



Core Courses

Marketing

Marketing

In the Marketing field we visualize the marketing function from a perspective of understanding, by creating and delivering values to the customer in order to obtain high sales and benefits, on account of pursuing a stable relationship with the client.

Marketing Management

This course provides a global vision of the commercial function. The course starts with the elements and tools which allow market, client, company and collaborators' analysis, followed by determining a commercial strategy (segmentation, targeting and positioning) to understand each one of the elements that enable the development of a marketing proposal, which supports this differential and relevant value to the clients (product and brand management, strategic price management, channel management and integrated communication). The course implements cases, conferences and interactive multimedia material which facilitates learning the different marketing mix elements.

Marketing Strategy

This course gives students a dynamic and integrated vision of the different elements previously covered in the Marketing Management course. By focusing on different sectors and distinct problems, students develop coherent marketing strategies that allow companies to reach their established objectives. In this part of the course, we include conferences, cases, simulations and interactive multimedia material that allow students to understand the real work behind a Marketing department.

Strategic Management

Strategy

This course challenges you to develop a thorough understanding of the internal and external factors that shape a firm's ability to create value, and familiarize you with tools to analyze industries, resources and competitive interactions, both on the corporate and individual business level. Perhaps more importantly, the course strives to instill a strategic mindset that will enable you to go beyond simply applying tools to deriving a deep understanding of competitive behavior.

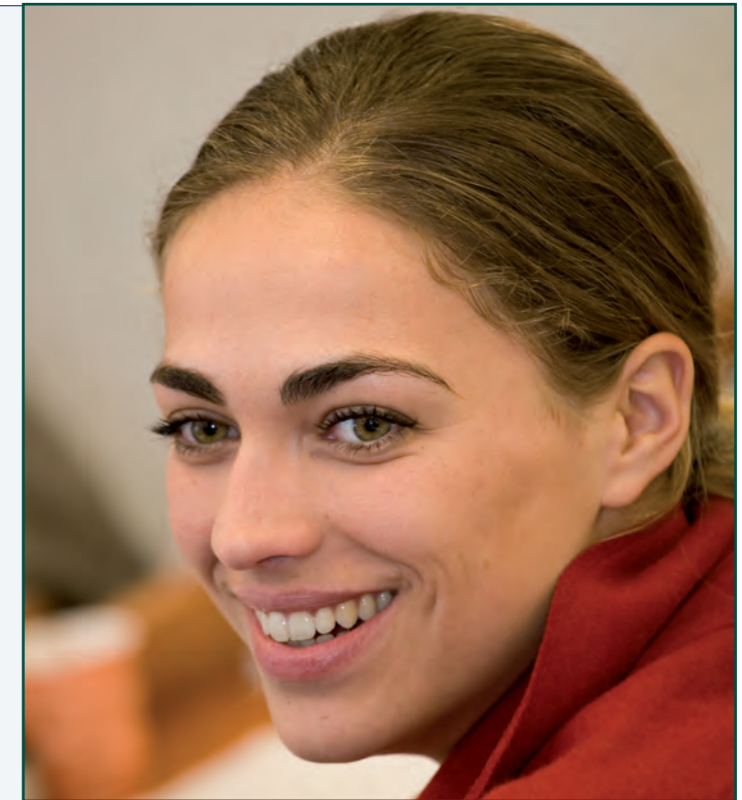
Business, Government and Society

This course focuses on the increasingly important non-market business environment - the political, regulatory, social, and ecological context in which contemporary global business operates. The non-market environment poses significant challenges to managers, whilst offering tremendous opportunities for the development of competitive advantage. You will learn to analyze political environments, discern systematic differences in the business environment across countries and cultures, and formulate non-market strategies in a global context. The course pays special attention to ethical issue and engages important debates over sustainable development and corporate social responsibility.

Strategy Implementation (Core Plus Elective)

The philosophy of this course is simple: even the best laid strategies need to be implemented, and it is during implementation that problems arise. Here we explore the history and causes of the challenges and difficulties faced during implementation. You will learn to integrate concepts and models from the major functional disciplines while confronting the issues a manager faces in building successful organizations.

All the class material is structured to help you answer a simple question: what is to be done, given the circumstances? Or, to be more specific: what would you do? Through a variety of related topics (innovation, change, structure, culture, values, turnarounds, stakeholder management, corporate turnaround etc.) we prepare you for challenges and triumphs of general management.



