 40% of the final grade. In some subjects, class participation may be considered as part of the outside assignment.</p>	<p>The candidate may pass a subject with a score of &gt; 50 by compensation, provided it is matched with another subject of equal credits with a score of &gt; 70. Only two subjects may be passed by compensation in the entire program.</p> <p>If a candidate compensates, the final grade does not change. In this example, the grades of 54 in Economics and 71 in Accounting will be shown on the transcript record. A notation will be shown for the compensation. The transcript to the letter grades is as follows:</p> <table border="0" data-bbox="928 940 1274 1171"> <tr> <td>A 80 or above</td> <td>Distinction</td> </tr> <tr> <td>B 70-79</td> <td>Credit</td> </tr> <tr> <td>C 60-69</td> <td>Pass</td> </tr> <tr> <td>D 50-59</td> <td>Marginal Failure</td> </tr> <tr> <td>E 40-49</td> <td>Failure</td> </tr> <tr> <td>F below</td> <td>Bad Failure</td> </tr> </table> <p>The letter grades will be shown on the final transcript in addition to the numerical grades.</p> <p>If a participant falls into the fail category according to the previous statement, the participant will be requested to discontinue the program immediately at the end of the particular segment.</p>	A 80 or above	Distinction	B 70-79	Credit	C 60-69	Pass	D 50-59	Marginal Failure	E 40-49	Failure	F below	Bad Failure
A 80 or above	Distinction													
B 70-79	Credit													
C 60-69	Pass													
D 50-59	Marginal Failure													
E 40-49	Failure													
F below	Bad Failure													
Extra-mural class assignments	<p>The passing score for successfully completing a subject is 60 or above. External from class assignments will account for 40% of the final grade</p>													

## 6.0 Program Content Standard

### 6.1 Program Advisory Committee

#### 6.1.1 Academic Advisory Board Membership:

Name	Occupation	Related credentials	Professorial affiliations	Name of Employer
Prof. Dr. Jacob Kol	Professor	Ph.D.		Erasmus University, The Netherlands
Prof. Dr. Robert Richert	Professor	Ph.D.		U.A.S., Germany
Prof. Dr. Su Dongbin	Professor	Ph.D.		Shenzhen University, China
Professor Dr. Kim Kwan	Professor	Ph.D.		Notre Dame University U.S.A.
Drs G, Hendricxs	Professor	Ph D		BT Group, Venlo, The Netherlands
Dr. E. Kaynak	Professor	PhD		Penn State Uni. U.S.A

##### 6.1.1.1. Mandate of the Committee

The academic advisory board supports the objectives and operations of the MISM Group. The Advisory Board meets periodically and takes decisions aiming at furthering the interest of the organization. They perform the following functions:

6. Review current academic programs and assess their relevance
7. Suggest new areas of instruction
8. Approve results of academic programs
9. Approve any major changes in academic approach and methodology
10. Assert the intellectual base of the consulting function.

##### 6.1.2 Program Advisory Committee Minutes

(Extract)

Minutes of the Academic Advisory Board  
Meeting of July 12, 2003, Held in Schiphol.  
Amsterdam, The Netherlands

In attendance

Prof M S S el Namaki (MISM), Canada  
Prof J Kol, Erazmus University (Netherlands)  
Prof R Richard, Schmalkalden University (Germany)  
Prof H A A De Werk, MISM, Canada.

The Board considered the following three agenda points :

Approval of the outline of the revised IEMBA (The International Executive MBA Program)  
Approval of the examination results for the candidates of the IEMBA program examinations held in cooperation with MDCI , Egypt, May 2003  
Approval of the proposal for an IEMBA launch for Ontario, Canada.

Deliberations reached by the Board are the following:

- 1 The Board approved the outline of the revised International Executive MBA Program as contained in the Program Outline proposal submitted to the Board.

(Proposer el Namaki, Seconder Richard. Vote Unanimous)

- 2 The Board approved and ratified the results of the IEMBA program held jointly with the Management Development Center for Industry of Egypt (MDCI). Twenty (22) two graduates were approved. No graduates achieved a distinction.  
(Proposer DeWerk, Seconder Richard. Vote Unanimous)
- 3 The Board approved the the International Executive MBA programme put forward to the Board for launch in Ontario , Canada.  
(Proposer Richard Seconder elNamaki, Vote Unanimous)
4. The Board approved the submission of an application to the The Postsecondary Education Quality Assessment Board, Ontario, Canada  
(Proposer elNamaki, Seconder Richard, Vote Unanimous)

Signed: Prof. Dr. M.S.S. elNamaki (Chairman), Prof. De Werk (Acting Secretary)

20<sup>th</sup> July, 2003

## **6.2 Professional/Accreditation or Other Organization Support**

Too premature to obtain this and cross exemptions until program runs.  
Discussion has been initiated with the Chartered Institute of Marketing, The Association of Business Executives, The Association of Certified Chartered Accountants and the Chartered Institute of Management Accountants

### **6.2.2 Current Professional/Accreditation or Other Requirements**

Too premature to obtain these at this stage, but, negotiations have been planned and preliminary discussions held with the Chartered Institute of Marketing, Association of Business Executives.

### **6.2.3 Letter of Support: Professional/Accreditation or Other Requirements**

Attachments – Association of Business Executives (UK) letter of approval  
Chartered Institute of Marketing (UK) e-mail and letter of approval to run their programs in Canada – (see attachment B)

## 6.3 Program Content Summary Material

### 6.3.1 Program Level Learning Outcomes

The essence of the program is to create competency-based management capabilities. Competency-based management education aims at gaining and learning skills and competencies that will be useful in the workplace, make management learning more relevant to the demands of business and create skills for lifelong learning and employability.

Program Level learning Outcomes	Courses, Course Segments or Workplace Requirements that Contribute to this Outcome
1. Ability to identify business problems	Most courses on the program will be using problem based assignments
2 Competence in analysis of problems	The problems with which the student will have to deal require analysis to some depth
3.Competence in development of solutions to problems	Developing solutions will require the acquisition of skill and competence techniques learned during case study, business game or project work. Most assignments will be cross-discipline and multi discipline
4. Competence in dealing with uncertainty	Assignments will demand of the student that he/she learns to manage uncertainty factors in decision making
5. Managing change	Change is the only constant in the business environment students must learn to take advantage of change and use it to the organizations advantage.

Program Level Learning Outcomes	Program requirement(s) or segments of requirements, that contribute to this outcome
Creating competency-based management capabilities	<ul style="list-style-type: none"> <li><input type="checkbox"/> Management and Organization</li> <li><input type="checkbox"/> Accounting</li> <li><input type="checkbox"/> Finance</li> <li><input type="checkbox"/> Technology</li> <li><input type="checkbox"/> Marketing Management</li> <li><input type="checkbox"/> Quantitative Methods</li> </ul>
Learning skills that will be useful in the workplace	<ul style="list-style-type: none"> <li><input type="checkbox"/> Industry structure and boundaries</li> <li><input type="checkbox"/> Forces of demand and competition within industries</li> <li><input type="checkbox"/> Approaches to industry analysis</li> <li><input type="checkbox"/> Strategic patterns of industry revolution</li> <li><input type="checkbox"/> Relevance of information for today's executive</li> <li><input type="checkbox"/> Potential of IT</li> </ul>
Making management learning relevant to the demands of the business	<ul style="list-style-type: none"> <li><input type="checkbox"/> Strategic thinking</li> <li><input type="checkbox"/> Organizational analysis</li> <li><input type="checkbox"/> Industry structure analysis</li> <li><input type="checkbox"/> The organizational dimension of strategy</li> <li><input type="checkbox"/> The implementation dimension</li> <li><input type="checkbox"/> Strategic control</li> <li><input type="checkbox"/> Globalization concepts</li> </ul>
Creating skills for lifelong learning and employability	<ul style="list-style-type: none"> <li><input type="checkbox"/> Leadership, roles, CEO, entrepreneur, Manager</li> <li><input type="checkbox"/> Managing knowledge and technology</li> <li><input type="checkbox"/> Restructuring and change processes</li> <li><input type="checkbox"/> Essentials of human resource</li> <li><input type="checkbox"/> Managing organizational culture</li> <li><input type="checkbox"/> Competency demonstrating project</li> </ul>

### 6.3.2. Calendar Course Description

*This is a part-time modular program and is driven by neither semester nor term timetabling*

#### **The International Executive Master in Business Administration**

This is a modular program designed for executives with a busy work schedule.

<b>Module 1</b>	<b>Subjects</b>
	Management and Organisations
<b>Managing</b>	Marketing Management
<b>Knowledge</b>	Accounting
	Managerial Economics
	Operations & Quantitative Methods

<b>Module 2</b>	<b>Subjects</b>
	Finance
<b>Business</b>	Information Technology
<b>Resources</b>	Human Resources Management

<b>Module 3</b>	<b>Subjects</b>
	Leadership
<b>Managing</b>	Employment & Career Management
<b>Self</b>	Entrepreneurship

<b>Module 4</b>	<b>Subjects</b>
	Strategic Management Thinking
<b>Managing</b>	Organisational Analysis
<b>Organisations</b>	Environmental Analysis
	Industry Structure Analysis
	Models for Strategic Design
	Organisational Dimensions of Strategy
	Implementation of Strategy
	Strategic Control

<b>Module 5</b>	<b>Subjects</b>
	Modelling Processes
<b>Information</b>	IT to support Modelling Process
<b>Technology</b>	Decision Analysis
<b>and E-Business</b>	IT Enhanced Competences
	E-Business
	Information Systems

<b>Module 6</b>	<b>Subjects</b>
	Globalisation
<b>International</b>	International Trade
<b>Business</b>	MNCs: Structure and Role in Globalisation
	Globalisation of markets
	International Capital Markets
	Commercial and investment Banking
	International Taxation

<b>Module 7</b>	<b>Subject</b>
<b>The project</b>	Business Field Research Project

The research project pass is a major component of the programme and is a compulsory element for graduation.

### 6.3.2. Course Descriptions

Year & Semester	Course Title	Calendar Course Description
Year 1 and Module 1	Management and Organization	Foundations of organization, organization theory, systems, holistic, behavioural, etc. Contemporary organizational thinking
	Marketing Management	The Principles of Marketing, The Customer and Consumer, Internal Marketing, Organizational Orientations – Production, Sales, Marketing, Consumer, Introduction to Marketing Strategy, Marketing of Services. The course aims at gaining competence in the development of consistent efforts for the marketing of offerings. Definition of a service is wide and includes profit and not-for-profit organisations. The course follows the marketing function viewing it within its broad context, i.e. product, price and both physical and communication processes.
	Accounting	Principles of accounting, Basic concepts, understanding where the figures come from, what a balance sheet and profit and loss account mean, using accounting figures to get management information, Ratios for management and planning
	Managerial Economics	Fundamentals of economics, economics and the business environment, economic analysis for managers, economic prognosis, government economic policy and its effects on business, decision making in economic uncertainty This course aims at exploring the changing foundation of the macroeconomic system. Impact of technology on players in the capitalist system; Impact of technology on the macro economic policies of today; New capitalism and emerging opportunities; Enterprise under conditions of technological change; Success and failure parameters of the new capitalist systems are the major areas of emphasis.
	Operations and Quantitative Methods	The Use and Abuse of Statistical Data, Quantitative Methods in Business Management, Introduction to Operations Management, TQM, Production, Materials and Personnel Operations, Site Planning, etc.
Year 1 and Module 2	Finance	Financial institutions, Financial models, understanding financial data for planning and strategic decision making, corporate finance, International finance, finance of foreign trade, finance and Investment
	Information Technology	The course deals with IT as a strategic

		instrument. The core issue is how IT can transform organizations through reconfiguration, process redesign, networking and scope redefinition. The relationship between all these processes and the broad strategy of the firm is put in focus. This course deals with managing information technology as a strategic resource. The essence is the managerial processes involved in managing the organizational unit as well as the information component. Information technology architecture. deals with issues essential for an understanding of the basic foundations of information technology. Issues like client/server architecture, networks and communications and data base architecture are included.
	Human Resources Management	This course aims at exploring the behavioral dimension of individuals and organizations. Issues as organizational development, styles of leadership, motivation, management of change, are dealt with. So are personality traits, achievement motivation, focus of control, leadership styles and values, norms and attitudes. This course will attend to the issue of interpersonal communication and how to inspire following and commitment. It also deals with the issues of negotiating agreement, handling conflict, and boosting team performance. Self learning and evaluating one's own attitude and behavior are included in the course.
Year 1 and Module 3	Leadership	Leadership as a function of management, responsibilities of leadership, leadership and followership, styles of leadership, exercising leadership. The intangible nature of leadership.
	Employment and Career Management	Personal career plans, paths of career progression, employment as a professional, career, self employment. Developing career paths, planning career character, changing careers, changing professions. Careers and jobs.
	Entrepreneurship	This course aims at developing an appreciation and an ability to understand the process of entrepreneurship and the associated drive towards business creation. Issues related to the personality of the entrepreneur are dealt with. So are issues of venture development, strategic guidance, harvest and exit. The broad objective here is to provide a framework for small business creation

		and management. Opportunity identification, opportunity conversion into a venture, venture sourcing, venture management and venture strategic design are dealt with.
Year 1 and Module 4	Strategic Management Thinking	The process of design of a strategy and the underlying conceptual framework are explored here. The implications of strategic thinking and derived concepts from goal development to action programming and control are also covered in this course. Focus is put on the issue of developing a strategy through an intellectual process. Models for strategic thinking and the interaction of that process with the individual's priorities are central.
	Organizational Analysis	This course aims to analyze the parameters and traits of organization culture: the four dimensions of organization culture; impact of organization culture on strategy and performance; types of culture and culture change.
	Environmental Analysis	This course deals with the difficulties experienced when organizational strategies meet uncontrollable factors in the environment. It examines ways in which some tried and trusted models have been used to gain information, to analyze factors and to develop strategies to overcome external and internal problems.
	Industry Structure Analysis	This course is built around concepts and approaches to the analysis of forces within and around industries: new entrants; substitutes; bargaining power of buyers and bargaining power of suppliers. Other analytical approaches like: concentration, survival and lifecycle are discussed. Trends in global industry structure and specific trends in specific industry: specifically automobile; aviation; electronics and services are presented. The course aims at providing an in depth analysis of the driving forces and patterns of change, both structural and strategic, in specific industries or industrial groups. Industry choice will be left to the participant, although key industries like aviation, automotive, electronics and services will feature heavily into the program.
	Models for Strategic Design	Strategic Modeling, computer aided business models, historical analysis, use of analytical models, planning strategy, modeling and reality, adjustment and flexibility
	Organizational Dimensions of Strategy	This course is directed at the organization, its cultural, structural and

		systems effects upon organizational strategy. The effects of organizational structure upon the people of the organization, their contribution to strategic goal achievement through skills, competences and motivation through management style.
	Implementation of Strategy	Strategy through application of models to contemporary events, using models as foundations for decision making, measuring implemented strategy against “bench marks”, Implementation measured against objectives. Strategic plans and contingency plans, measuring achievement.
	Strategic Controls	<p>This is a broad course covering all instruments of management control varying from the traditional, i.e. budgeting to the more contemporary, i.e. management information systems. Impact of technology on the process is also explored. The methods necessary to measure and control the effects of strategic decisions is explored in this course.</p> <p>This course complements other courses on strategic thinking and focuses on the following areas: Conventional control vs. strategic control; Instruments for strategic control; Strategic intent and strategic control; Strategic control parameters; Strategic control in practice; Strategic control program and Balanced Score Board as a medium for strategic control.</p> <p>This course deals with the latest approach to measuring corporate performance. It contains the following subjects: Measures of performance across functions; Measures of performance across areas of performance; Measures of performance across organizations; Comparative parameters of performance; Use of Score Boards for strategic assessment and guidance and complementarity between Balanced Score Boards and other methods of control.</p>
Year 1 and Module 5	Modeling Processes	Computer and manual modeling processes. Some selected models used in business modeling, theories of business modeling, models co-opted from other disciplines. Measuring the effectiveness of modeling
	IT to support Modeling Processes	Data stored into systems are essential for current performance of organizations. The course deals with the underlying DBMS principles and provides a perspective on data base management system structure and function.

