

IRANIAN BUSINESS SCHOOL PROJECT

Quarterly Newsletter

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"IBS classes gave me the know-how and the chance to reflect on my management style and gain an insight into the areas in which our organisation could improve, or perhaps, where we had gone wrong. The depth of knowledge of the faculty, in addition to their experience of real life organisations, surprised me greatly. The general level of the classes, the relevance of the syllabus and the quality of the teaching held my attention despite my busy schedule and my tendency to be easily bored. IBS has already helped me improve aspects of my management and to analyse financial and organisational issues in a much more scientific and considered manner than I would otherwise have been able to."

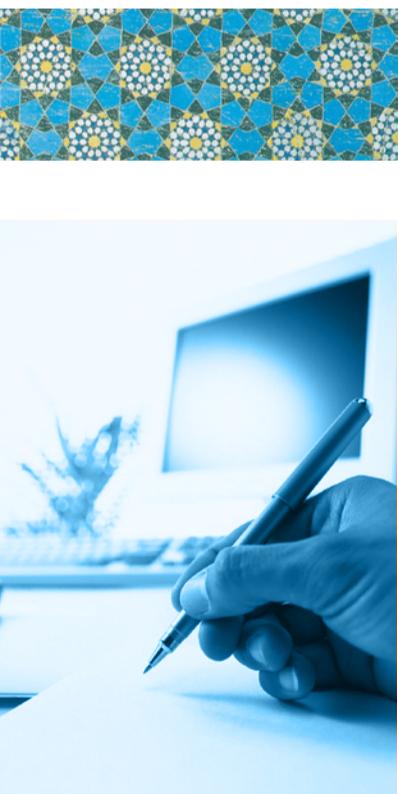
Alireza Kolahi, CEO, Abhar Cable

Introduction

As the testimonial above demonstrates, enhancing one's management skills goes far beyond the teaching of a specific topic. Management techniques are enhanced by creating an environment of experiential learning where the participants and the faculty work together in an intense and dynamic atmosphere that can have a lasting impact. To succeed in creating such a rich learning experience several factors must come together. First and foremost, the quality of the faculty plays the key role in the learning process. IBS works hard to find the best-in-class faculty for each topic by building relationships with people at the best business schools around the world. To us, the best faculty has a combination of theoretical strength and practical knowledge enhanced by years of experience in educating senior executives in some of the most successful organisations around the globe. What they bring to the School is unique and hard to imitate - IBS faculty bring content to life by applying the theoretical foundations in practical contexts. The next important factor is the teaching approach. Our faculty use the most widely respected and proven methodologies for engaging the participants for maximum learning. Using the case method and role playing (whenever appropriate) allow participants to think deeply about their business

decisions and their implications. In addition to the two factors mentioned above, the mix of participants plays a key role in ensuring a pleasant and relevant learning experience. We select the participants from the ranks of senior executives who have a strong motivation to learn and improve their skills. As expressed by many of the students in our first programme, the interaction among the participants is almost as important as the interaction between the faculty and the students. Finally, we provide these critical ingredients in a modern and well equipped facility managed by friendly and professional staff.

The central goal of IBS is to have a positive and lasting impact on the success of organisations it comes into contact with. We do this by continually investing in the elements that define a world-class management education institution. As such, IBS pays close attention to making sure that the main components common to top notch executive education programmes mentioned above are present in all of its courses. This is the principle which will guide us as we embark on offering the first EMBA programme in September 2012 and also the MBA programme that will be offered at IBS in the near future.



Project Progress Report



Yesterday, today and tomorrow!

It seems like yesterday when a small group of like-minded people with diverse corporate experiences sat around a glass table talking about a vision that, at times, looked years away. The vision was to establish a world-class management school in Iran, entirely financed and supported on a non-profit basis to help improve and enhance the quality and capabilities of the country's managers and entrepreneurs.

