Course Descriptions

PRE-PROGRAM: FINANCIAL ACCOUNTING

The main objective of the pre-program in financial accounting is to provide students with a foundation in basic accounting concepts. In particular, the course will focus on: the decision making framework for the use of financial statements, different objectives and financial statements, and the process of accumulation, identification, measurement and registration of financial information.

FIRST PERIOD

ONLINE TOOLS WORKSHOP

The “Online Tools” session will serve to familiarize and train students in the use of a number of online tools that may be beneficial to their participation in this program. This includes both proprietary tools offered by IE Business School as well as others which are available online at no cost.

WAS (WORLD AWARENESS SEMINARS)

The objective of the WAS seminars is to offer an enriching humanistic perspective and to complete the technical and commercial knowledge acquired during the program. The students, as current or future managers, will more fully comprehend the world around them through contact with new ideas which allow them to improve their creativity and critical thinking skills. This also allows for a greater understanding of the values and perspectives which shape the major world markets. These sessions serve as a way to expand horizons and explore different cultures and areas (China, India, the Islamic World, etc.) and are led by international experts in each field.

MANAGERIAL SKILLS WORKSHOPS

The Management Skills Workshops take place throughout the course and are designed to develop various skills required for students over the course of their professional careers, allowing them to be truly competitive in both their knowledge and abilities. These workshops have been designed for the development of leaders capable of negotiation, managing teams, empathizing and communicating across a number of fields. Finally, they serve to develop observational, analytical and listening skills.
FINANCIAL REPORTING AND ANALYSIS

Every executive should be able to understand and interpret the economic and financial information pertaining to his/her organization. These courses cover basic concepts such as the accounting methods applied to inventories, sales, clients and suppliers, as well as the creation and analysis of balance sheets, profit and loss accounts and cash flow statements.

SALES AND MARKETING MANAGEMENT

The essential principles of marketing are presented as a framework for examining the marketing mix in greater detail, in addition to the basic applications of market research and all aspects of product policy. Additional topics to be covered include distribution policy, sales force organization, external communication (advertising and promotion) and pricing policies.

LEADING PEOPLE IN ORGANIZATIONS

This course centers on the behavior of people within a business organization from both an individual and group perspective. Managing people plays a crucial role in the implementation of any corporate strategy, including the related capacities in leadership, coordination, communication, conflict analysis and the management of teams.

ENTREPRENEURIAL MANAGEMENT

This course provides an overview of the entrepreneurial process, from the conception of a business opportunity to its implementation as a new venture. The course focuses on the attributes of entrepreneurs seeking opportunities and the need to gather resources to convert those opportunities into ventures. Students will learn to evaluate entrepreneurs and their business plans and will work in teams to create their own business plan for a new venture.

ECONOMIC ENVIRONMENT AND COUNTRY ANALYSIS

The objective of this course is to bring students closer to contemporary economic realities and provide them with key tools for the analysis and comprehension of this environment. To that end, the course will examine various factors from a business perspective, including the evolution of the principal variable indicators as well as the different political economies and their significance. Having gained a sound knowledge of the general workings of the economy, students further analyze the different aspects of the economic behavior of each country. Key macroeconomic data from each country or region is interpreted in order to draw conclusions and evaluate potential commercial risks.
INFORMATION SYSTEMS AND INNOVATION STRATEGY

In an organizational context, the management of Information System (IS) implies the development and utilization of information technologies that support the strategy and operations of a business. This course will cover a variety of topics related to the development, use and management of IS and aims to guide students towards a more integrated vision of the IS environment, allowing them to understand new technologies and to improve their decision making capacity as it relates to this field.

SECOND PERIOD

FINANCIAL DECISION MAKING

Participants learn how to obtain and administer financial resources at the lowest possible cost, and subsequently invest them in order to maximize economic and strategic benefit, without losing sight of the risks assumed in each case. To achieve this objective, participants are equipped with a sound practical knowledge of financial analysis, short-term financial planning, investment analysis, cost of capital, strategic and financing structures, and financial markets.

CREATING VALUE THROUGH OPERATIONS

Upon finalizing this course, students will have an understanding of the strategic importance of Operations Management. They will study the role of operations in creating competitive advantage and profitability in an organization, as well as in developing long-term sustainability within society. In addition, students will learn to structure the flow of personnel, materials, costs and information which are necessary to achieve desired productivity and value. The course will also cover advanced approaches to planning and operations control.

MARKETING STRATEGY AND PLAN

This course aims to familiarize students with the design and development of marketing strategies based on previous knowledge related to policies and product management tools, price, communication and distribution. Through the use of business cases, the course deals with decision making processes affected by uncertainty, allowing students to experience decision making across a range of aspects related to Sales and Marketing Management.

HUMAN CAPITAL MANAGEMENT

The goal of this course is to give students a broad vision of Human Capital Management as a key part of an organization’s strategy. In addition, students will develop a flexible approach to the management of human capital and will identify the processes involved in managing people within an integrated model.
MANAGEMENT ACCOUNTING

This course is focused on basic managerial accounting concepts and their relevance to internal decision making, cost control and cost allocation systems. Additionally, students will analyze deviations and advanced systems for allocating and managing them.

COMPETITIVE AND CORPORATE STRATEGY

This course is based on industry analyses and the methods by which an organization can be positioned so as to optimize competitive advantage. This process implies careful market selection and the examination of the role of the organization within the value chain. Students will also learn to conduct strategic analysis of diversified corporations.

THIRD PERIOD

BUSINESS PLAN

Upon finalization of this course, participants will further comprehend the nature and purpose of a business plan in an entrepreneurial or a corporate innovation context and will be able to develop, design and present a business plan.

CORPORATE FINANCE

The objective of this course is to provide participants with a thorough knowledge of the financial concepts applicable to organizations and to the processes of corporate finance.

OPERATIONS STRATEGY

The operational system and the design of an organization should be aligned with its strategy. In order to achieve this alignment, it is crucial to analyze and understand a number of factors including: product and service design, organization of workload, long and medium-term management of industrial companies, integrated supply chain management, planning for operational needs, quality control, and the management of technology and innovation.

CONTROL MANAGEMENT

Management Control can be described as a basic system designed to allow upper management to guide an organization’s activities towards the achievement of their previously established objectives, while optimizing the use of their resources. This course aims to develop and analyze the various processes produced within this system, such as planning and establishing objectives, communicating those objectives and the evaluation of the results as a mechanism of collecting feedback on the overall control process.
**STRATEGY IMPLEMENTATION**

The fundamental objective of this course is to formulate and transmit a series of models, approaches, tools and practical recommendations for optimizing effectiveness within general management. Exercising power during strategic implementation requires that managers be sensitive to various aspects such as structural design, governance policies, development of levers of change and the management of corporate culture, among others. This course emphasizes the development of participants’ skills in relationship management, strategic thinking and change leadership.

**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 nonmarket environment poses significant challenges to managers, while 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 nonmarket strategies in a global context.