	Decision Analysis	<p>This is a course devoted to a central issue in current strategic thinking: visionary management: What makes a vision? Vision-mission relationship; From intent to vision to mission; Formulating a vision; The building blocks of vision; Expressing visions; Translating vision into strategy and fulfillment efforts and finally, Killing Visions.</p> <p>The course also examines the influences on management decision making and how the balance between decisions derived from information analysis and intuitive decision making contribute to objectives achievement.</p>
	IT Enhanced Competences	<p>This course aims at introducing basic concepts of application development using an object-oriented approach to design and programming. The course deals with IT as a strategic instrument. The core issue is how IT can transform organizations through reconfiguration, process redesign, networking and scope redefinition. The relationship between all these processes and the broad strategy of the firm is put in focus.</p>
	e-Business	<p>e-Business The course deals with the process of conducting business through the Internet. It deals with the technologies, the management processes and the business framework of e-business. Issues dealt with are: Technology, investment, knowledge and initiative. E-economy performance parameters. E-economy players. E-economy evolution. E-economy and global division of labour and capital. Success and failure parameters of the E-economy.</p>
	Information Systems	<p>The course deals with the design and management of information systems. The design process is dealt with from a technology and managerial perspective. The management process is looked at within the broad framework of management and control within organizations.</p>
Year 1 and Module 6	Globalization	<p>Globalization. The conceptual framework of globalization is explored here. Also the operational implications of operating a business concerning across physical and non-tangible boundaries. Issues of cross-cultural communication are explored.</p>
	International Trade	<p><b>International marketing.</b> The prime objective is to highlight the major decision making areas involved in marketing a product or a service within the international market. The global dimension of the marketing function is</p>

		stressed. Cross-cultural marketing communication is also explored, as are issues of international physical distribution.
	MNCs : Structure and role in Globalization	The role of MNCs in influencing the globalization of business, economics and cultures is examined. The influence on the Social, Legal, Economic, and Political environments of people and countries through MNC activity in the international community. An examination of the way in which MNC globalization is changing the environment and its benefits and disbenefits is carried out.
	Globalization of Markets	The course deals with issues of globalization of strategic thinking. MNC strategic options and design; Strategic behavior of nations; International trade strategies (and systems and institutions); International finance strategies (and systems and institutions); The interaction between corporate and national strategic thinking are focus points.
	International Capital Markets	This course deals with the contemporary structure of the capital market and the forces at play in this market. Institutions, policies, strategies, flows, instruments and ideologies are included in the analysis. In the process funding elements, like the balance of payments, exchange rates, risk etc. are dealt with. The course addresses issues surrounding the international finance and the foreign exchange market. Structure of foreign exchange markets; Characteristics of foreign exchange markets; Volatility of foreign exchange markets are areas of emphasis.
	Commercial and investment Banking	This course deals with the structure of this significant component of the banking function. The structure of the investment bank, portfolio theory and practice and issuance of securities are all issues included here.
	International taxation	Comparative taxation systems, double taxation agreements, government and its use of taxation to encourage business activity, Taxations effect upon business decisions, economic effects of taxation, reasons for taxation policy, political effects on taxation, business procedures to ensure the best combination of taxation effects for the organization.
Year 2 and Module 7	Business Field Research Project	The Business Research project is aimed at providing the student with the opportunity to explore and use the competences gained in the program. It

		is aimed at letting the student demonstrate the usefulness of the skills, competences and knowledge gained in the program. It also provides a “spin off” benefit for the employer in that they are able to use their employee in a consultancy role in solving a problem within the organization.
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### 6.3.3 Program Hour/Credit Conversion Justification

Does the program include laboratory components?

**V** No

#### 6.3.3.1 There are No Laboratory sessions in this program

#### 6.3.3.2 This is NOT an undergraduate program

#### 6.3.3.3 Graduate Academic Course Schedule

Pre-requisite for entrance to the program is a Bachelor degree in cognate area or (Cambridge University international equivalence), final qualification of Professional body, *plus* evidence of extensive management experience.

Yr & module	Course Title	Module Hours per course	Course pre-requisites & Co-requisites	Proposed Instructor (or indicate if faculty to be recruited)	Highest qualification earned and discipline of study (or required of faculty to be hired)	Page ref. to CV
Yr 1 & Module 1	Management & Organization	18	See above	Prof. M.S.S. elNamaki Prof. R. Graham	PhD. PhD. Dip.M	48 51
	Marketing Management	18		Prof. R. Graham. Prof. R. McTavish Prof. P. Gibbs	PhD, Dip.M. PhD, Dip.M, PhD. Dip.M.	51 55 49
	Accounting	18		Prof. E. Ramamonjisoa Prof. M.L.S.Adams	PhD. MBA, AICIS, Dip.M.	56 59
	Managerial Economics	18		Prof. R. Richert	PhD.	57
	Operations and Quantitative Methods	18		Prof. J.L. Huxell Prof. L. Soenen	PhD. PhD.	53 60
Yr 1 & Module 2	Finance	18		Prof. Luc Soenen Prof. E. Ramamomjisoa	PhD. PhD.	60 56
	Information Technology	18		Prof. G. Welker	PhD.	58
	Human Resources Management	18		Prof. B. Kaamino-Tschoepker	PhD.	54
Yr 1 & Module 3	Leadership	18		Prof. M.S.S. elNamaki	PhD.	48
	Employment and Career Management	18		Prof. B. Kaamino-Tschoepker	PhD	54
	Entrepreneurship	18		Prof. M.S.S. elNamaki Prof. R. Graham	PhD PhD. Dip.M	48 51
Yr 1 & Module 4	Strategic Management Thinking	18		Prof. M.S.S. elNamaki	PhD	48

	Organizational Analysis	18		Prof. M.S.S. elNamaki Prof. R. Graham	PhD. PhD. Dip.M	48 51
	Environmental Analysis	18		(Faculty to be recruited)	PhD	
	Industry Structure Analysis	18		Prof. M.S.S. ElNamaki Prof. R. Graham	PhD PhD. Dip.M	48 51
	Models for Strategic Design	18		(Faculty to be recruited)	PhD	
	Organizational Dimensions of Strategy	18		Prof. M.S.S. ElNamaki	PhD	48
	Implementation of Strategy	18		Prof. M.S.S. ElNamaki Prof. R. McTavish Prof. R. Graham	PhD PhD. Dip.M PhD. Dip.M	48 55 51
	Strategic Controls	18		Prof. M.S.S. ElNamaki Prof. E. Ramamomjisoa	PhD. PhD.	48 56
Yr 1 & Module 5	Modeling Processes	18		(Faculty to be recruited)		
	IT to support Modeling Processes	18		Prof. G. Welker	PhD	58
	Decision Analysis	18		Prof. M.S.S. ElNamaki Prof. R. Graham Prof. R. McTavish Prof. P. Gibbs	PhD. PhD. Dip.M. PhD. PhD.	48
	IT Enhanced Competences	18		Prof. G. Welker	PhD.	58
	e-Business	18		Prof. G. Welker	PhD	58
	Information Systems	18		Prof. G. Welker	PhD	58
Yr 1 & Module 6	Globalization	18		Prof. R.A. Kader Prof. R. Graham	PhD PhD	54 51
	International Trade	18		Prof. R.A. Kader Prof. R. Richert Prof. R. Graham	PhD PhD PhD	54 57 51
	MNCs : Structure and role in Globalization	18		Prof. M.S.S.ElNamaki	PHD	48
	Globalization of Markets	18		Prof. R.A. Kader	PhD	54
	International Capital Markets	18		(Faculty to be Recruited)	PhD	
	Commercial and investment Banking	18		Ms M. Z. EIDin	MSc, MBA, Banking	60
	International taxation	18		(Faculty to be Recruited)		
	Total class hours	<b>576</b>				
Yr 2 & Module 7	Business Field Research Project			Supervisors will be PhD Faculty related to subject area of project	PhD, Professional Qualification/ membership	

**All PhDs in this section are in cognate degree areas**

**International Executive Master of Business Administration in Strategy and Globalization**

<b>Cluster</b>	<b>Modules</b>	<b>Number of credits/Number of contact hours</b>	<b>Key subjects</b>	<b>Type of course</b>
Cluster I Fundamentals	ECP Module I Management Processes	12 Credits 72 hours	Management & Organization Accounting Finance Operations Management	
	Module II The Market Place	6 Credits 36 hours	Marketing Management Quantitative Methods	
Cluster II Arena	Module III The Economy	3 Credits 18 hours	Classic foundations of economic analysis Foundations of the e-Economy Knowledge dimension of economic forces Technology as a factor of production The E-markets Strategic corporate behaviour under E-economy conditions	
	Module VI The Industry	3 Credits 18 hours	Industry structure and boundaries Forces of demand and competition within industries Approaches to industry analysis Strategic patterns of industry evolution	
Cluster III Competencies	Module VII : Strategic Thinking and strategic management	3 Credits 18 hours	Strategic Thinking Organizational Analysis Environmental Analysis Industry Structure Analysis Models for Strategic Design The Organizational Dimension of Strategy The Implementation Dimension Strategic Control	
	Module VIII:	3 Credits	Managing self : Leadership, Roles CEO,	

	Executive Behaviour and Managing People	18 hours	Entrepreneur, Manager Managing knowledge and technology Managing the environment Restructuring and Change Processes Essentials of Human Resource Management Organizational Culture	
	Module VIII : Managing Information Technology and E Business	3 Credits 18 hours	The Relevance of Information for today's Executive The Modelling Process The Potential of IT to Support the Modelling Process Decision Analysis IT Enhanced Competencies	
	Module X Managing Globalization	3 Credits 18 hours	Globalization concepts and strategies Trends and patterns of international trade. The MNC, Structure, and role in globalization Globalization of Markets, Industries, Products and Organizations The international capital market Commercial and investment banking International taxation	
	Module XI Competency demonstrating Project	12 credits 36 hours	A project based on one or more of the conceptual models discussed in the program. The project should demonstrate analytical and creative competencies. It could relate to the participants field of expertise or job situation	

Semester	Number of contact hours	Course Title	Pre- and Co-requisites
Semester 1 Fundamentals	72 hours	Management & Organization Accounting Finance Operations Management	Fulfilment of undergraduate or equivalent requirement
	36 hours	Marketing Management Quantitative Methods	
Semester II Arena	18 hours	Classic foundations of economic analysis Foundations of the e-Economy Knowledge dimension of economic forces Technology as a factor of production The E-markets Strategic corporate behaviour under E-economy conditions	
	18 hours	Industry structure and boundaries Forces of demand and competition within industries Approaches to industry analysis Strategic patterns of industry evolution	
Semester III Competencies	18 hours	Strategic Thinking Organizational Analysis Environmental Analysis Industry Structure Analysis Models for Strategic Design The Organizational Dimension of Strategy The Implementation Dimension Strategic Control	
	18 hours	Managing self : Leadership, Roles CEO, Entrepreneur, Manager Managing knowledge and technology Managing the environment Restructuring and Change Processes Essentials of Human Resource Management Organizational Culture	
	18 hours	The Relevance of Information for today's Executive The Modelling Process The Potential of IT to Support the Modelling Process Decision Analysis IT Enhanced Competencies	

	18 hours	<p>Globalization concepts and strategies  Trends and patterns of international trade.  The MNC, Structure, and role in globalization  Globalization of Markets, Industries, Products and Organizations  The international capital market  Commercial and investment banking  International taxation</p>	
	36 hours	<p>A project based on one or more of the conceptual models discussed in the program. The project should demonstrate analytical and creative competencies. It could relate to the participants field of expertise or job situation</p>	

## 6.4 Course Outlines and other Graduation Requirements

<b>Course Title:</b> Management and Organization
Year and Semester: 1
<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Course description</b></li> <li><input type="checkbox"/> <b>Methods of delivery</b> Lectures Class presentations</li> <li><input type="checkbox"/> <b>Content outline by topic</b></li> <li><input type="checkbox"/> <b>Length in actual contact hours:</b> 18 hours</li> <li><input type="checkbox"/> <b>Methods and frequency of evaluation</b></li> <li><input type="checkbox"/> <b>Teaching methods</b></li> <li><input type="checkbox"/> <b>Resources purchased by students</b></li> <li><input type="checkbox"/> <b>Textbook requirements:</b> Mintzberg H, Structure in Fives : Designing Effective Organizations, Prentice Hall, 1993</li> <li><input type="checkbox"/> <b>Learning outcomes</b></li> <li><input type="checkbox"/> <b>How learning outcomes will be enhanced by method of delivery</b></li> </ul>
<p><b>Information about course designer (faculty):</b>  <b>Name:</b> Dr. M.S.S. el-Namaki  <b>Curriculum vitae:</b> <b>M.S.S. El-Namaki, Ph.D.</b>, Dean of the Montreal Institute for Strategic Management with responsibility for the School's global network of management training linkages and institutions. Holds a B.Com. from Cairo University, (Egypt), M.A. in International Economics from Erasmus University Rotterdam (the Netherlands) and a Ph.D. in Management from Brussels University (Belgium). He is visiting professor at a number of universities in Europe and South and East Asia , and consultant to the Netherlands Government Ministry of Development Cooperation, a number of corporations in Europe, the Middle East, and South and East Asia, as well as a few international organizations including the European Community, the World Bank and the United Nations Development Programme (UNDP). Held past positions with Maastricht School of Management (the Netherlands), Philips NV (The Netherlands) and Time-Life International (the Netherlands). Published widely on issues related to strategic management e.g. vision, strategic design, economic and corporate restructuring as well as global strategic behaviour. Currently involved in several research projects including one related to "the dark side of structural adjustment".</p>
<p><b>Faculty eligible to teach the course</b>  <b>Name:</b> Dr. M.S.S. el-Namaki  <b>Curriculum vitae:</b> see above  <b>Name:</b> Johnny Lo, Ph.D.  <b>Curriculum vitae:</b> available upon request  <b>Name:</b> Nanette Agdepa, MBA  <b>Curriculum vitae:</b> available on request</p>
<p><b>Plans to teach any portion of this course on-line</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Yes</b></li> <li><input type="checkbox"/> <b>No</b></li> </ul>
<p><b>Faculty qualifications required to teach the course:</b> MBA/ Ph.D. in management; Teaching experience; Work experience in management position</p>
<p><b>Classroom requirements:</b> Capacity of maximum 20 participants</p>
<p><b>Equipment requirements:</b> Computer; data show, flip over</p>