Financial Management

Investments and Markets

The underlying objective of this course is to provide you with an understanding of the basic theoretical concepts required for financial decision making. The course begins by introducing students to forecasting techniques based on financial statement and ratio analysis. After these initial sessions, the time value of money concept is introduced and applied, along with several capital budgeting criteria, in order to optimize real-asset investment decisions. Finally, the program explains how a firm's cost of capital is calculated and applied.

Corporate Finance

Enhancing and expanding on the use of tools analyzed during Financial Management I, this course includes the description, composition and analysis of the financial structure of business organizations, the aim being to optimize this structure using different financial tools and selecting the most appropriate funding methods (share issue, bond issue, external debt, etc.). Dividend policy is covered as well. The course ends with a comprehensive application of all financial concepts in the context of firm valuation techniques, including other corporate finance issues such as MBOs, LBOs, M&As.

Financial Assets, Markets & Tools (Core Plus Elective)

This core plus elective will provide students with an introduction to key investment products within the interest rate, foreign exchange, credit and equity markets and an understanding of how these markets generally work. The course relies on current events, past real-life examples and case studies, as it goes through the applications of derivative instruments, their risks and common methodologies associated with these 4 markets. As this is an introductory level course, we do not intend to develop an in-depth / rigorous grounding in valuation of all of these products. However the material is technical in nature and assumes prior knowledge from introductory finance and quantitative methods courses.

International Banking Systems (Core Plus Elective)

This course has two complementary objectives. The first one is to equip the students with the tools and facts to understand the international financial system from a banking perspective. We will study how the financial system is organized and the role that banks play in it. We will stress economic and financial principles. These principles are essential to understand the evolution of banking and financial markets, and the causes and consequences of the different crises. The second objective is to study why Central Banks do what they do, and their interaction with the financial markets. We will emphasize both the theoretical and practical considerations that guide the making of monetary policy around the world, and its interaction with financial markets.

Accounting and Control

Financial Accounting

This course equips you with the technical skills needed to glean relevant economic and financial information on a company, the final aim being to process this information and act accordingly. Enabling you to prepare, understand and interpret all economic information related to the company, this course also serves as an introduction to financial analysis.

Managerial Accounting

This course teaches accounting for costs incurred by an organization. In the first part of the course, you will undertake a detailed analysis of the main cost systems, with particular emphasis on standard cost systems as well as Activity Based Costing: a powerful tool, invaluable to managers, that adds a strategic component to cost information. During the second part, the course offers skills and tools that underscore how the cost data is transformed into information and knowledge for effective day-to-day managerial decision-making. This course culminates by showcasing the advancements and current practices in costing.

Management Control Systems (Core Plus Elective)

The objective of this course is to analyze the different elements of control of managers behavior and performance in any kind of organization. For that purpose, we first examine interrelations with corporate strategy and structure. This involves a detailed analysis of the different responsibility centers, reviewing the planning process and its further implementation, and a detailed analysis of how treating data, teaching you to take informed decisions that permit corrective action and ensure objectives are met.



Economic Environment

Managerial Economics

The ability to analyze the competitive strengths and weaknesses of economies and their regions is an essential skill for modern business leaders. Through this course you will acquire a global vision of the workings of economic activity and develop proficiency in the tools used in country analysis and the study of national and international business environments. Focusing on the main indicators of cost, profit, demand, output, inflation and unemployment as well as trade patterns and exchange rates, you will learn to interpret economic data, to understand and predict the real and nominal impact of these variables and to understand their role in an analysis of economic environments from a business perspective.

Country Economic Analysis (Core Plus Elective)

Country Economic Analysis analyzes different countries and regions in terms of their political organization and their economic policies and how they relate to business issues. In an increasingly interdependent world, countries have been following different economic and political strategies in their search for increased welfare. These different approaches have important implications for businesses, either when thinking of investing in a foreign country or when attempting to carry out export-import activities. By analyzing macroeconomic policies and their implications, the student gains a greater understanding of the general environment in these countries and, by extension, of others not directly covered during the course but very important for investors and/or policymakers. The ultimate objective is to equip students with a set of tools that will allow them to better analyze in their future professional life the social, economic and political characteristics of different countries, and use this understanding to make adequate business decisions.

