PREPROGRAM: FINANCIAL ACCOUNTING
The main objective of the pre-program in financial accounting is to provide students with a foundation in the 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.

MANAGERIAL SKILLS WORKSHOPS
The Management Skills Workshops take place throughout the course and are designed to develop a variety of soft skills required for students in 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.

1st TERM

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.

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.

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.
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.

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.

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.

TECHNOLOGY AND INNOVATION MANAGEMENT
The goal of this course is to equip future managers with an thorough understanding of the information systems most relevant to their organizations. Additionally they will develop a clear vision of technological trends in the development of systems, criteria and best practices within organizations as related to the management of technology. They will have an understanding of the role of information technologies and systems in the entrepreneurial process and be able to evaluate the impact of these elements in their organization, in society and in their own professional career.

2nd TERM

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.

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.
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.

MANAGING PEOPLE IN ORGANIZATIONS
The main objective of this course is to reflect on Human Resource policies from a systemic, global management perspective, considering critical elements, analyzing the contribution required to generate competitive advantage for an organization and the ways in which these contributions can be optimized through Managing People at Work.

MANAGERIAL ACCOUNTING
This course aims to develop a knowledge base about costs as they relate to managerial decision making. In parallel, students will learn about existing relationships between operations and costs within an organization, as well as develop an understanding of the processes, systems designed to determine the costs of products/services offered, and apply the cost allocation system which best fits the strategic and decision making needs of an organization.

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.

3rd TERM

ENTREPRENEURIAL VENTURING
Identify a business opportunity, design a value proposition, and propose the development of a tangible solution, product and/or service with the aim to receive the approval of the target customer. Furthermore, gather relevant information for decision making and a strategy for a market approach that can be shared with potential investors.

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.
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.

MANAGEMENT CONTROL
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.

SUPPLY CHAIN MANAGEMENT
The operational system and the design of an organization should be aligned with its strategy. In order to achieve this alignment, 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.

BUSINESS, GOVERNMENT AND SOCIETY
A successful corporate strategy aligns the capabilities of a company with both the market and non-market demands. This course systematically examines the political factors and other aspects of the non-market environment, as related to integrated market and non-market strategies within organizations.