<b>Course Title:</b> Marketing Management
<b>Year and Semester:</b> 1
<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Course description</b></li> <li><input type="checkbox"/> <b>Methods of delivery</b> Lectures Class presentations</li> <li><input type="checkbox"/> <b>Content outline by topic</b></li> <li><input type="checkbox"/> <b>Length in actual contact hours:</b> 18 hours</li> <li><input type="checkbox"/> <b>Methods and frequency of evaluation</b></li> <li><input type="checkbox"/> <b>Teaching methods</b></li> <li><input type="checkbox"/> <b>Resources purchased by students</b></li> <li><input type="checkbox"/> <b>Textbook requirements:</b> Kotler &amp; Armstrong, Principles of Marketing, Prentice Hall, 2001</li> <li><input type="checkbox"/> <b>Learning outcomes</b></li> <li><input type="checkbox"/> <b>How learning outcomes will be enhanced by method of delivery</b></li> </ul>
<p><b>Information about course designer (faculty):</b>  <b>Name:</b> R. de Werk  <b>Curriculum vitae:</b> After many years of practical experience with such marketing pioneers as Unilever (7 years, a.o. as product manager of the largest margarine brand) and Esselte (2 years; responsible for the introduction of pay T.V. in the Netherlands), Mrs. DeWerk's current research activities focus on the strategic aspects of E-Business. A marketing and sales consultant with extensive experience delivering diverse training events in both strategic management and marketing to senior and mid-level managers throughout the world, she has studied and taught the use of management and marketing techniques in the service sector with a focus on quality management systems for more than 10 years in MBA programs worldwide; has written articles on the use of strategy in the educational sector and consults service organizations globally.</p> <p><b>Information about course designer (other):</b>  <b>Name:</b> as above  <b>Curriculum vitae:</b></p>
<p><b>Faculty eligible to teach the course</b>  <b>Name:</b> R. de Werk  <b>Curriculum vitae:</b> see above  <b>Name:</b> Richard Graham  <b>Curriculum Vitae:</b> See below</p>
<p><b>Plans to teach any portion of this course on-line</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Yes</b></li> <li><input type="checkbox"/> <b>No</b></li> </ul>
<b>Faculty qualifications required to teach the course:</b> MBA. in management; Teaching experience; Work experience
<b>Classroom requirements:</b> Capacity of maximum 20 participants
<b>Equipment requirements:</b> Computer; data show, flip over

<b>Course Title:</b> Accounting
<b>Year and Semester:</b> 1
<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Course description</b></li> <li><input type="checkbox"/> <b>Methods of delivery</b> Lectures Class presentations</li> <li><input type="checkbox"/> <b>Content outline by topic</b></li> <li><input type="checkbox"/> <b>Length in actual contact hours:</b> 18 hours</li> <li><input type="checkbox"/> <b>Methods and frequency of evaluation</b></li> <li><input type="checkbox"/> <b>Teaching methods</b></li> <li><input type="checkbox"/> <b>Resources purchased by students</b></li> <li><input type="checkbox"/> <b>Textbook requirements:</b> Antony, Rober N, Reece, James S, Hertenstein, Julie H, Accounting Text and Cases, Homewood Illinois, 1994.</li> <li><input type="checkbox"/> <b>Learning outcomes</b></li> <li><input type="checkbox"/> <b>How learning outcomes will be enhanced by method of delivery</b></li> </ul>
<b>Information about course designer (faculty):</b> <b>Name:</b> Dr. Elia Ramamonjisoa <b>Curriculum vitae:</b> See Below
<b>Faculty eligible to teach the course</b> <b>Name:</b> Professor Dr. Elia M. Ramamonjisoa <b>Curriculum vitae:</b> <b>Professor Ramamonjisoa</b> was awarded his PhD from the University of Nice-Sophia Antipolis, France in 1988. His specialism was in Accounting. In addition to his PhD he was awarded A Post graduate Diploma in Industrial analysis also fro the University of Nice. From 2000 to 2002 he was Professor of Accountancy and Chairperson of the Department of Business Administration in the Kazakhstan Institute of Management, Economics and Strategic research (KIMEP) where he was responsible for the design of the revised accountancy courses at MBA and instrumental in the design of the Bachelor Science in Business Accounting. His teaching experience covers a period of more than 8 years including posts as lecturer at the Universities of Quebec, Canada; University of Nice-Sophia Antipolis, France; McGill University, Montreal, Canada and Concordia University, Montreal Canada, Associate Professor, University of new Brunswick, Canada; Associate Professor Ecoles Des Hautes Etudes Commerciales (HEC) at University of Montreal. He has consulted in Canada, Kazakhstan and Madagascar. His business experience extends to Analyst/Controller in the Insurance industry, Financial and management analyst in the retail industry. He has over 20 papers and seminar presentations to his name on the subject of accounting and its uses.
<b>Plans to teach any portion of this course on-line</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Yes</b></li> <li><input type="checkbox"/> <b>No</b></li> </ul>
<b>Faculty qualifications required to teach the course:</b> MBA. in accountancy; Teaching experience; Work experience
<b>Classroom requirements:</b> Capacity of maximum 20 participants
<b>Equipment requirements:</b> Computer; data show, flip over

<b>Course Title:</b> Finance
<b>Year and Semester:</b> 1
<input type="checkbox"/> <b>Course description</b> <input type="checkbox"/> <b>Methods of delivery</b> Lectures Class presentations <input type="checkbox"/> <b>Content outline by topic</b> <input type="checkbox"/> <b>Length in actual contact hours:</b> 18 hours <input type="checkbox"/> <b>Methods and frequency of evaluation</b> <input type="checkbox"/> <b>Teaching methods</b> <input type="checkbox"/> <b>Resources purchased by students</b> <input type="checkbox"/> <b>Textbook requirements:</b> Gitman L, Principles of Managerial Finance, Harper Collins, 1997. <input type="checkbox"/> <b>Learning outcomes</b> <input type="checkbox"/> <b>How learning outcomes will be enhanced by method of delivery</b>
<b>Information about course designer (faculty):</b> <b>Name:</b> Mona Zein el Din <b>Curriculum vitae:</b> Ms. Zein el Din is a professional banker combining over 10 years of managerial experience in various prime multinational banking environments with a sophisticated technical background. Miss Zein El Din is currently the Senior Retail banking Manager in Cairo Barclays bank responsible for the bank's Retail business in Egypt, prior that she held several managerial positions in Citibank Cairo and Arab African International Bank in the Corporate banking sector. With an Economics background, She holds a Masters of Science degree in International Securities & Investment banking from the International Securities Markets Association – University of reading – U.K. and a Masters of business administration from the Maastricht School of Management. Miss Zein El Din has been teaching for several years, corporate Finance, banking, financial risk management and capital markets, with several well-reputed institutions including the American University in Cairo, Maastricht School of Management and the Montreal Institute for Strategic Management.
<b>Information about course designer (other):</b> <b>Name:</b> <b>Curriculum vitae:</b>
<b>Faculty eligible to teach the course</b> <b>Name:</b> Mona Zein el Din <b>Curriculum vitae:</b> see above <b>Name:</b> Dragan D. Djelic <b>Curriculum Vitae:</b> available upon request
<b>Plans to teach any portion of this course on-line</b> <input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b>
<b>Faculty qualifications required to teach the course:</b> MBA./Ph.D. in finance; Teaching experience; Work experience
<b>Classroom requirements:</b> Capacity of maximum 20 participants
<b>Equipment requirements:</b> Computer; data show, flip over

<b>Course Title:</b> Quantitative Methods
<b>Year and Semester:</b> 1
<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Course description</b></li> <li><input type="checkbox"/> <b>Methods of delivery</b> Lectures Class presentations</li> <li><input type="checkbox"/> <b>Content outline by topic</b></li> <li><input type="checkbox"/> <b>Length in actual contact hours:</b> 18 hours</li> <li><input type="checkbox"/> <b>Methods and frequency of evaluation</b></li> <li><input type="checkbox"/> <b>Teaching methods</b></li> <li><input type="checkbox"/> <b>Resources purchased by students</b></li> <li><input type="checkbox"/> <b>Textbook requirements</b></li> <li><input type="checkbox"/> <b>Learning outcomes</b></li> <li><input type="checkbox"/> <b>How learning outcomes will be enhanced by method of delivery</b></li> </ul>
<b>Information about course designer (faculty):</b> <b>Name:</b> Guido Ferrari <b>Curriculum vitae:</b> see beolw
<b>Faculty eligible to teach the course</b> <b>Name:</b> Professor Guido Ferrari <b>Curriculum vitae:</b> <b>Professor Ferrari</b> was awarded his PhD from the University of Pisa in 1971. His experience and expertise have been sought as a consultant and teacher in Botswana, Zimbabwe, Zambia, Peoples Republic of China, Morocco, Tunisia, Yugoslavia, Luxembourg, The Netherlands, Kazakhstan and more than 15 other countries. He is consultant to EUROSTAT and a member of 7 statistical societies in Europe. He was instrumental in the development of surveys for the Centre for World Wide Cost of Living Comparisons, a consultancy that is ongoing. He has been instrumental in supporting the development of statistical techniques in the building of academic information systems and has been a major contributor to the development process of international MPhil and PhD programmes
<b>Plans to teach any portion of this course on-line</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Yes</b></li> <li><input type="checkbox"/> <b>No</b></li> </ul>
<b>Faculty qualifications required to teach the course:</b> MBA./Ph.D. in ; Teaching experience
<b>Classroom requirements:</b> Capacity of maximum 20 participants
<b>Equipment requirements:</b> Computer; data show, flip over

<b>Course Title:</b> Technology
<b>Year and Semester:</b> 1
<input type="checkbox"/> <b>Course description</b> <input type="checkbox"/> <b>Methods of delivery</b> Lectures Class presentations <input type="checkbox"/> <b>Content outline by topic</b> <input type="checkbox"/> <b>Length in actual contact hours:</b> 18 hours <input type="checkbox"/> <b>Methods and frequency of evaluation</b> <input type="checkbox"/> <b>Teaching methods</b> <input type="checkbox"/> <b>Resources purchased by students</b> <input type="checkbox"/> <b>Textbook requirements</b> <input type="checkbox"/> <b>Learning outcomes</b> <input type="checkbox"/> <b>How learning outcomes will be enhanced by method of delivery</b>
<b>Information about course designer (faculty):</b> <b>Name:</b> Professor Dr. Gunter Welker, <b>Curriculum vitae:</b> <b>Information about course designer (other):</b> <b>Name:</b> <b>Curriculum vitae:</b>
<b>Faculty eligible to teach the course</b> <b>Name: Professor Gunter Welker, PhD. BSc.</b> <b>Curriculum vitae:</b> Professor Welker Has been professor of computer science in the University of Applied Science, Berlin since 1989. He was awarded his first degree in Mathematics in 1974 and his doctorate in 1978. He has worked and consulted in Bulgaria, Germany and France. His expertise has been used in development of governmental and business information systems internationally. He has extensive experience in the installation and implementation of computer information systems for a variety of uses.  <b>Name: Andreas Voss. PhD. MBA BBA</b> <b>Curriculum Vitae:</b> Andreas Voss has worked, carried out research and consulted in Greece, Finland and Germany. His main areas of expertise are in e-Business and Information systems where he has successfully completed a number of projects. He successfully completed his first degree in 1995 and followed this by passing his masters degree in 1999. He completed his research for the award of a doctorate in 2003.
<b>Plans to teach any portion of this course on-line</b> <input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b>
<b>Faculty qualifications required to teach the course:</b> MBA./Ph.D. in ; Teaching experience

<b>Course Title:</b> Economic Analysis
<b>Year and Semester:</b> 1
<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Course description</b></li> <li><input type="checkbox"/> <b>Methods of delivery</b> Lectures Class presentations</li> <li><input type="checkbox"/> <b>Content outline by topic</b></li> <li><input type="checkbox"/> <b>Length in actual contact hours:</b> 18 hours</li> <li><input type="checkbox"/> <b>Methods and frequency of evaluation</b></li> <li><input type="checkbox"/> <b>Teaching method</b></li> <li><input type="checkbox"/> <b>Resources purchased by students</b></li> <li><input type="checkbox"/> <b>Textbook requirements:</b> Dornbusch, R., Fischer S., Macro Economics, McGraw Hill, 1994 Norman &amp; La Manna, The New Industrial Economics, Cambridge University Press, 1992</li> <li><input type="checkbox"/> <b>Learning outcomes</b></li> <li><input type="checkbox"/> <b>How learning outcomes will be enhanced by method of delivery</b></li> </ul>
<b>Information about course designer (faculty):</b> <b>Name:</b> Prof. Robert Richard <b>Curriculum vitae:</b> See below
<b>Faculty eligible to teach the course</b> <b>Name:</b> Prof. Robert Richard <b>Curriculum vitae:</b> <b>Prof. Dr. Robert Richard</b> is Professor of Economics, Economic Philosophy and International Economic Relations in the University of Applied Sciences Schmalkalden and has degrees in Economics, Business Administration and Economic Philosophy, with a PhD. In Economics from the Free University of Berlin. His major research projects are on the European Economic and Monetary Union, Hinduist, Buddhist, Confucian, Christian, and Islamic Economic Philosophy in Comparison, Internationalization of small and medium-sized enterprises in Southern Thuringia and Internationalization of the Studies of Business Administration and Economics. His numerous publications mostly center on the effects of globalization. Dr. Richert has vast international experience, having taught or done research in the following countries: Germany, Austria, Liechtenstein, Switzerland, France, Belgium, Netherlands, Luxembourg, United Kingdom, Ireland, Denmark, Norway, Sweden, Italy, San Marino, Vatican City, Spain, Portugal, Poland, Lithuania, Czech Republic, Slovakia, Hungary, Romania, Bulgaria, Slovenia, Croatia, Bosnia-Herzegovina, Macedonia, Yugoslavia, Greece, Russia; Turkey, Syria, Lebanon, Israel, Palestine, Jordan, United Arab Emirates, Kazakhstan, Turkmenistan, Uzbekistan, Kirghistan, India, Nepal, Sri Lanka, Maldives, Myanmar (Burma), Thailand, Laos, Cambodia, Vietnam, Malaysia, Brunei, Indonesia, Singapore, Philippines, China, Taiwan; Oceania: Australia, New Zealand; Americas: Canada, USA, Mexico, Guatemala, Belize, Honduras, Dominican Republic, Venezuela, Ecuador, Peru, Bolivia; Kenya, Tanzania, South Africa. No doubt for this reason he was awarded first prize "for outstanding achievements in the area of international university cooperation" in 2001 by the German Minister of Education, Science, Research and Technology and the President of the Conference of University Rectors.
<b>Plans to teach any portion of this course on-line</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Yes</b></li> <li><input type="checkbox"/> <b>No</b></li> </ul>
<b>Faculty qualifications required to teach the course:</b> MBA./Ph.D. in ; Teaching experience
<b>Classroom requirements:</b> Capacity of maximum 20 participants
<b>Equipment requirements:</b> Computer; data show, flip over