In fact that was almost five years ago! Today, we can proudly announce the completion of the first academic programme at the Iranian Business School, solely a result of the commitment and hard work of a group of financial supporters and volunteers that has, over the years, gradually grown to over 50 outstanding individuals, all successful experts in their own fields.



Participants of IBS

The First IBS Executive Programme

As originally planned, the first academic programme of IBS was launched in Tehran in October 2010. This was a 5-module Executive Leadership Programme entitled "Strategies for Sustainable Growth". The programme ran over five months, with each module taught by an internationally recognised professor in the field. The modules and the course contents were selected with special attention to the needs of Iranian business and economy and with an eye on the knowledge and experience of the senior level executives taking part in the programme. This proved to be perfectly targeted and executed, based on the feedback received from the participants, some of which are quoted in this issue of the IBS Newsletter.

The programme contained the following modules:

Corporate Finance: A comprehensive review of management of financial resources in business, delivered by Professor Marc Bertoneche (PhD), Professor of Business Administration at the University of Bordeaux, France.

Marketing – Competing for Customers: Professor Kamran Kashani (DBA), Professor of Marketing at IMD International, Switzerland, conducted this in-depth analysis of the concepts of competitive advantage and customer satisfaction as significant components of strategic marketing planning.

Leadership for Change: Managing change as a key element of strategic management and leadership was the focus of this module delivered by Professor Anand Narasimhan (PhD), Professor of Organisational Behaviour at IMD International, Switzerland.

Strategy Design and Implementation: This intensive 3-day course, dealing with how to identify core business goals and develop the optimum strategies based on available resources

was delivered by Professor Paul Strelbel (PhD), Professor of Governance, Strategy and Change at IMD International, Switzerland.

Global Economy: Professor Jonathan Story (PhD), Emeritus Professor of International Political Economy at INSEAD, France, conducted the last course in the series, dealing with understanding today's global economy and the impact of changing economic trends and environment on the Iranian economy.

The participants for this first programme of IBS were carefully selected from amongst the top executives from different business sectors. The diversity of the participants' backgrounds and a teaching methodology which encouraged continuous sharing of knowledge and experience were just some of the unique features of the programme appreciated most by all participants.

On 17 February 2011, a graduation ceremony was held at the IBS building in Tehran honouring the first group of students to complete the IBS Executive Leadership Programme. Following the presentation ceremony, during which the participants were awarded certificates approved by the Ministry of Science, Research and Technology (MSRT), a dinner reception was held for graduates and the supporters of IBS in Iran.

The Next Programme: May-September 2011

The second round of the IBS Executive Leadership Programme is scheduled to run from early May to mid-September 2011. Due to the exceptional success of the first campaign and the desire expressed by the participating corporate leaders, this will be a repeat of the first programme and will be taught again by an extremely distinguished faculty. We aim to accept a similar number of participants for the second round, with even greater emphasis on the relevance of the course content to the Iranian business environment.

Details about the programme and its timing and cost can be found in Farsi and English on the IBS website :iranianbusinessschool.ir

Student Testimonials

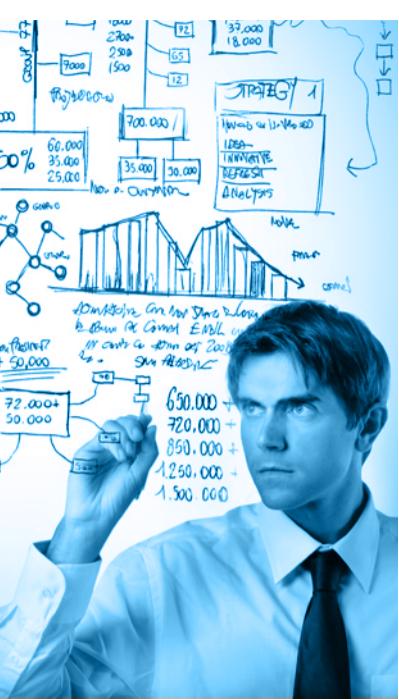
"This was a valuable and worthwhile experience for me. Method of education, top-notch faculty, diversity of the participants, real cases and a suitable physical space are among the important components that this great programme offered."