Operations

Managerial Decision Making

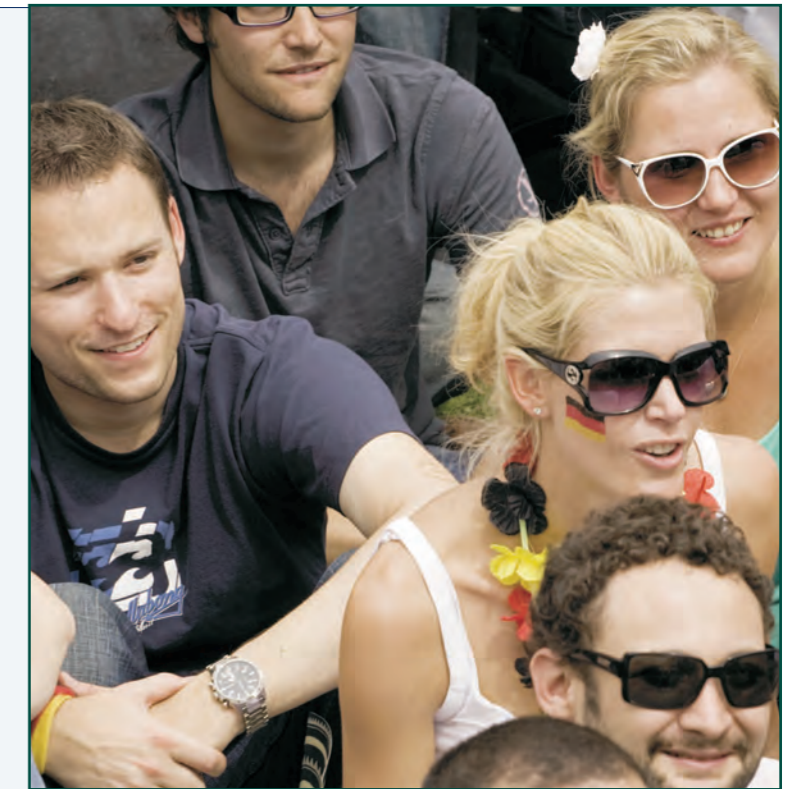
This course equips you with the knowledge necessary to identify and tackle business problems using quantitative tools and simulators. Today's executive must have a sound working knowledge of the role of new technologies and be fully cognizant with the implications of statistical information when it comes to making informed decisions for any functional area within an organization.

Operations Management

Operations Management is responsible for transforming a company's business strategy into a set of processes that generate the products and/or services that the market demands, all while increasing the company's competitive capabilities (cost, speed, quality, innovation, flexibility, dependability, image). The course will cover the basic tools and concepts that can be used to analyze, manage, and improve a variety of business processes ranging from manufacturing to advanced knowledge-intensive services like healthcare and consulting.

Supply Chain Management

Supply Chain Management is a cross-functional discipline that concentrates on the management of the flows of goods and information across organizations. The course will specifically focus on the sourcing and distribution of products and services through global networks of firms. One of the focal questions is how to ensure that supply networks operate efficiently while also being able to adapt responsively to the changing customer demands. Other key topics include the practices and processes that improve the environmental and social sustainability of firms' operations as well as the organizational arrangements that enhance their resilience towards supply disruptions, such as accidents, natural disasters, and product recalls



Entrepreneurial Management

Backed by IE Business School's 35 years of experience in the field, entrepreneurial management is a cornerstone of IE's mission and methodology. By placing you in the position of the entrepreneur, you learn to identify and analyze opportunities, gather resources, and work in a team to create and analyze startups. It is this unique kind of learning experience that has made IE a global leader in preparing people to build their own enterprises and to find new opportunities for existing businesses. These courses examine potential sources of venture ideas, teaching you how to apply management tools to fledgling organizations. Working in a team, you explore the different sources of financing for new ventures, and analyze the challenges encountered when creating and implementing a business plan. The courses are rounded off by the presentation of a fully developed business plan for an entrepreneurial venture.

Human Resources

Organizational Behavior

The Organizational Behavior course covers different challenges that managers have to meet in the course of their career. The course deals with how to develop relationships with people, on an individual and group basis, as well as (how to develop and) understand what makes an effective leader and how to build on those skills proactively and effectively. During the course students will learn about managing the superior-subordinate relationships, diagnosing and handling interpersonal conflicts, choosing a leadership style, choosing a subordination style, managing one's own career and handling conflicts between professional and private life.