<b>Course Title:</b> Industry Analysis		
<b>Year and Semester:</b> 1		
<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Course description</b></li> <li><input type="checkbox"/> <b>Methods of delivery</b> Lectures, Class presentations</li> <li><input type="checkbox"/> <b>Content outline by topic</b></li> <li><input type="checkbox"/> <b>Length in actual contact hours:</b> 18 hours</li> <li><input type="checkbox"/> <b>Methods and frequency of evaluation</b></li> <li><input type="checkbox"/> <b>Teaching methods</b></li> <li><input type="checkbox"/> <b>Resources purchased by students</b></li> <li><input type="checkbox"/> <b>Textbook requirements:</b> Scherer, Industry Market Structure and Economic Performance, 2<sup>nd</sup> edition, 1980</li> <li><input type="checkbox"/> <b>Learning outcomes</b></li> <li><input type="checkbox"/> <b>How learning outcomes will be enhanced by method of delivery</b></li> </ul>		
<p><b>Curriculum vitae: Information about course designer (faculty):</b>  <b>Name: Dr. M.S.S. el-Namaki</b>  <b>Curriculum vitae:</b> Professor M.S.S. el-Namaki, Ph.D., Dean of the Montreal Institute for Strategic Management with responsibility for the School's global network of management training linkages and institutions. Holds a B.Com. from Cairo University, (Egypt), M.A. in International Economics from Erasmus University Rotterdam (the Netherlands) and a Ph.D. in Management from Brussels University (Belgium). He is visiting professor at a number of universities in Europe and South and East Asia , and consultant to the Netherlands Government Ministry of Development Cooperation, a number of corporations in Europe, the Middle East, and South and East Asia, as well as a few international organizations including the European Community, the World Bank and the United Nations Development Program (UNDP). Held past positions with Maastricht School of Management (the Netherlands), Philips NV (The Netherlands) and Time-Life International (the Netherlands). Published widely on issues related to strategic management e.g. vision, strategic design, economic and corporate restructuring as well as global strategic behavior. Currently involved in several research projects including one related to "the dark side of structural adjustment".</p> <p><b>Faculty eligible to teach the course</b>  <b>Name:</b> Prof. Richard Graham  <b>Curriculum Vitae:</b> <b>Prof. Dr. Richard Graham</b> is a professor of Marketing and Management. He obtained an MSc in Management Studies from Brunel University and a Ph.D. from the University of Bradford, UK. Prof. Graham is Member of the Chartered Institute of Marketing and holder of the qualifying professional Diploma in Marketing of the CIM. He is a member of the Academy of Marketing and the Association of MBA's. Dr. Graham has worked in business and education in a wide and varied capacity having had experience in Germany, The Netherlands, India, Malaysia, Hong Kong, Singapore, Africa, Suriname, Syria, Cyprus and Kazakhstan (Central Asia), as well as the UK. He has carried out work on small and medium enterprises through advisory and training functions. He was instrumental in establishing Marketing Research in Malawi, Africa, and in establishing an MBA program in Kazakhstan, where he designed, wrote and compiled curriculum for the program. Dr. Graham has carried out a wide range of research, both academic and practical, for such organizations as the EEC, ILO/UNDP, Philips Electrical, Manica and Philip Morris. He has published widely on issues related to marketing, marketing education, and marketing and development.</p>		
<p><b>Plans to teach any portion of this course on-line</b></p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><b>Yes</b></td> <td style="text-align: center;"><b>No</b></td> </tr> </table>	<b>Yes</b>	<b>No</b>
<b>Yes</b>	<b>No</b>	
<b>Faculty qualifications required to teach the course:</b> MBA./Ph.D. in ; Teaching experience		
<b>Classroom requirements:</b> Capacity of maximum 20 participants		
<b>Equipment requirements:</b> Computer; data show, flip over		

<b>Course Title:</b> Strategic Thinking
<b>Year and Semester:</b> 1
<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Course description</b></li> <li><input type="checkbox"/> <b>Methods of delivery</b> Lectures Class presentations</li> <li><input type="checkbox"/> <b>Content outline by topic</b></li> <li><input type="checkbox"/> <b>Length in actual contact hours:</b> 18 hours</li> <li><input type="checkbox"/> <b>Methods and frequency of evaluation</b></li> <li><input type="checkbox"/> <b>Teaching methods</b></li> <li><input type="checkbox"/> <b>Resources purchased by students</b></li> <li><input type="checkbox"/> <b>Textbook requirements:</b> Aldrich F., Practical strategies for competitiveness in the new economy, Harvard Business School, 1999 Porter M, Competitive Strategy, Harvard Business School, 1980 Wheelen and Hunger, Strategic Management and Business Policy , Addison -Wesley, 5<sup>th</sup>. Ed. 1995</li> <li><input type="checkbox"/> <b>Learning outcomes</b></li> <li><input type="checkbox"/> <b>How learning outcomes will be enhanced by method of delivery</b></li> </ul>
<p><b>Information about course designer (faculty):</b>  <b>Name:</b> Dr. M.S.S. el-Namaki  <b>Curriculum vitae:</b> Dr. M.S.S. el-Namaki, Ph.D., Dean of the Montreal Institute for Strategic Management with responsibility for the School's global network of management training linkages and institutions. Holds a B.Com. from Cairo University, (Egypt), M.A. in International Economics from Erasmus University Rotterdam (the Netherlands) and a Ph.D. in Management from Brussels University (Belgium). He is visiting professor at a number of universities in Europe and South and East Asia , and consultant to the Netherlands Government Ministry of Development Cooperation, a number of corporations in Europe, the Middle East, and South and East Asia, as well as a few international organizations including the European Community, the World Bank and the United Nations Development Programme (UNDP). Held past positions with Maastricht School of Management (the Netherlands), Philips NV (The Netherlands) and Time-Life International (the Netherlands). Published widely on issues related to strategic management e.g. vision, strategic design, economic and corporate restructuring as well as global strategic behaviour. Currently involved in several research projects including one related to "the dark side of structural adjustment".</p>
<p><b>Faculty eligible to teach the course</b>  <b>Name:</b> : Dr. M.S.S. el-Namaki  <b>Curriculum vitae:</b> see above  <b>Name:</b> Johnny Lo, Ph.D.  <b>Curriculum vitae:</b> available on request  <b>Name:</b> Nanette Agdepa, MBA  <b>Curriculum vitae:</b> available on request</p>
<p><b>Plans to teach any portion of this course on-line</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Yes</b></li> <li><input type="checkbox"/> <b>No</b></li> </ul>
<b>Faculty qualifications required to teach the course:</b> MBA./Ph.D. in ; Teaching experience
<b>Classroom requirements:</b> Capacity of maximum 20 participants
<b>Equipment requirements:</b> Computer; data show, flip over

<b>Course Title:</b> Managing Executive Behavior
<b>Year and Semester:</b> 1
<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Course description</b></li> <li><input type="checkbox"/> <b>Methods of delivery</b> Lectures, Class presentations</li> <li><input type="checkbox"/> <b>Content outline by topic</b></li> <li><input type="checkbox"/> <b>Length in actual contact hours:</b> 18 hours</li> <li><input type="checkbox"/> <b>Methods and frequency of evaluation</b></li> <li><input type="checkbox"/> <b>Teaching methods</b></li> <li><input type="checkbox"/> <b>Resources purchased by students</b></li> <li><input type="checkbox"/> <b>Textbook requirements</b></li> <li><input type="checkbox"/> <b>Learning outcomes</b></li> <li><input type="checkbox"/> <b>How learning outcomes will be enhanced by method of delivery</b></li> </ul>
<b>Information about course designer (faculty):</b> <b>Name:</b> Dr. Ibrahim Ashmawy <b>Curriculum vitae:</b> see below
<b>Faculty eligible to teach the course</b> <b>Name:</b> Dr. Tasso Christie <b>Curriculum Vitae:</b> <b>Dr. Tasso Christie</b> Served in senior leadership positions in academic, professional and corporate settings. An experienced administrator and specialist in organizational effectiveness. Extensive background in the development and implementation of strategic planning, in assessment for selection and promotion and in the application of organizational life cycle analysis and problem solving. Specialized in executive placement and counseling, building executive teams and providing process consultation to major organizations. More than 25 years experience in teaching graduates and undergraduates in business, education and psychology, at colleges and universities in North America and Asia Pacific. Designed, conducted and taught in executive training programs. A licensed psychologist who has practiced in corporate, educational and mental health settings. Earned a doctorate in educational psychology with emphasis in learning theory and assessment followed by a post-doc MBA. An effective public speaker who has authored articles for professional publications and special topics for news media. <b>Name:</b> Dr. Ibrahim Ashmawy <b>Curriculum Vitae:</b> <b>Dr. Ibrahim Ashmawy</b> , Founder and Managing Director for Westgate Consultants (Management & IT Consultants Firm) Advisor to the President of the Economic Committee–The Egyptian House of Parliament Advisor to the Chairman & Chief Executive Officer for Noor Advanced Technologies Senior Advisor to the Chairman and Managing Director of Cairo Bank (Banque du Caire); Senior Advisor to the Chairman and Managing Director of SkillRate/FinRate Consulting; Lecturer Maastricht School of Management, MSM, the Netherlands ; Lecturer–Department of Business Studies October University – MSA; Trainer & Instructor - Department of Business Studies - CACE- AUC in Cairo; Business Excellence Development Director for EuroServices International Ltd. UK. Dr Ashmawy has a rich experience in managing projects, developing training skills for engineers, government officials, trainees of foreign firms and financial institutions in the area of strategic planning, project management, operations management, process analysis and communication skills, problem solving, decision making, team building, leadership and organization behavior. He has conducted numerous field studies for senior government officials, and provided economic and business analysis of state institutions and private sector companies and is specialized in consultancy, carrying market studies and developing business plans., Prof. Asmawi has a Doctorate of Philosophy in Management Studies and an MBA in International Management from the University of Exeter in the U.K.
<b>Plans to teach any portion of this course on-line</b> <input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Faculty qualifications required to teach the course:</b> MBA./Ph.D. ; Teaching experience
<b>Classroom requirements:</b> Capacity of maximum 20 participants
<b>Equipment requirements:</b> Computer; data show, flip over

<b>Course Title:</b> Information Technology
<b>Year and Semester:</b> 1
<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Course description</b></li> <li><input type="checkbox"/> <b>Methods of delivery</b> Lectures Class presentations</li> <li><input type="checkbox"/> <b>Content outline by topic</b></li> <li><input type="checkbox"/> <b>Length in actual contact hours:</b> 18 hours</li> <li><input type="checkbox"/> <b>Methods and frequency of evaluation</b></li> <li><input type="checkbox"/> <b>Teaching methods</b></li> <li><input type="checkbox"/> <b>Resources purchased by students</b></li> <li><input type="checkbox"/> <b>Textbook requirements</b></li> <li><input type="checkbox"/> <b>Learning outcomes</b></li> <li><input type="checkbox"/> <b>How learning outcomes will be enhanced by method of delivery</b></li> </ul>
<b>Information about course designer (faculty):</b> <b>Name:</b> Hani El Mualed <b>Curriculum vitae:</b> See below
<b>Faculty eligible to teach the course</b> <b>Name:</b> Hani El Mualed <b>Curriculum Vitae:</b> <b>Prof. Hani El Mualed</b> is a software consultant with a postgraduate degree in professional computer programming (American University in Cairo 1991) and an undergraduate degree in engineering (Cairo University 1989). He is also certified as ISO internal audit and has 13 years of experience; 4 of them in telecom business. Presently, he is applications development team leader in Application group-data warehouse department of Vodafone Egypt, developing and supporting in-house solutions for Vodafone Egypt such as high usage and collections and assigned to review Executive information system and assure to the top management that the project is on track and vendor assist. His experience in IT covers the following topics: professional services, developing decision support systems, risk management, project management, programming and system analysis and design. Besides his hands-on practical experience in multinational environments such as, Vodafone, International Business Machines (IBM Saudi Arabia), Credit Swiss Bank, Sakhr and USAID, Hani El Mualed has also 10 years experience a lecturer in IT in the American University in Cairo, where he designs and implements IT courses. <b>Name:</b> Professor Dr. G. Welker <b>Curriculum Vitae:</b> <b>Gunter Welker, PhD. BSc.</b> Professor Welker Has been professor of computer science in the University of Applied Science, Berlin since 1989. He was awarded his first degree in Mathematics in 1974 and his doctorate in 1978. He has worked and consulted in Bulgaria, Germany and France. His expertise has been used in development of governmental and business information systems internationally. He has extensive experience in the installation and implementation of computer information systems for a variety of uses.
<b>Plans to teach any portion of this course on-line</b> <input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b>
<b>Faculty qualifications required to teach the course:</b> MBA./Ph.D. in IT ; Teaching experience
<b>Classroom requirements:</b> Capacity of maximum 20 participants
<b>Equipment requirements:</b> Computer; data show, flip over

