



## Core Courses

### Quantitative Methods

#### Quantitative Analysis for Business

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.

### Financial Management

#### Financial Management

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.

#### Advanced Financial Management

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.

### Operations

#### Operations Management

Operations Management is responsible for transforming a company's business and marketing 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). Here, the basic concepts and frameworks of operations and technology are used to analyze and design business processes, the objective being to incorporate clients' wants and needs into products and services.

#### Supply Chain Management

This course focuses on the supply chain management concept, models and tools and discusses its implications for operations, marketing and business strategy. It reviews important issues in managing, designing and implementing global supply chain management strategies.

Students discuss how to align operations management strategies with global corporate strategies. You will design competitive processes and infrastructures in order to provide sustainable value having acquired the skills needed to understand competitive capabilities and the opportunities that new technologies and business models provide.

### Economic Environment

#### Economic Environment

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

In a globalizing world economy, firms increasingly operate in many countries simultaneously. The analysis and forecast of particular economic environments becomes critically important to deciding when and how to invest. Here, you will learn about the institutional underpinnings and economic dynamics of a broad range of countries, both developed and developing, whilst applying the knowledge you have gained in the Economic Environment course.

# International MBA

A world of change. A world of opportunities.



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### Strategic Management

#### Strategic Management

Challenging you to develop a thorough understanding of the internal and external factors that shape a firm's ability to create value, and familiarizing 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.

#### Advanced Strategic Management

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 antecedents 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.

#### Business, Government, and Society

This course focuses on the increasingly important non-market environment of business - 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.

### Human Resources

#### Organizational Behavior

This course teaches the concepts that enable a director to understand the workings of an organization and the behavior of the groups and individuals within it. The course centers on issues like communication problems in hierarchical organizations, the relation between superiors and subordinates, how to handle interpersonal conflicts, power and influence, and resistance to change.

#### Human Resource Management

This course introduces the student to different management systems within a human resource strategic planning framework, and within the specific strategy of different companies. Recruitment and selection, promotion and career development, objective driven management and performance-based evaluation, total compensation and human resource audits are just some of the issues dealt with during the course.

### Entrepreneurial Studies

Backed by IE Business School's 30 years of experience in entrepreneurship, entrepreneurial studies are a cornerstone of IE's methodology. By placing you in the position of the entrepreneur, you learn to analyze opportunities, evaluate start-ups and produce complete business plans. It is this unique kind of experience that has made IE a global leader in training business people to set up their own enterprises.

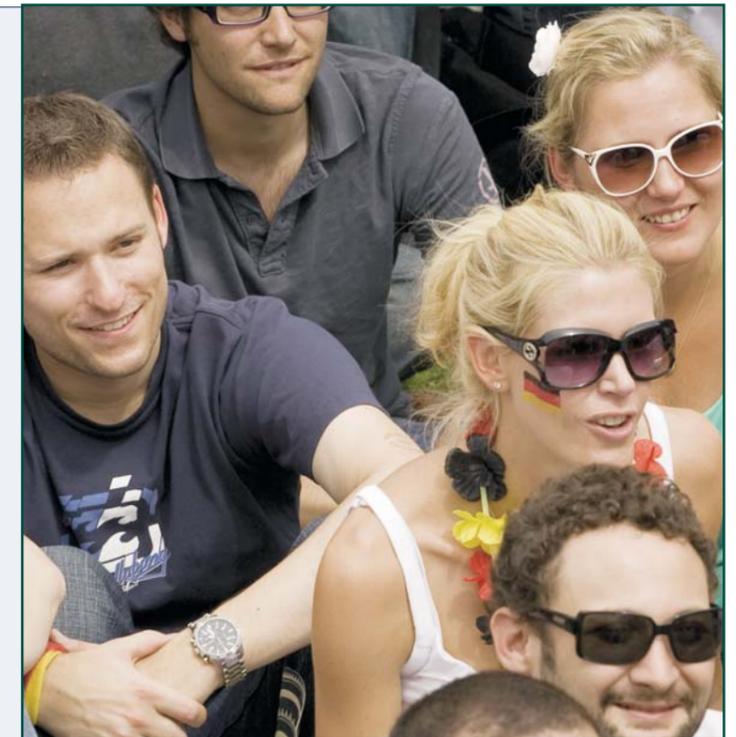
These courses examine potential sources of business ideas, teaching you how to apply management tools to fledgling companies, explore the different sources of financing for new on-line or off-line ventures, analyzes every aspect of the specific problems encountered during the process of implementing a business plan. It will also introduce you to the methodology and objectives involved in drafting a business plan. The courses are rounded off by the presentation of a pre-project business plan.

### Technologies

#### Information Systems

Information Systems (IS) have changed the landscape of business competition and we are living in the "digital economy". Appropriate adoption, selection, use and management of IS is essential to the success of an organization.

This course focuses on enabling and transforming roles of IS in creating a long-term vision for the organization in the digital economy. Covering areas like relationships with suppliers, public and private clients; and how these relations are changing due to the effects of fast-developing new technologies. This course cuts through both the dot-com hype and the bubble-burst to analyze the real value created by IT systems, along with the challenges to come in this new, increasingly competitive environment.



## Marketing Management

### **Marketing Management: Fundamentals, Product, and Price**

This course introduces you to the basic principles of marketing management and marketing strategy making. Special emphasis is placed on the first two elements of the marketing mix - Product and Price.

You will:

- Analyze a marketing problem and propose and evaluate alternative solutions
- Evaluate and prioritize information that influences marketing decisions
- Apply qualitative and quantitative analysis to help solve marketing problems
- Apply general marketing concepts to new situations.

Key concepts include: the marketing concept, strategic and marketing planning, situation analysis, segmentation, targeting, positioning, the marketing mix (4 P's), and relationship marketing.

### **Marketing Management: Distribution and Communication**

This course builds on Marketing I and provides greater depth into two elements of the marketing mix - Promotion and Place. Promotion refers to the process used by marketers to communicate information about a marketing offering to customers. In a firm, this is usually accomplished through many forms of advertising, public relations, and personal selling. Place refers to the manner by which we make our market offering available to customers - with strategic decisions about channels of distribution.

Through this course you will sharpen your skills in these key areas.

### **Marketing Strategy and Planning**

This last module teaches you to analyze a marketing problem, and propose and evaluate alternative solutions; evaluate and prioritize information that influences marketing decisions; take an integrated perspective of the interaction between the variables of the marketing mix studied previously with a focus on strategic aspects of marketing; to explore the changing nature of the marketing function as the company enters into the uncharted waters of international expansion; and finally, to identify and understand the variables to be considered in the design and successful implementation of a Marketing Plan.

## Information 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.

### **Cost Accounting**

This course teaches you accounting for costs in an organization. You will undertake a detailed analysis of the main cost systems, with particular emphasis on standard cost systems and on the introduction of Activity Based Costing: a powerful tool, invaluable to managers, that adds a strategic component to cost information that is.

### **Management Control Systems**

The objective of this course is to analyze the different elements of management control in a company, examining interrelations with corporate strategy and structure. This involves a detailed analysis of the different centers of responsibility, planning and implementation, and of the treatment of information, teaching you to take informed decisions that permit corrective action and ensure objectives are met.