Communication Skills

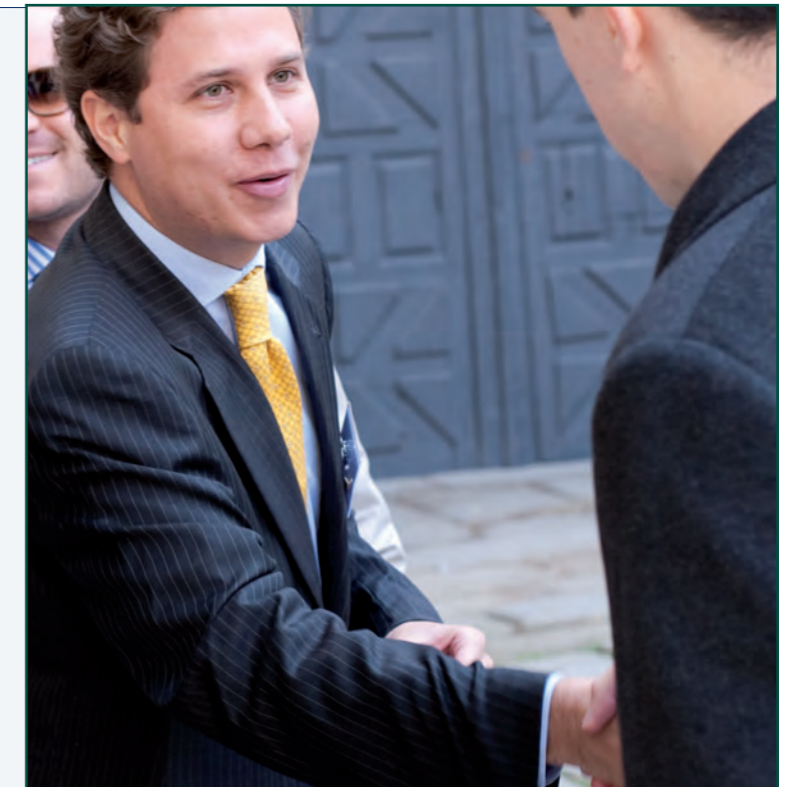
This highly interactive course teaches students how to master a full range of communication techniques. During the course, students learn how to structure their messages in order to maximize impact and how to develop an individual style of communication to find an authentic voice. The ability to communicate one's ideas is extremely important and while great orators may possess innate public speaking talent many more have learned the art of communication through training and experience. This course seeks to provide students with such training and experience.

Talent Management

This course centers on the challenges of managing what is, arguably the most precious and scarce resource in organizations (human resources!), and focuses on the ways in which organizations may make human resources support their strategic objectives. The course provides the basics of human resource management to students who - as future managers or entrepreneurs - will have to grapple with most of the issues that we cover in this course: recruitment and selection, talent and leadership development, compensation and performance management, downsizing and managing human assets in an increasingly global world.



Core Courses



Information Technology and Innovation

Technology and Innovation Management

Information technology (IT) has transformed the ways that businesses compete. IT has become indispensable to enabling new innovation processes, and is often a key component in innovative products and services. Additionally, IT has changed the means by which managers communicate, coordinate and collaborate in work activity, which now extends beyond traditional ways to involve online communities that are part of the Web 2.0 phenomenon. Finally, we now work and live in the "digital economy," which is indicative of IT's pervasive and critical role in formulating and executing firm-level strategies. Fundamentally this course is about IT and innovation management, which are often interrelated and interdependent. A broad objective of this course is to increase awareness and understanding of how IT and innovation create business value for the firm. The course is designed for current and aspiring managers from a wide range of organizational areas, management levels and employee roles.

Negotiation

During such uncertain times, and with the business environment becoming tougher, this course is based on the premise that "you don't get in life what you deserve - you get what you negotiate." This course increases our effectiveness as negotiators, outlining both frameworks through which we can better understand the process - from preparation through to signing the deal and monitoring the outcome - as well as fine-tuning the communication skills this requires. A series of detailed case studies, filmed and reviewed, allow students to first explore and then develop their personal negotiation style within a "low risk" environment. The comparative frameworks provided help unlock what has been mainly subconscious behavior, enabling students to explore new and more effective techniques as they adapt their approach to the variety of negotiation styles they encounter. The course is, however, practical rather than academic. The aim is to help you get the most for your business going forward (and, of course, yourself), outlining the do's and don't's of negotiation, be that pricing battles, guerilla tactics, handling emotions or the clashes arising when different business cultures come face-to-face.

Creative Management Thinking

This course brings core methodologies from the humanities to bear on the challenges of management. Over the course of five seminars, students consider how to question the assumptions that we tend to fall back on and that shape our decision-making, to interrogate critically some of the ideas and language of managerial and entrepreneurial culture, to conceptualise relationships and ideas from diverse sources and finally to expand their way of thinking by harnessing all sorts of knowledge. The course also seeks to improve the student's ability to make strong, rigorous and compelling arguments.