<b>Course Title:</b> Globalization
<b>Year and Semester:</b> 1
<input type="checkbox"/> <b>Course description</b> <input type="checkbox"/> <b>Methods of delivery</b> Lectures Class presentations <input type="checkbox"/> <b>Content outline by topic</b> <input type="checkbox"/> <b>Length in actual contact hours:</b> 18 hours <input type="checkbox"/> <b>Methods and frequency of evaluation</b> <input type="checkbox"/> <b>Teaching methods</b> <input type="checkbox"/> <b>Resources purchased by students</b> <input type="checkbox"/> <b>Textbook requirements:</b> Krugman P, Rethinking international trade, 1994 Stiglitz, J. Globalization and its Discontents, Penguin Books, 2001 <input type="checkbox"/> <b>Learning outcomes</b> <input type="checkbox"/> <b>How learning outcomes will be enhanced by method of delivery</b>
<b>Information about course designer (faculty):</b> <b>Name:</b> Prof. Richard Graham <b>Curriculum vitae:</b> See Below
<b>Faculty eligible to teach the course</b> <b>Curriculum vitae:</b> <b>Name:</b> Prof. Richard Graham <b>Curriculum Vitae:</b> Prof. Dr. Richard Graham is a professor of Marketing and Management. He obtained an MSc in Management Studies from Brunel University and a Ph.D. from the University of Bradford, (UK). Prof. Graham is Member of the Chartered Institute of Marketing and holder of the qualifying professional Diploma in Marketing of the CIM. He is a member of the Academy of Marketing and the Association of MBA's. Dr. Graham has worked in business and education in a wide and varied capacity having had experience in Germany, The Netherlands, India, Malaysia, Hong Kong, Singapore, Africa, Suriname, Syria, Cyprus and Kazakhstan (Central Asia), as well as the UK. He has carried out work on small and medium enterprises through advisory and training functions. He was instrumental in establishing Marketing Research in Malawi, Africa, and in establishing an MBA program in Kazakhstan, where he designed, wrote and compiled curriculum for the program. Dr. Graham has carried out a wide range of research, both academic and practical, for such organizations as the EEC, ILO/UNDP, Philips Electrical, Manica and Philip Morris. He has published widely on issues related to marketing, marketing education, and marketing and development.
<b>Plans to teach any portion of this course on-line</b> <input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b>
<b>Faculty qualifications required to teach the course:</b> MBA./Ph.D. ; Teaching experience
<b>Classroom requirements:</b> Capacity of maximum 20 participants
<b>Equipment requirements:</b> Computer; data show, flip over

## **6.5 Work experience Required for Degree Completion**

### **6.5.1 Support for Work Experience**

This degree is designed for busy executives who are in gainful employment. Therefore, the work experience element will have been satisfied before the student enrolls on the course. However, where this is deficient there will be an adjustment to the schedule re graduation requirement or there will be an internship arranged with MISM business partners

### **6.5.2. Work Experience outcomes and Evaluation**

See above statement

## **7.0 Program Delivery Standard**

### **7.1 Quality Assurance for Program Delivery**

#### **7.1.1 Quality Assurance Program**

- 1 At the end of every subject, the MBA participants will be asked to complete an evaluation sheet. It covers the subject matter, subject coverage, subject organization, lecture content, teaching methodology, overall presentation and book(s) used. There is also space for individual comments.
- 2 This evaluation is confidential and anonymous. All of the individual evaluation sheets are summarized. This summarization goes to the Associate Dean, the Dean and to the respective faculty *after* he/she has submitted the final grades.
- 3 The evaluations are used by the administration to improve the program.
- 4 Each professor is required to carry out a “self Evaluation” report at the end of each year. This is submitted to the subject/program quality development ad hoc committee for discussion.
- 5 The discussion resolutions of the subject/program ad hoc committee are passed to the faculty committee for quality development which meets as a sub-committee of the academic board at the end of every academic year.
- 6 Findings and deliberations of the quality development sub-committee are then implemented in accordance with the principles laid down in, “Improvement and accountability: Navigating Between Scylla and Charybdis” – A.I. Vroeijsstijn. Kingsley Publishing, London (UK), 1995.
- 7 A “reporting back” session is held with the Board of Directors, The Academic Board and the Academic Advisory Board 1 month prior to the commencement of the succeeding academic year.

#### **7.1.2 Policy on Student Feedback**

Student feedback sheets are fed into the quality development process as in 7.1.1 above.

- a. At the end of every subject, the MBA participants will be asked to complete an evaluation sheet. It covers the subject matter, subject coverage, subject organization, lecture content, teaching methodology, overall presentation and book(s) used. There is also space for individual comments.
- b. This evaluation is confidential and anonymous. All of the individual evaluation sheets are summarized. This summarization goes to the Associate Dean, the Dean and to the respective faculty after he/she has submitted the final grades.
- c. The evaluations are treated very seriously. Students are requested to be truthful in their comments and ratings and to state their positive and negative comments in a professional manner.
- d. The evaluations are used to assist the administration in improving the program. Because MISM is using a large pool of no-faculty teaching staff from all over the world, the evaluation are the basis for selecting and continuing the relationship with individual teachers.

(example of student feedback sheet/evaluation sheet)



**MISM**

Montreal Institute for Strategic Management

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**Course evaluation sheet**

**Subject**  
**Instructor**  
**Date**

Focus	Scale				Specific Observations
	Excellent	Very good	Good	Poor	
Coverage					
Relevance					
Time management					
Teaching methodology					
Presentation					
Reading material					
Competency impact					

**Other comments**

## **7.2 On-Line Delivery**

There are no plans at this time for on-line delivery of this modular program

### **7.2.2 Not Applicable**

## 8.0 Capacity to Deliver Standard

### 8.1 Learning and Information Resources

#### 8.1.1. Library Resources

	Number of Holdings (Print) Relevant to the Field	Number of holdings (electronic-including program specific databases)
On site Library Resources Relevant to Degree Program Area (For Students/Faculty)	Specialist library sources on site, include professional journals, and internet access to The Economist etc. (200 Volumes-Print). Ottawa Public Library is within 200 metres of the centre. Access to university library within the proximity of the school e.g. Ottawa Univ library	The Chartered Institute of Marketing members databases and electronic research sources. Plus access to other professional bodies sources of electronic information. Information sources from the Association of Business Executives, The Association of Certified Chartered Accountants, etc. Internet access to relevant data bases i.e. proquest
Other Library Access (e.g. web-based, inter-library arrangements)	Access by members of the Chartered Institute of Marketing electronic library and Market Research and statistical library and databases (10,000 volumes, Mintel reports etc.). Ability to obtain extracts of articles, research material, etc. from the UK professional bodies either by Fax or by e-mail, or web download.	Holdings of MISM Group include business games and simulations, Statistical processing programs. Management analysis, data processing and delivery programs, personality profiling exercises, etc.
<p>Web site addresses available to MISM Group – Chartered Institute of Marketing Knowledge Hub:</p> <p>Association of Business Executives The Association of Certified Chartered Accountants Chartered Institute of Management Accountants</p>		
<p><a href="http://www.cim.co.uk">www.cim.co.uk</a> <a href="http://www.cim.co.uk/learningzone">www.cim.co.uk/learningzone</a> <a href="mailto:library@cim.co.uk">library@cim.co.uk</a> <a href="mailto:Info@abeuk.com">Info@abeuk.com</a> ACCA.org.uk cimaglobal.com</p>		

### 8.1.2 Computer Access

All of MISM's IEMBA modular program students will be in possession of laptop computers.

Year	Number of students	Number of computers available to student in program*	Number of computers with internet access	Location on site	Other locations
2006	10	10	10	yes	
2007	15	15	10	yes	
2008	20	20	10	yes	
2009	30	30	to expand		
2010	30	30	to expand		

\*IEMBA participants are adult, working, part time students, having a personal laptop available.

### 8.1.3 Classroom space

Year	No. of Students (cumulative)	No. of Classrooms	Location of Classrooms	
			On site	Other (specify)
1	10	1	yes	
2	15	1	yes	
3	20	1	yes	
4	30	1	yes	
5	30	1	yes	

IEMBA students are part time. Moreover, a considerable part of students in each class will only take a limited number of subjects on the total curriculum in Canada.

### 8.1.4 Laboratories/Equipment (where Applicable)

Not Applicable to this program

## 8.2 Resource Renewal and Upgrading

### 1. Library Resources

Library volumes will be scrutinised every 6 months with a focus on new editions and new publications. Taking into consideration the availability of "on line" access to new volumes and research material, purchases will be made as necessary. Journal subscriptions and "on line" journal subscriptions will be examined carefully for subject area relevance, content, research value, specificity, penetration and coverage.

- Computers** - Executive students will be in possession of their own laptop computers
- Classrooms** will be maintained in executive style by the landlord of the establishment
- Laboratories** – Not Applicable to this program

### 8.3 Support Services

Support Service	Brief description of Service
Academic Advising	Each student will be allocated a faculty "contact" with academic background
Career Counselling	Career counselling will be available on request by Executives
Personal Counselling	Each executive student will be allocated "personal" counsellor
Placement	Any executives out of work will be placed with a business partner of MISM
Services for Students with Disabilities	Normal services for the disabled will be available in the building
Tutoring	Tutoring sessions will supplement formal teaching sessions, each student will be given a tutorial schedule as part of his program.
Others	Refreshments are provided during each modular session

## **8.4 Policies on Faculty**

### **1. Academic/Professional Credentials**

MISM requires all faculty and staff to submit originals plus photo copies of all academic and/or professional qualifications offered to qualify to teach on the degree courses. The qualifications required to teach on degree courses should exceed the level being taught by the professor. e.g. IEMBA requires PhD in cognate area and/or final professional level of specialist area.

### **2. Academic/Professional Credentials required of faculty acting as supervisors**

Project supervisors will be required to have had experience or training in thesis or business research project supervision. They should also have a number of years experience in business and/or industry, international work experience and have worked as a business manager.

### **3. On file evidence of highest Academic Credentials**

Each member of faculty and staff will be required to provide the contact details of the authority awarding their qualifications. The authority will be requested to verify and certify that the person to whom this qualification relates is identified as the holder of the qualification. This information will be maintained in a secure place under the control of the Dean or Vice Dean's office.

### **4. Review of Faculty Performance**

See 7.1.1 and 7.1.2.

### **5. Faculty Teaching and Supervision Loads**

Teaching loads will be determined in collaboration with the lecturer concerned. The general principle will be that the lecturer will NOT be loaded past an average figure of hours in accord with international standards for Masters degree level. (This should not exceed an average load of 9 hours per week and not less than 3 hours per week)

### **6. Faculty availability to Students**

Faculty will be expected to inform students of the times and places of their availability for consultation, tutorials, etc. This may be at irregular times owing to the modular/part-time nature of the program.

### **7. Professional Development of Faculty**

Faculty will be expected to take part in continuing professional development (ACCA, CIM, CIMA members for example are required to participate in from 30 to 40 hours per year of professional development such as seminars courses, etc.) Academic staff will be required to produce authenticated evidence of participation in activities aimed at continual professional updating.

## **8.5 Curriculum Vitae of Faculty Assigned to the IEMBA Program**

### **8.5.1. CV Release**

The organization has on file and available for inspection, from all faculty and staff whose CVs are included in this submission, signatures that attest to the truthfulness and completeness of the information contained in their CV and agreeing to the inclusion of their curriculum vitae in any documents/websites associated with the submission, review, and final status of the program applications.

### **8.5.2 Curriculum Vitae of Current Faculty Assigned to MISM IEMBA .**

#### **Professor M.S.S. el-Namaki.**

##### Qualifications

Ph.D. in Management from Brussels University (Belgium); M.A. in International Economics from Erasmus University Rotterdam (the Netherlands); B.Com. from Cairo University, (Egypt),

##### Employment

The Netherlands Government Ministry of Development Cooperation, a number of corporations in Europe, the Middle East, and South and East Asia, as well as a few international organizations including the European Community, the World Bank and the United Nations Development Program (UNDP). Maastricht School of Management (the Netherlands), Philips NV (The Netherlands) and Time-Life International (the Netherlands). Consultant to the ITC, UNIDO, UNDP and the European Union

##### Honours

Visiting professor at a number of universities in Europe and South and East Asia.

##### Scholarly activities

Published more than 70 articles and 5 books on managerial subject matter

##### Courses taught in the last five years

Strategic Management (lectures), Management in Change environments (seminar), Managerial vision and dream ( seminar), Management's role in a transitional economy (seminar), The Manager as an entrepreneur (seminar), Restructuring of industry in transitional economies (lectures), Management and

organization (lectures), Executive development short courses (China, Brazil, Costa Rica, Egypt, Saudi Arabia, The Netherlands, Kazakstan. Global strategic behaviour (seminars)

#### Graduate supervisions

Supervision of Graduate theses and projects over many years in The Netherlands, Egypt, Syria, China, Indonesia, Kazakstan, Costa Rica.

#### Research funding

Funding received over the last 7 years from Pepsi (Middle East), The European Union, UNDP, ITC.

#### Publications

More than 70 articles and 10 books. Separate list could be provided. Some selected publications :

**Could the free market work in Syria**, Sept 2003.

**An analysis of China's competitiveness between 1995 and 1999**,

Competitiveness Review, Vol 12, No1 2002.

**Strategies for economic systems facing end-game conditions**,

An e publication, MISM forum, 2002.

**A Conceptual framework for economic and corporate restructuring**,

Strategic issues at the dawn of a new millennium, Lansa Publishing, 1999

**The dark side and the bright side of economic restructuring, an assessment of market reform in selected countries**, Economic and corporate restructuring, Lansa Publishing, 1996

**The contemporary dynamics of entrepreneurship**,

Journal of international business and entrepreneurship, Vol 5, No 2, 1996

**Creating corporate vision**,

Long Range Planning, Vol 25, No 6, 1992

**The strategic positioning of some newly industrialized countries (NICs) in the international market**,

In (R Lamb, ed) Advances in Strategic Management, Volume 4, 1986

### **Professor P.T. Gibbs**

#### Qualifications

PhD in Deferred Decision Making, Southampton University UK

M.Ed. Cambridge University UK

BSc. (Hons) Psychology, Bangor University UK

Post Graduate Diploma in Marketing, Chartered Institute of Marketing UK

#### Employment

Intercollege, Larnaca, Cyprus – Dean of Research

Edexcel, London UK – General Manager (Education Quality Assurance – UK Government)

Bournemouth University, UK – Senior Research Fellow

TSB Trust Company, London UK – Marketing Director

Moorgate Marketing, London UK – New Business Director

Citibank Insurance, London UK – Marketing Director

Canada Life, London UK – Marketing Manager

Sun Life, London UK – Assistant Marketing Manager

#### Honours

Fellow of the Chartered Institute of Marketing

Visiting professor – Financial Academy, Moscow

Middlesex University, UK

University of Sussex UK

University of Indianapolis, USA

International University, Bulgaria

Galen University, Belize

Henley the Management College

Editorial Boards – Quality in Higher Education

Studies in Higher Education

International journal of Bank Marketing

Business Ethics A European Review

#### Scholarly activities

Main area of research interest is in quality assurance and development in Higher Education. A number of research reports and programs have been conducted from 1998 to the present time. Some reports include:

Promoting Vocational Lifelong Learning, HEFCE

Partnership for the Professions, CIHE & DfEE

Report on Post-compulsory Education, Editorial Team IIPR

South African Qualifications Agency Preliminary Report, SQA 2000

Quality Assurance and UK On-line Assessment co-ordinator Socrates project EDIPED  
A marketing Strategy for Cyprus' Higher Education, Cyprus Government and the United Nations

#### Graduate Supervisions

A research leader and supervisor for Graduate theses and projects since 1991

#### Courses taught in last 5 years

Marketing at MBA level, University of Sussex (lectures), Marketing at MBA level, University of Indianapolis, Business Ethics (lectures), Financial Services (lectures), Research methods for Professional Practice (lectures), Marketing of Services (lectures), Strategic marketing for Schools and Tertiary Institutions (seminars)

#### No of graduate supervisions

Supervision of graduate theses and projects since 1991. Theses leader for Middlesex University Doctoral program.