Hossein Riahi, President, Polar Solar

"The case studies presented are a manifestation that our organisational and business challenges are pretty much the same all over the globe. The cases enhanced our views to help tackle our challenges, to improve strategy, organisational structure, sales, marketing and branding issues and HR. Case study discussions have been quite useful to me. Among the guest professors, Dr. Marc Bertoneche's 3-day lecture on finance was the best I've ever received, and I highly recommend attending his programme."

Hamid Navid, Deputy Chairman, Nafis Nakh

The World of Business Schools



"The Executive Leadership Programme at IBS stands out, providing invaluable leadership skill, not only in theory but also in practice by harnessing the years of consulting experience of the renowned professors IBS has gathered. It is about time a programme of this calibre was available in Iran."

Reza Fateh, CIO/CTO, Parsonline

"Great Professors, rich and fruitful learning experience in a friendly atmosphere, without the inconvenience of long distance travel... This IBS program was a wonderful journey..."!

Guita Naderi, OC Development, Butane Industrial Group



Competing for Customers Lecture by Prof. Kashani

Financial Times Publishes Global MBA Rankings

The Financial Times, a leading business newspaper, published its Global MBA rankings for 2011 in January. The top five business schools were, in descending rank order: London Business School; University of



Pennsylvania Wharton; Harvard Business School; INSEAD and Stanford Business School. According to the London Business School website, the '...ranking's methodology uses data provided by business schools and their alumni who graduated three years ago, examining three categories: alumni salaries and career development after graduation, diversity and international reach of the business school and the MBA programme, and the research capabilities of each school.' London Business School was ranked 'number one' for the third year in a row.

New Global Management Programme

A new one-year, full time programme called 3Continent Master of Global Management will be launched in September 2011. Students will spend four months at three institutions, each located on a different continent: Antwerp Management School (Antwerp, Belgium), Fordham University (New York, USA) and the Xavier Institute of Management (Bhubaneswar, India).

After 12 months, students will have gained insight into three very diverse perspectives on business and social settings. According to the programme's website, their answer to the challenge facing companies across the globe is to 'accelerate the development of young and talented university graduates into becoming truly borderless leaders.'

GMAC Prospective Students Survey Results

Business education is continuing to gain traction in The Graduate Management Admission Council (GMAC) has released its 2011 Prospective Students Survey. In their March 2011 issue, GMAC identifies the survey results and states, '...across economic cycles, graduate business school is consistently seen as a good bet for people to develop skills, advance their careers, and gain access to better career opportunities.' The survey also found that prospective students sent applications to both domestic and foreign programmes in most parts of the world.





Special Report

Interview with Professor Marc Bertoneche



Marc L. Bertoneche holds a chair as Professor in Business Administration at the University of Bordeaux and was on the faculty of INSEAD, the European Institute of Business Administration in Fontainebleau, France, for more than twenty years. His areas of interest include corporate and financial strategy, mergers and acquisitions, venture capital, financial markets, corporate ownership and governance, risk management and international finance. Professor Bertoneche has also been a Visiting Professor at Harvard Business School since 1986, where he has taught finance in the MBA Programme, in the Advanced Management Programme (AMP) and in The General Management Programme (TGMP). In addition to this, Professor Bertoneche has been a regular faculty member on the Advanced Management Programme and the Senior Executive Finance Programme at Oxford University's Said Business School, where he was a Visiting Fellow in Finance in 1997 and has been an Associate Fellow since 2001. He has been elected best teacher on numerous occasions and has won several awards for excellence and innovation in the classroom.