#### Research funding

British Government Higher Education Research Council, Council for Institutes of Higher Education, European Training Foundation, UNESCO.

#### Publications

##### Books

1. **Managing Small Business**, Daily Telegraph 1987
2. **Marketing of Financial Services**, Daily Telegraph 1988.
3. **Doing Business in Europe**, Kogan Page (3 editions, 6 languages) 190-94
4. **Temporality in the Marketing of Personal Financial Services**, Paralipomena Press 1999
5. **Marketing of Higher and Further Education**, Kogan Page 2001
6. **Trusting in the university: the contribution of temporality and trust to a praxis of higher learning**, Kluwer Academic Publishing 2004

##### Chapters

'**Marketing in Europe**', in *Global Strategic Management*, ed. Katsioloudes, M., McGraw-Hill

##### Journal Articles

- '**Whose Life is it Any Rate? Of virtue, temporality and vocational education** *Higher Education*, Vol. 2 July 1996, pp. 155-64.
- '**Competence or Trust: the academic offering**, *Quality in Higher Education*, Vol.4, Nos. 1, 1999, pp. 7-15,
- '**Time to Trust**', *Journal of Education Through Partnership*, Vol. 2, No. 2, A~W. pp. 75-86.
- '**Isn't Higher Education Employability?**' *Journal of Vocational Education and Training*, Vol. 52 Nos 4 2000 pp 559 71
- '**Higher Education as a Market a problem or solution**<sup>2</sup> *Studies in Higher Education*, Vol. 26, No. 1, 2001, pp. 85-94.
- '**The accreditation of work experience: whose interest does it serve?**', *The Learning Organisation*, Vol. 8, Issue 2, 2001.
- '**Is the Market Ready for Foundation Degrees?**', *Higher Education Review*, Vol.33. No 3, pp. 92-105. 2001.
- '**Who Deserves Foundation Degrees?**', *Journal of Further and Higher Education*, Vol. 26, No 3, pp. 197-206, 2002
- '**From the Invisible Hand to the Invisible Hand Shake — Marketing higher education**', *Research in Post/Higher Education*, Vol. 7 (3) pp. 323-335, 2002.
- '**Marketing issues for non-degree UK higher education: The case of foundation degrees**' *Journal of Vocational Education and Training*, Vol. 54, No 2. 2002
- '**An institution in change: a private institution in transition**', *International Journal of Educational Management*, Vol. 14(3), with McRoy, I. 2003
- '**Can Clusters Theory Help Realize Cyprus's Desire to Develop Centers of Educational Excellence**', with Christodoulides G and Pouloukas, S, *Mediterranean Journal of Education Studies*, Vol.8. No.2, 2003
- '**Quality and Confined Pedagogy**', *Journal of Quality in Education*, Vol. 12(4), 2004
- '**Preliminary thoughts on a praxis of higher education teaching**' *Teaching in Higher Education*, Vol. 9 (2) April, 2004.
- '**The Exploitive Nature of Work Based Studies: a sketch of an idea**', *Journal of Education and Work*, Vol. 17 (4), 2004.
- '**Marketing and the Notion of Well-being**', *Business Ethics: A European Review*, Vol. 13 (1), 2004.
- '**Higher education teachers and emotional labour**', with Constanti, P, *International Journal of Educational Management*, Vol. 18(4), pp.243-249. 2004.
- '**Accreditation of knowledge as being in-the-world**', with Angelides, P, *Journal of Education and*

Work, Vol. 17 (3), 2004.

- 'Making sense of the role of culture in school improvement'**, *School Effectiveness and School Improvement*, with Angelides, P. and Leigh, J.
- 'Preparing teachers for inclusive education in Cyprus'**, with Angelides, P. and Stylia nou, T., *Teaching and Teacher Education*, accepted (22.7.2004).
- 'Analysing practice for improving schools: The study of vignettes'**, with Angelides, P. and Leigh, J., *School Effectiveness and School Improvement*-, accepted (21.5.2004). *International Journal Articles*
- 'Transactional Analysis and Induction Training'**, *Training Officer*, Vol. 12(2), pp. 13-17, 1975.
- 'Customer Care and Service: A Case for Business Ethics'**, *The International Journal of Bank Marketing*, Vol. 11(1), pp. 26-33, 1993.
- 'Time, Temporality and Consumer Behaviour'**, *European Journal of Marketing*, Vol. 32, Nos. 11/12, 1998 pp. 993-1007.
- 'Emotional labour and surplus value: The case of holiday 'reps''**, with Constariti, P. *Journal of Service Industries*, Vol.25 (1). 2005.
- 'Satisfaction with Internet Banking in the Crowded Cypriot Market — one bank's experience'**, with Sapala, A., *Management Case Quarterly*, 2003.
- Halloumi, - Exporting to Retain Traditional Food Products'**, with Ria Morphitou and George Savva - *British Food Journal*, Volume 106 (7), 2004.

#### *Conference Papers*

- 'Temporal Orientation and In-volement'** ASSET Conference 1994
- 'Trust and Quality'** Middlesex University Work-Based Learning Seminar 1997
- 'Marketing Trust'** American Marketing Association - Dublin 1997
- 'Losing Trust in Higher Education?'** American Marketing Association - New Orleans 1999
- 'Innovation in Partnerships'**, Partnerships for the Education of the Future Global Business Leaders, Department of Education USA, 2000
- 'Who desires foundation Degrees?'** SRHE Annual Conference 2000
- 'The marketing of educational brand extensions'**, UVAC Conference November 2001
- 'The Peculiarities of Marketing Tertiary Education in Cyprus'** 4th International Conference on Education, Athens Institute for Education and Research, 24-26 May, 2002
- 'Well-being and the Marketing Concept of Consumer'**, Academy of Marketing Annual Conference 2nd - 5th July 2002
- 'Old versus young generation values in Cyprus a world apart? Gender roles, family and sexual norms, and value change'** with Nondas Epaminonda, FBN Academic Research Forum, Helsinki September 11th-14th 2002
- 'The impact of educational marketing on what is higher education'**, AMA Conference 2003
- 'The Knowledge Worker's Emotional Labour and Surplus Value: the case of teaching staff in higher education'** with P. Constanti. SCOS Cambridge
- 'The exploitative nature of Work based studies: a sketch of an idea.** Cyprus, November, International WBL conference
- 'The realisation of the authenticity in education marketing research — who needs ethics?'** Philosophy and Businesses Ethics, BE:ER, October 2004

### **Prof. Richard Graham**

#### Qualifications

Ph.D. the University of Bradford, UK. (International Marketing),  
MSc. In Management studies from Brunel University (Henley the Management School) UK.,  
Qualifying Professional Diploma in Marketing from The Chartered Institute of Marketing UK,  
Certificate in Education (post Grad.) London University UK,  
Higher National Diploma in Business Studies (Dept of Education and Science, UK Government)

#### Employment

The European Union (Syria HIBA Project) Advisor to the Vice Dean  
The European Union (Kazakstan KIMEP Project) Team Leader and Advisor to the President  
KIMEP (Kazakstan) International Training Centre, Director (Professor)  
KIMEP Professor of Marketing (Kazakstan)  
The University of Malawi (Malawi, Africa) Associate Professor of Marketing  
Westminster University, London UK Senior Lecturer in Marketing  
Teleprint International S.a.s, Geneva – Consultant  
Renewall Ltd. Marketing Director, London UK

Wakewood Ltd. Sales Manager, London UK  
British European Airways, Passenger Officer, UK  
Royal Airforce, Wireless Operator/Telegraphist  
George Pulman & Sons. Trainee, London UK

#### Honours

Member of the Chartered Institute of Marketing

Member of the Academy of Marketing

Member of the Association of MBAs

Visiting Professor in the UK, Germany, India, Malaysia, Hong Kong, Kazakstan, Singapore, Suriname, Egypt.

#### Courses taught in the last five years

Sales and Sales Management (short courses and seminars), Market Research (lectures), Advertising (lectures), International Marketing (lectures), Marketing Management (lectures), Lecturer Training (lectures and practicals), Industry analysis (lectures), Strategic Management (lectures), Outdoor management leadership (practical and theoretical de-briefing)

#### Scholarly and Professional Activities

Instrumental in establishing management schools in Kazakstan and Syria, academic leadership and training of junior faculty. Presented and published over 20 papers on subjects relating to education, development and economic benefits of education.

#### Graduate Supervisions

Specialist area for supervision – Perceptual influences on decision making in Managers. Numerous supervisions in area of international management topics over the years.

#### Research funding

Philips Electrical, Kazakstan – Market Research studies

Philip Morris, Kazakstan – Research into Self Managed Learning Centres (SMLCs) and the establishment program.

#### Publications

**Perceptions of future development** - College of Preceptors - 1978.

**Comparative product benefit offerings in an industrial market** - MSc. Dissertation - 1983.

**Marketing Education at Sub-Degree Level; Scot-BEC and BEC Compared**, Marketing Education Group Conference - Dublin - 1981.

**Marketing, A Business Philosophy.**- Associated Chambers of Commerce and Industry Malawi -Newsletter. February 1989.

**Excellence and Customer Closeness - The Key to Marketing Success.** - Associated Chambers of Commerce and Industry Malawi - Newsletter, May 1989 (Reprint of paper given to the Marketing Group at the Management Centre, The University of Malawi, Blantyre, Malawi April 1989).

**Marketing and its Uses in Development of LDC's and NIC's** - Paper given at Delhi University, School of Economics, Department of Commerce, August 1989.

Doctoral research “**Comparative Product Benefit Offerings and their Perception, India, Malawi and U.K comparisons**” - June 1991

**The General Agreement on Tariffs and Trade (GATT ) - Effects on Malawi of the Uruguay Round of Negotiations** - A paper delivered to the Rotary Club of Blantyre, Malawi, December 1990.

**The International Marketing Environment** - Published in the Malawi Export Promotions Council News Bulletin Blantyre, Malawi, March 1992.

**The LDC. Innovation, information and Sustained Economic Growth.** - Presented at the National Research Conference University of Malawi - Chancellor College - Zomba - Malawi - 1994.

**Marketing = Survival** - USAID Mass Privatisation Programme- Almaty - Kazakhstan - 1995

**Marketing Education - Its meaning in a transitional economy** – Academy of Marketing- University of Strathclyde, Scotland - 1996

**Education and Training, their Part in Sustained Development** - Education conference - University of Architecture – Almaty, Kazakhstan, 1998

**Sustained Economic Development Through Education and training**

National State University (KAZGU), Almaty , Kazakhstan, 1998

**The changing face of education and training in response to a fast changing world.**

The Central Asian Journal, Vol.1. No. 3, 2001

## **Professor J.L. Huxell**

### Qualifications

PhD. LaSalle University, USA

MBA University of Cincinnati, USA

BSc University of Cincinnati, USA

### Employment

General Electric, USA – Training Program

Chrysler Corporation, USA - Production Manager

Hills-McCanna Company, USA – Vice President-Operations

NWL Control Systems, USA – Vice President-Manufacturing

Gang-Nail Systems/Mitek Systems-Vice President-Manufacturing and Distribution

University of Namibia Graduate School of Business, Windhoek – Interim Director

Maastricht School of Management, The Netherlands - Associate Dean of Masters Programs

J.D. Huxell International, The Netherlands – Executive Director

### Honours

Visiting Professor, University of Ljubljana, Slovenia

### Scholarly activities

Advisory Counselor – Ansted University, Malaysia

International Center for Promotion of Enterprises, Ljubljana, Slovenia

### Graduate supervisions

None stated

### Courses taught in the last 5 years

Fundamentals of Management (lectures), Operations Management (lectures), Project Management (lectures), Total Quality Management (lectures), Environmental Management (lectures), International Business (lectures)

### Research funding

None stated

### Publications

Jerry L. Huxell, **Restructuring: A Strategic Necessity in Today's Competitive Marketplace**, The Management Journal, April 2001.

Jerry L. Huxell, **The Urban Environmental Crisis: A Classical Leadership Problem**, Submitted for presentation in the St. Andrews, Scotland Environmental Seminar, on 20-21 May 1999.

Jerry L. Huxell, **Major Forces Requiring the Restructuring of the Motor Car Industry** MSM Research Papers, Spring 1999.

Jerry L. Huxell, **Strategic Use of Environmental Management: A Practical View**, Textbook In Progress.

Jerry L. Huxell, **The Operations Manager: Focal Point for the Environmental and Safety Performance of Any Organization**, Presentation at the Eighth annual Meeting of the Production and Operations Management Society, April 12-15, 1997 in Miami Beach, Florida.

Jerry L. Huxell, **Projected Impact of the Rapid Development of China on the Major European Powers**, Presentation at MSM Research Seminar, 13 September 1996.

Jerry L. Huxell, **Willingness to Adapt to Developing Country Needs: Key to Success for MBA Degree Granting Institutions**, Management, January/February 1996.

M. S. S. El-Namaki and Jerry L. Huxell, **Improvement of the Environment in Egypt through Environmental Management Training**, Greener Management International, Issue 6, April 1994.

Jerry L. Huxell, **Twelve Action Steps for an Effective Environmental Management System**", Greener Management International, Issue 4, 27 May 1993.

Jerry L. Huxell, **Case Study: The Darkhan sheepskin and Coat Factory in Mongolia**, Working Paper, 27 May 1993.

### *Other Research and Reports:*

Prepared Self-Study Report for accreditation by the Association of Collegiate Business Schools and Programs (ACBSP) — February 2000.

Prepared Self-Study Report for accreditation by the International Assembly for Collegiate Business Education (IACBE) — January 2001

## **Professor B. Kaamino-Tschoepker**

### Qualifications

PhD. In Business Administration from Technische Universität Berlin, Germany  
MBA from The Asian Institute of Management, The Philippines  
BSc. In Public Administration from Mindanao State University, The Philippines  
Diploma in Business Administration from The Universität Mannheim, Germany

### Employment

Asian Institute of Management, Manila, Philippines – Program Director  
Grundstofftechnik GmbH. Germany - Marketing and Training Consultant  
GTZ Germany - Management and Training Consultant  
San Miguel Packaging Products Inc. Manila, Philippines - Management and Training Consultant  
Institute of Management, Centre for Research and Communication, The Philippines - Education Management Consultant  
University of Asia and the Pacific, The Philippines – Professor  
GSO University of Applied Sciences, Nuremberg, Germany - Professor

### Honours

Konrad Adenauer Foundation Scholarship (1981 to 1984) Mannheim University, Germany  
Technical University of Berlin (1984 to 1989)  
USAID East-West Centre, Honolulu, Hawaii (1976)

### Scholarly activities

Visiting Professor – Technico de Monterrey – Campus Estado de Mexico  
EU – Tacis Project Kazakhstan Institute of Management, Economics and Strategic Research  
Member of the Society for Intercultural Education, Training and Research, Germany  
Member of the International University Network Altdorf

### Graduate Supervisions

Supervisions carried out in the Philippines, Mexico, since 1992

### Courses taught in last 5 years

Intercultural Management and Training (lectures), International and Intercultural Communication Competence (lectures), International and intercultural Marketing (lectures), Intercultural Management (lectures), Organizational Behaviour (lectures), Management Theory and Practice (lectures), Human Resource Management (lectures), Cross-Cultural Management (lectures), Intercultural Management (seminars), Marketing Across Cultures (lectures), Intercultural Communication (seminars)

### Research funding

Research has mainly been funded by the University research funding system in Germany.

### Publications

**Inching Towards Union: The Rush to a Single Europe Has Floundered in the face of the Continent's Worst Economic Slump in two Decades** – Development Finance in Asia and the Pacific, 1993  
**Socio-Cultural Determinants in the Transfer of Management Know-How from an Industrialized Country into the Developing Countries** – Technical University of Berlin, 1989  
**Intercultural Managerial Competences and the Globalization Challenge**, Book, expected publication date fall 2006

## **Professor M.R.A. Kader**

### Qualifications

PhD. Form Institut des hautes études internationales (HEI), Geneva  
BCom. Cairo University, Egypt  
Diploma in Trade Policy and Negotiations (GATT) Geneva  
Diploma in Export Promotion, ITC/UNCTAD/GATT, Geneva

### Employment

Permanent representative to GATT, UNCTAD, ITC & ECOSOC of the Egyptian Government Mission in Geneva  
Consultant with UNCTAD on Non-Tariff Barriers to Trade  
Advisor to the Minister of Foreign Trade, Cairo, Egypt  
Commercial Counselor, Embassy of Egypt, Berne, Switzerland  
Director General, EEPC, Cairo, Egypt.  
Advisor to the Minister of Economy and Foreign Trade  
Commercial Counselor, Embassy of Egypt, New York, USA  
Senior Consultant on Trade in Services, ITC, (WTO/UNCTAD) Geneva  
Commercial Minister, Embassy of Egypt, Paris  
Commercial Minister, Embassy of Egypt, Brussels

Commercial Minister, Embassy of Egypt, Rome  
Advisor on SME & Artisan Development, CNA, Rome and PCU Cairo

Honours

None Stated

Scholarly activities

Lectures and seminars delivered in the USA, Germany, Italy and many other countries in Europe and South east Asia.

Graduate Supervisions

None stated

Courses taught in the last 5 years

International Economics, FIT University NY. (lectures), Privatisation Program, Washington USA ( seminar), Package Deal 2 Switzerland, West Germany & the Netherlands (seminars), The Contemporary Egyptian Economy and development Plan, Universite de Fribourg (lectures), Trade Promotions in the Arab Markets, Cairo, Egypt (lectures).

Research Funding

None stated

Publications

None stated

**Professor Ronald McTavish.**

Qualifications

PhD Marketing, Strathclyde University (UK).  
MA in Marketing, Strathclyde University (UK).  
London University with a BSc Econ. (Hons)

Employment

Meadow Group Consultants, Niagara  
Goodwill Industries, Niagara  
Consultant, Niagara Economic & Tourism Corp.  
Dean, Brock University Business School, St. Catherines  
John Molson School of Business, Concordia University, Montreal – Emeritus Professor  
Memorial University, Newfoundland, Professor  
Strathclyde University, Scotland, Associate Professor

Honours

Member of the Chartered Institute of Marketing, UK  
Member of the American Marketing Association  
Member of the Administrative Sciences Association of Canada  
Founding Member of the Canadian Institute of Marketing and Council Member  
Visiting Professor - Bond University, Australia  
Chinese University, Hong Kong  
ESEM, France  
Sultan Qaboos University, Oman  
Universidade de Porto, Portugal  
University of the West Indies

Scholarly activities

He has published more than 120 papers and co-authored 4 books on marketing topics and consulted internationally and throughout Canada. His research has extended into consulting for industry and commerce over more than 25 years. His research interests resulted in the publication of one of the leading books in the field of Industrial Marketing in the UK.

Courses taught in last 5 years

Linking Marketing and Technology Strategies – (seminar), Industrial Marketing Strategy – (lectures), Principles of Marketing – (lectures), Marketing Strategies for Competitive Advantage in a Recession – (seminar), Consumer Bank Marketing – (seminar), Strategic Marketing Management – (lectures), Market Research: Market Trends and Industry Performance – (Seminar)

No of graduate supervisions

Supervision of Graduate theses and projects over 25 years in the UK, Oman, Hong Kong, Australia, Canada

Research Funding

Niagara Economic and Tourism Corporation,

Publications (Selection)

**One More Time – What Business Are You In?**, Long Range Planning  
**Implementing Marketing Strategy**, Management Decision  
**Is Workplace Banking Feasible?**, International Journal of Bank Marketing  
**Persuasion in Personal Selling** Advertising Quarterly  
**Creating a Customer Loyalty Program**, Business Niagara  
**Does Your Plan Really Work?**, Niagara Business Report  
**People and Positioning: Strategies for the Marketing of Services**, Property Review (Australia)  
**Product Policy Concepts in Marketing**, International Encyclopaedia of Business and Management  
**A Comparative Analysis of Two Industrial Purchases**, Administrative Sciences Association of Canada,  
(Bent Stidsen Excellence Award Winner).

### **Professor E.M. Ramamonjisoa**

#### Qualifications

PhD. (Accounting and finance) from the University of Nice-Sophia Antipolis, France  
MBA University of Nice-Sophia Antipolis, France  
Post Graduate Diploma in Industrial Analysis, University of Nice-Sophia Antipolis, France  
Graduate Diploma in Commerce, Administration and Finance – Nice, France

#### Employment

Professor and Chair, Business Administration, Kazakstan Institute of Management, Economics and Strategic research (KIMEP)  
Professor Instituto Tecnológico Y Estudios Superiores de Monterrey (ITESM), Sinola Campus  
E.R. Enterprise, Montreal - Consultant  
McGill University, Montreal – Lecturer  
Concordia University, Montreal – Lecturer  
University of Montreal – Associate Professor  
University of New Brunswick, St. John – Associate Professor  
University of Quebec, Montreal – Lecturer  
University of Nice-Sophia, Antipolis – Assistant Professor  
The Prudential Insurance Company of America, Pennsylvania – Analyst/Controller/Accountant

#### Honours

Best thesis of the year 1988. Gold Medal. National Library of Ph.D. theses, Paris, France.  
Member of: The Canadian Academic Accounting Association  
The French speaking Doctoral Circle of Management, France  
The French Academic Accounting Association  
Research Centre in Micro-Economics, France

#### Scholarly activities

Reviewer of – Canadian Advanced Financial Accounting, 2<sup>nd</sup>. Ed. Thomas Beechy, HRW.

#### Graduate supervisions

Projects and Theses Supervisions carried out since 1990 in France and Kazakhstan

#### Courses Taught in the last 5 years

Financial Accounting (lectures), Corporate Financial Management (lectures), Financial Analysis (lectures),  
Corporate Finance (Lectures), Managerial Accounting (lectures), Strategic Control Systems (lectures),  
Strategic management Accounting (lectures)

#### Research Funding

None stated

#### Publications

**“Profitability of Business: An Elusive Concept”**. Montreal, Quebec, Canada, 1997.

**“In Search For A Useable Concept of Profitability”**. Montreal, Quebec, Canada, 1997.

**Case in Financial Accounting**. Co-author, School of Business Administration (Ecole des Hautes Etudes Commerciales), Montreal, Quebec, Canada, 1995.

**“Business Profitability: An Essay for a Functional Approach”**, Ph. D. thesis: Nice, France, 1988. Best thesis of the year 1988. Gold Medal. National Library of Ph.D. theses, Paris, France. Library copy (University of Nice).

**“For an Effective Prevention of Business Bankruptcy”**, 1988. Les Publications de l’I.A.E, France, 1988.  
Survey on the Perception of Profitability, Nice, France, 1985.

**“Business Profitability: Inadequacy of the Measure to the Concept”**, Nice, France, The French Academic Accounting Association - Proceedings (Refereed), 1984.

**“Cash Flow Analysis: A New Dimension of Profitability”**, Paris-Dauphine, France. The French Speaking Doctoral Circle of Business Management -Proceedings (Refereed), 1983.

- “**Business Profitability: Conceptual and Critical Analysis of Traditional Measures**”, Nice, France. Les Publications de l’I.A.E., Nice, France, 1982.
- “**International Financial Management: Hedging Techniques and Exchanges Control**” Nice, France. Library copy (University of Nice), 1976.
- “**The ‘Groupement d’Interet Economique’: A way to Save Small and Medium Businesses**”, Nice, France. Library copy (University of Nice), 1975.
- “**Managerial Finance - An Real World Case: ‘Le Comptoir General d’Alimentation et de Droguerie’**”. Library copy (University of Nice), France, 1974.

## **Prof. Robert Richard**

### Qualifications

PhD. Economics from the Free University of Berlin.  
 MA Economics from The Free University of Berlin  
 MBA Business Admin from The Free University of Berlin  
 Certificate in Economic Philosophy, Open University of Hagen, Germany

### Employment

University of Applied Sciences, Schmalkalden, Germany – Professor  
 University of Potsdam, Germany - Research and Teaching Associate  
 Free University of Berlin, Germany – Research and Teaching Associate

### Honours

Awarded 1<sup>st</sup> prize for “outstanding achievements in the area of international University co-operation”, The German Ministry of Education, Science, Research and technology and the president of the Conference of University Rectors, 2001

Visiting Professor in Germany, Canada, Mexico, Kazakstan, People’s Republic of China, Ukraine and Thailand.

### Scholarly activities

Research interests centre around economic philosophy and asian economic values in particular the comparative effects of religion on economic policy. He has carried out research in Germany, Austria, Lichtenstein, Switzerland, France, Belgium, Netherlands, Luxembourg, United Kingdom, Ireland, Denmark, Norway, Sweden, Italy, San Marino, Vatican City, Spain, Portugal, Poland, Lithuania, Czech Republic, Slovakia, Hungary, Romania, Bulgaria, Slovenia, Croatia, Bosnia-Herzegovina, Macedonia, Yugoslavia, Greece, Russia; Turkey, Syria, Lebanon, Israel, Palestine, Jordan, United Arab Emirates, Kazakhstan, Turkmenistan, Uzbekistan, Kirghistan, India, Nepal, Sri Lanka, Maldives, Myanmar (Burma), Thailand, Laos, Cambodia, Vietnam, Malaysia, Brunei, Indonesia, Singapore, Philippines, China, Taiwan; Oceania: Australia, New Zealand; Americas: Canada, USA, Mexico, Guatemala, Belize, Honduras, Dominican Republic, Venezuela, Ecuador, Peru, Bolivia; Kenya, Tanzania, South Africa.

### Courses taught in last 5 years

Managerial Economics (lectures), Micro and Macro Economics (lectures), Money and Banking (lectures), International Economics (lectures), Economic policy (lectures), A Marketing Instrument for Germany as a location for studying (seminar), Ethical Implications of Economic Transition (lectures)

### No of graduate supervisions

Innumerable supervisions of theses and projects over the years from 1995 to the present day in Germany, China, Kazakstan.