Professor Bertoneche is the author or co-author of seven books, two videos, several on-line finance modules and more than fifty published articles on various financial topics as well as being a referee for several journals in the US and in Europe. He has developed and taught a large number of executive programmes all over the world on many different finance related topics and been a consultant to a wide variety of international organisations. Outside the academic sphere, his Professor Bertoneche is a Director of the Board and a member of the Audit Committee of several organisations in Europe, the US and Asia. He holds Master Degrees with Honours in Economics (1967) and Political Science (1969) from The University of Paris, and a Doctorate in Business Administration (1978) with Distinction from the University of Bordeaux. He received his MBA (1973) and his Ph.D. in Finance (1976) from Northwestern University's Graduate School of Management, where he has been a Distinguished Scholar and a Beta-Gamma-Sigma.

Professor Bertoneche taught the extremely popular Corporate Finance module for the first round of the IBS Executive Leadership Programme in 2010 and has committed to teach future courses. IBS was truly delighted to have such an accomplished academic as a visiting faculty member and look forward to welcoming Professor Bertoneche back to Iran.

Q1: This was your first visit to Iran, what was your reaction? Will you continue to collaborate with IBS?

This was my first visit to Iran and I have been very impressed by the welcome and despite the fact that it was a very short visit, I had time to appreciate the city of Teheran and some of its nice spots. I have the intention, within the limit of my time availability, to continue my collaboration with IBS in the future.

Q2: What are your thoughts on the calibre of students in the IBS Executive Leadership Programme?

I was very impressed by the level and calibre of the participants in the IBS Programme, their motivation and desire to learn, their background and business experience and their real positive attitude towards education and learning. Teaching in this programme has been, as far as I am concerned, a very

rewarding and nice experience.

Q3: When and how did you decide to join IBS as a visiting faculty? What were the motivating factors?

I was contacted first by Michael Hay (Special Advisor to the IBS Project) to join IBS as a visiting faculty. Iran has always been, because of its history and cultural heritage, a country which I wanted to visit and to be involved with and the IBS programme was from this point of view a great opportunity.

Q4: When teaching executives in Iran, what should the faculty concentrate on?

As faculty, we should concentrate on a balanced mix between 'theoretical' concepts and practical applications. The issues of financing growth, developing new business models and new ventures, managing change and dealing within a very turbulent and uncertain environment and developing leadership are probably some of the top priorities. Adapting the tools and concepts of management to the Iranian culture and environment is also a must.

Q5: What do you think are the most challenging aspects for the school's faculty team?

Building a new school is in itself a fantastic challenge. Keeping the right balance between an academic approach and a practical view, developing relevant pedagogical material (such as cases, notes etc.) and creating an international image and network are among the priorities of the faculty team.

Q6: How would you describe your teaching style or philosophy? Are you planning to modify your style when teaching at IBS?

I have a very open participative teaching style. I strongly believe in the case method (as long as everybody deeply prepares the cases). The exchange of experiences among faculty and participants and among participants themselves is essential in the learning process. When teaching at IBS, I have no intention to modify my teaching style.

Q7: Where do you see IBS in ten years? Do you think that it will be able to attract candidates from outside of Iran and become a regional or global player?

It is always difficult to predict and quite challenging to project ourselves ten years from now. But I am convinced that IBS has great potential if it can put together financial resources and human skills and capabilities. IBS will probably have to enter into strategic alliances with some prestigious business schools and universities in the future to become a global player. Given the geographic position of Iran, IBS could become a meeting place for MBA candidates and business executives of Europe and Asia.

Q8: What is the role of business schools in Iran and what impact do they have on the development of the country?

The role of any business school is to train the business leaders of tomorrow, people who are going to make a real difference and who should be examples not only in terms of performance and efficiency, but also in terms of behaviour, ethics and respect of the environment. Any society needs business models and icons. Well managed companies are a fundamental condition for the development of any

country. Without creation of value there is no wealth to be shared and no hope to create a better future for everybody.