### Research Funding

Major Research Projects - European Economic and Monetary Union, Hinduist, Buddhist, Confucian, Christian, and Islamic Economic Philosophy in Comparison, Internationalization of Small and Medium-Sized Enterprises in Southern Thuringia (funded by the Thuringian Ministry for Science, Research, and Culture) Internationalization of the Studies of Business Administration and Economics (funded by the German Ministry for Education, Science, Research, and Technology) Funded through German Government research grants

### Publications

- Fuhrmann, W. / Richert, R: Em Waehrungssystem mit einem Currency-Board (**A Monetary System with a Currency Board**), in: das wirtschaftsstudium (wisu), 12/1 995, pp. 1035 if.
- Richert, R: Europaeische Waehrungsunion 1999. Konvergenzkriterien sind hier keine Huerde (**European Monetary Union 1999. Convergence criteria are no hurdle for anybody**), in: this-journal, 1/1996, p. 9.
- Richert, R: Eudaimonistische Wirtschaftstheorie (**Eudaimonist Economic Theory**), Frankfurt/Main et alii, 1996.
- Richert, R.: Die Konvergenzkriterien der Maastrichter Vertraege und ihre Bedeutung fuer die Stabilitaet des

- Euro (**The Convergence Criteria of the Maastricht Treaty and their Importance for the Stability of the Euro**), in: Fachhochschule Schmalkalden (ed.): Tag der Forschung. Kurzfassungen der Vortraege, Schmalkalden, 1996, p. 16.
- Fuhrmann, W. / Richert, R.: Die EU-Bananenmarktordnung: Kein Beispiel einer liberalen Handelspolitik (**The EU Banana Market Order: Example of non Liberal Trade Policy**), in: daswirtschaftsstudium (wisu), 12/1996, pp. 1116 if.
- Fuhrmann, W. / Richert, R.: EntschaeDIGungen flier „Euro-Verlierer“ durch „Euro-Gewinner“ (**Compensation Payments for ‘Euro Losers’ by ‘Euro Winners’**), in: List-Forum flier Wirtschafts- mid Finanzpolitik, 23,2/1997, pp. 103 if.
- Richert, R.: Zur Internationalisierung des wirtschaftswissenschaftlichen Studiums (**The Internationalization of the Study of Economics and Business Administration**), in: fhis-journal, 2/1 997, S. 16-17.
- Richert, R.: **Ethical Implications of the Global Village**, in: Ethics in the Public Service. The Fourth Jerusalem International Conference „Ethics in the Information Age“. Program and Abstracts, Jerusalem, 1999, p. 66.
- Richert, R. (ed): **International Trade and Intercultural Management**, ths-prints, 5/2000.
- Richert, R.: **Business Ethics of Christianity, Hinduism, Buddhism, Confucianism, Islam**, in: Richert, R. (ed.): International Trade and Intercultural Management, ths-prints, 5/2000, pp. 6 if.
- Richert, R.: Einfuehrung in die hinduistische Wirtschaftsphilosophie (**Introduction to Hinduist Economic Philosophy**), Scriptum, 2002.
- Richert, R.: Einfuehrung in die konfuZjanjsche Wirtschaftsphilosophie (**Introduction to Confucian Economic Philosophy**), Scriptum, 2002.
- Richert, R.: Einfuehrung in die christliche Wirtschaftsphilosophie (**Introduction to Christian Economic Philosophy**), Scriptum, 2002.
- Richert, R.: Einfuehrung in die islamjsche Wirtschaftsphilosophie (**Introduction to Islamic Economic Philosophy**), Scriptum, 2002.
- Kershaw, M. / Richert, R. (ed): Economic Challenges of the New Millennium, Schmalkalden 2001.
- Richert, R.: **Economic Perspectives of India, China, and ASEAN**, in: Kershaw, M. / Richert, R. (ed): Economic Challenges of the New Millennium, Schmalkalden 01, pp. 37ff.
- Richert, R.: Wirtschaft und Religion (**Economics and Religion**) in: fhS-prints: Tag der Forschung 2000, Sonderheft 2001, S. 252-278.
- Richert, R.: Erstaunhjches ueber die Europaeische Wirtschafts- und Waehrungsunion (EWWU) (**Astonishing Aspects of European Economic and Monetary Union**), in: fhS-prints: Tag der Forschung 2000, Sonderheft, 2001, S. 279-292.
- Richert, R.: Islamischer Fundamenta1ismus und politischer Islamismus (**Islamic Fundamentalism and Political Islamism**) Schmalkalden, 2001.
- Richert, R. / Herbert, M. / Zickert, K.: Internationalisierung suedthueringer Untemehmen (**Internationalization of Small and Medium-sized Enterprises in Southern Thuringia**), Berlin, 2002.

## **Professor G. Welker**

### Qualifications

PhD in Informatics from Siegen University, Germany  
MSc in Physics from Saarbrucken University, Germany

### Employment

Saarbrucken University, Germany – Assistant lecturer  
Saarbrucken University, Germany – Lecturer of Computer Science  
Gesamthochschule Siegen, Germany – AssistantLecturer applied mathematics  
Standard Elektrik Lorenz AG, Stuttgart, Germany – Software Specialist  
SESA-Deutschland GmbH, Frankfurt – Systems programmer  
University of Applied Sciences Wilhelmshaven, Germany – Professor of Mathematics and Computer Science.  
University of Applied Sciences, Berlin – Professor of Computer Science

### Honours

Post Graduate Scholarship from the University of Erlangen

### Scholarly activities

Consultancy projects for the EU – Planning and Implementation of LACE-Data bases for cross-border Co-operation  
Bulgarian Government – Software consultant, Sofia, Bulgaria  
Consultant for the National Institute of Statistics, Sophia, Bulgaria

#### Graduate supervisions

Numerous project supervision since 1988

#### Courses taught in the last 5 years

Information Technology (lectures), Computing Science (lectures), Systems and Systems Analysis (lectures), Operating and Data Base Systems (lectures), Systems Programming (lectures)

#### Research funding

European Union

#### Publications

None stated

#### Supporting Faculty

**Michael L.S. Adams.** MBA, AICSA, DipM, ACIM

Professor Adams has extensive experience in industry and commerce, working as a trainer for Roan Consolidated Mines in Zambia and the Republic of South Africa. His academic experience extends over many years and has included University of Westminster (UK), The University of Bahrain, and Colleges and Universities in Saudi Arabia, Abu Dhabi and the UK. He has extensive experience in Lecturing and training. He is a qualified Chartered Secretary, a member of the Chartered Institute of Marketing and has held a number of senior professional positions in the UK and overseas.

**Zuhair Al-Obaidi.** PhD, MSc, BA

Professor Al-Obaidi has held senior academic posts in Finland as a Professor teaching business subject. He has worked in Finland and overseas in training and other managerial posts. His consulting experience is extensive and covers commissions for the Finnish Government, industrial and commercial clients and foreign governments. His overseas experience has been in United Arab Emirates, Tanzania, Iraq, Estonia and Egypt. He has co-authored and written nearly 20 papers on subjects pertaining to Exporting, IT, SME and small enterprise exporting, Technology transfer, Change under restructuring and Financial systems.

**Ibrahim Ashmawy.** PhD, MBA

Founder and Managing Director for Westgate Consultants (Management & IT Consultants Firm) Advisor to the President of the Economic Committee–The Egyptian House of Parliament Advisor to the Chairman & Chief Executive Officer for Noor Advanced Technologies Senior Advisor to the Chairman and Managing Director of Cairo Bank (Banque du Caire); Senior Advisor to the Chairman and Managing Director of SkillRate/FinRate Consulting; Lecturer Maastricht School of Management, MSM, the Netherlands ; Lecturer–Department of Business Studies October University – MSA; Trainer & Instructor - Department of Business Studies - CACE - AUC in Cairo; Business Excellence Development Director for Euro Services International Ltd. UK. Dr Ashmawy has a rich experience in managing projects, developing training skills for engineers, government officials, trainees of foreign firms and financial institutions in the area of strategic planning, project management, operations management, process analysis and communication skills, problem solving, decision making, team building, leadership and organization behavior. He has conducted numerous field studies for senior government officials, and provided economic and business analysis of state institutions and private sector companies and is specialized in consultancy, carrying market studies and developing business plans., Prof. Asmawi has a Doctorate of Philosophy in Management Studies and an MBA in International Management from the University of Exeter in the U.K.

**Tasso Christie** PhD, MBA

Served in senior leadership positions in academic, professional and corporate settings. An experienced administrator and specialist in organizational effectiveness. Extensive background in the development and implementation of strategic planning, in assessment for selection and promotion and in the application of organizational life cycle analysis and problem solving. Specialized in executive placement and counseling, building executive teams and providing process consultation to major organizations. More than 25 years experience in teaching graduates and undergraduates in business, education and psychology, at colleges and universities in North America and Asia Pacific. Designed, conducted and taught in executive training programs. A licensed psychologist who has practiced in corporate, educational and mental health settings. Earned a doctorate in educational psychology with emphasis in learning theory and assessment followed by a post-doc MBA. An effective public speaker who has authored articles for professional publications and special topics for news media.

**Ms. Zein el Din** MBA, MSc, BA (Econ)

is a professional banker combining over 10 years of managerial experience in various prime multinational banking environments with a sophisticated technical background.

Miss Zein El Din is currently the Senior Retail banking Manager in Cairo Barclays bank responsible for the bank's Retail business in Egypt, prior that she held several managerial positions in Citibank Cairo and Arab African International Bank in the Corporate banking sector. With an Economics background, She holds a Masters of Science degree in International Securities & Investment banking from the International Securities Markets Association – University of reading – U.K. and a Masters of business administration from the Maastricht School of Management.

Miss Zein El Din has been teaching for several years, corporate Finance, banking, financial risk management and capital markets, with several well-reputed institutions including the American University in Cairo, Maastricht School of Management and the Montreal International School of Management.

**Prof. Hani El Mualed** MSc, BCom.

is a software consultant with a postgraduate degree in professional computer programming (American University in Cairo 1991) and an undergraduate degree in engineering (Cairo University 1989). He is also certified as ISO internal audit and has 13 years of experience; 4 of them in telecom business. Presently, he is applications development team leader in Application group-data warehouse department of Vodafone Egypt, developing and supporting in-house solutions for Vodafone Egypt such as high usage and collections and assigned to review Executive information system and assure to the top management that the project is on track and vendor assist. His experience in IT covers the following topics: professional services, developing decision support systems, risk management, project management, programming and system analysis and design. Besides his hands-on practical experience in multinational environments such as, Vodafone, International Business Machines (IBM Saudi Arabia), Credit Swiss Bank, Sakhr and USAID, Hani El Mualed has also 10 years experience a lecturer in IT in the American University in Cairo, where he designs and implements IT courses.

**Arnulfo F. Itao**, PhD, MBA, BA.

Arnulfo Itao graduated with a BA from Father Urios College, The Philippines and successfully completed his MBA at the University of the Philippines. He was awarded his PhD after research into management from Adamson University, The Philippines.

He has been an advisor and consultant to the Thai government on SME and entrepreneurship for more than 20 years. His working experience covers SME development under ASEAN/USAID, UN and GTZ projects. He has taught on MBA programmes in the Philippines, Thailand and Singapore. He has written widely on the problems of SMEs in SE Asia and authored more than 15 Technical Manuals and books.

**Professor L. Soenen** DBA, MBA, BSc.

Professor Luc Soenen has been active in consulting and teaching for more than 25 years. He has taught and consulted in The USA, The United Kingdom, The Netherlands, Indonesia, and The Peoples Republic of China, New Zealand, Singapore, Thailand, Malaysia, Hungary, Finland, France, Belgium, Kirghistan and Kazakhstan. He has published widely (over 80 journal articles) and has authored or co-authored over 7 books on Finance subjects. He is an active member of 4 international Business Finance bodies.

## **8.5.2 Curriculum Vitae for Program Development Consultants**

Program development is generally carried out by the faculty responsible for teaching the respective subject, under supervision of Dr. M.S.S. el-Namaki.

**Dr. M.S.S. el-Namaki**, Ph.D., Dean of the Montreal Institute for Strategic Management with responsibility for the School's global network of management training linkages and institutions. Holds a B.Com. from Cairo University, (Egypt), M.A. in International Economics from Erasmus University Rotterdam (the Netherlands) and a Ph.D. in Management from Brussels University (Belgium). He is visiting professor at a number of universities in Europe and South and East Asia, and consultant to the Netherlands Government Ministry of Development Cooperation, a number of corporations in Europe, the Middle East, and South and East Asia, as well as a few international organizations including the European Community, the World Bank and the United Nations Development Program (UNDP). Held past positions with Maastricht School of Management (the Netherlands), Philips NV (The Netherlands) and Time-Life International (the Netherlands). Published widely on issues related to strategic management e.g. vision, strategic design, economic and corporate restructuring as well as global strategic behavior. Currently involved in several research projects including one related to "the dark side of structural adjustment".

## 8.6 Enrolment Projections and Staffing Implications

	Cumulative enrolment		Cumulative full-time Faculty Equivalents (FTE)	Add columns to account for technical support, teaching assistants and so on.	Ratio of full-time Students/Full-time Faculty
	Full-Time	Part-Time			
<b>Year 1</b>	<b>0</b>	<b>10</b>	<b>2</b>	<b>0</b>	<b>1 : 5</b>
<b>Year 2</b>	<b>0</b>	<b>15</b>	<b>2</b>	<b>0</b>	<b>1 : 5.5</b>
<b>Year 3</b>	<b>0</b>	<b>20</b>	<b>4</b>	<b>0</b>	<b>1 : 5</b>
<b>Year 4</b>	<b>0</b>	<b>30</b>	<b>4</b>	<b>0</b>	<b>1 : 5.5</b>

This is a one year modular program, the only overlap (cumulative) is during the project period when the student is under supervision but not attending classes.

## **9.0 CREDENTIAL RECOGNITION STANDARD**

### **9.1 Program Design and Credential Recognition**

Program is credit –based and is reconcilable with all similar credit – based graduate and undergraduate educational programs. The program has been constructed in concordance with the standards and systems experienced by MISM senior faculty working in and with experience of similar programs internationally. Module subject content, hours of tuition, content level and depth correspond to accepted international criteria known to MISM faculty.

Consultations have been carried out with MISM's business partners, education partners, international faculty and overseas government departments.

Consultations have taken place and are continuing with corporate bodies as well as other employers groups on a global basis. The level for the IEMBA was confirmed in such different locations as Shanghai, Dubai, Jakarta and Cairo. Alumni of the program are employed by their governments as well as MNCs and national corporations.

## **10 REGULATION AND ACCREDITATION STANDARD**

### **10.1 Regulatory/Licensing Requirements**

#### **10.1.1 Current Regulatory or Licensing Requirements**

n/a

#### **10.1.2 Letters of Support from Regulatory/Licensing Bodies**

n/a

## **11 PROGRAM EVALUATION STANDARD**

### **11.1 Periodic Review Policy and Schedule**

Program is reviewed annually in order to take into consideration student evaluation results and feed back from employers, industry, professional bodies and government.

This process starts with individual Professors self evaluation of their program after they have read the feedback from employers, industry, professional bodies, government and students.

This is followed by a peer group evaluation of the courses which generates peer recommendations for improvement.

These peer recommendations go forward to the Academic Advisory Committee who review the peer recommendations and pass their confirmation or committee recommendations to the Academic Board for Implementation.

The Academic Board will examine the use of resources, available future resources, Industry and employers comments on appropriateness of content, pedagogical methodology, program structure, student assessments samples and academic statistics.

The program is evaluated with regard to the learning objectives of each course, the objectives of the program and the examination of the delivery methods. Student evaluations will play a large role in the future program planning.

This process runs in tandem with the Quality improvement recommendations promulgated by the relevant quality committee.

The reports from quality development and program review committees will be presented to the management board and academic board before the commencement of the new academic year, each academic year. The reports will be filed in the muniment facility of MISM for future reference and benchmarking purposes.

## **12 OTHER RELEVANT INFORMATION (OPTIONAL)**

### **12.1 Other Information Relevant to the Proposed Program**

Co-operation agreements already existing or in the process of negotiation completion with the following institutions:

Lansbridge University, New Brunswick. - Internet learning facilities

Concordia University, Montreal- John Molson School of Business

Venlo University, The Netherlands – DBS/PhD. Progression

Middlesex University (UK) – PhD Progression

### **12.2 Additional Student benefit goals of the MISM IEMBA**

1. To offer foreign participants the possibility to attend some of the subjects of the program in a western business environment;
2. To offer Canadian citizens the possibility to attend an IEMBA program that allows them to attend part of the program in other MISM centers like the Far East or the Middle East.