

COURSE CATALOG

INTERNATIONAL MBA



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INTERNATIONAL MBA PROGRAM STRUCTURE

CORE PERIOD

BUSINESS ACUMEN

PRE PROGRAM

LAUNCH



DEVELOPING AN
ENTREPRENEURIAL
MINDSET



MASTERING
BUSINESS
FUNDAMENTALS



INTEGRATING
GENERAL
MANAGEMENT
PERSPECTIVES



THINKING
BEYOND
BUSINESS

SEPTEMBER INTAKE: SEP - FEB

JANUARY INTAKE: JAN - JUN

FEB - MAR

JUN - JUL

* Availability and timing of customization options during the program are subject to change and can depend on specific intakes.
You will be able to cluster your electives according to your career goals

PROFESSIONAL FITNESS

LANGUAGES CLASSES
1 YEAR

CORE LAB PERIOD

BUSINESS IMPACT LAB

START-UP LAB

TECHLAB

SOCIAL IMPACT LAB

INTERNATIONAL
MBA IN PRACTICE

ELECTIVE PERIOD

150 DIFFERENT INITIAL ELECTIVE COURSES*

SOCIAL IMPACT TREK

LONG EXCHANGE

VENTURE LAB

GLOBAL NETWORK WEEK / SHORT EXCHANGE

APR - JUL

SEP - DEC

INTEGRATIVE EXERCISE & GRADUATION

INTERNATIONAL MBA UNPLUGGED (OPTIONAL)

PRE-PROGRAM

As a mandatory component of the MBA, the pre-program has been designed to ensure that all students have the same fundamentals in the subjects of Financial Accounting and Quantitative Analysis before the first day of classes.

The pre-program will be available online about one month before the program starts. Towards the start date of the program, online forums that address the topics covered in the pre-program will open. A professor who will assist students with their doubts will monitor these forums.

The Pre-Programs will appear on the final transcripts as a Pass or Fail, depending on successful completion of the pre-programs. However, this does not affect the final GPA.





OPTIONAL: SPANISH CLASSES

Also starting in the pre-program period, the Student Services Office organizes an Intensive Spanish course aimed at those foreign students who do not speak Spanish or whose level is so basic that they cannot interact with Spanish speakers. The course lasts 3 – 4 weeks and is free of charge for our students. Partners can participate in this course as well, although there is a cost of 300€ for student partners.

Students interested in participating in this course should complete a Spanish test to confirm whether or not they are admitted to the Spanish classes pre-program based on their level. There is a limited number of places available to this course, and they will be assigned on a first come first served basis. The objective of this course is not the acquisition of an advanced/proficiency level in Spanish, but rather to improve the integration of non-Spanish speakers to their daily life in Spain.

Those students who cannot attend the on Campus course will have the possibility to enroll in the online Spanish course at Busuu. Busuu.com is an online community for learning languages, which was founded by two IE Alumni and has already received several prestigious awards (European Language Label, CeBIT Innovation Award, AO Global Innovator etc.). As a student of IE, and depending on your level, you have the possibility of having free access to the 6 months Premium Online Spanish course of busuu.com. You can start your course immediately and enjoy this highly innovative, flexible and interactive form of language learning. Students interested in participating should also complete a Spanish Test. If admitted, they will receive instructions of how to get access to the premium course.

LAUNCH

Just before your Core Period starts, and after the Opening Day Ceremony, you will be part of a six-day program that provides students with a fun, useful and out of the box way to start developing interpersonal and management skills.

The main objective is to train and prepare students in those competencies necessary for strong and successful performance at the managerial level. The areas of focus are Leadership, Awareness, Understanding, Networking, Communication and Humanities.

The methodology used in LAUNCH is of a purely practical approach, consisting of a series of informative sessions, inspirational lectures and workshops, which include among others:

INTRODUCTION TO BEHAVIORAL FITNESS

An introduction to this leadership training program designed to help you develop a foundation of the critical behaviors necessary to support your long-term professional success.

WHO MOVED MY IDEA?

The workshop focuses on creativity as a core feature of the entrepreneurial process. It will expose students to brainstorming new ideas, and finding creative ways to adapt existing ones to changing contexts.



GET TO KNOW IE!

A fair in which representatives from various departments within IE will meet with students in a casual environment to address their questions.

ETHICS WORKSHOP

An open conversation on ethical behavior will be held, as well as taking a closer look at the IE Code of Ethical Conduct.

TEAMBUILDING

The objective of this workshop is to gather students into groups where they will discover how to approach problems, work together and develop better methods of communication. This practical session will take place on the basketball court or via an “amazing race” across Madrid.

TAKE THE STAGE

This workshop will use theatre-based approaches to enhance concentration and improve self-awareness. It will explore how people relate to each other and to an audience, as well as discover and develop physical and psychological activities and tactics to obtain objectives/goals.

JOURNEY TO THE SUMMIT

The session is meant to transmit the experience of working with a team in most difficult times, as well as the importance of good communication channels, clear objectives, paying attention and other skills that make a good and successful leader.

LEVERAGING DIVERSITY

The diversity in the classroom at IE will bring about many new and interesting opportunities. However, it will also present some unique challenges. In this session, students look at cultural intelligence in order to better leverage their diverse groups.



CORE PERIOD

IE's streamlined Core Period is founded on business fundamentals. To give IE students an edge over other MBA graduates, the curriculum also includes courses on Innovation and Design, Critical Management Thinking, and Entrepreneurship.



1. DEVELOPING AN ENTREPRENEURIAL MINDSET

Entrepreneurial Mindset
Entrepreneurial Venturing

2. MASTERING BUSINESS FUNDAMENTALS

Financial Accounting
Managerial Economics
Managerial Decision Making
Managerial Accounting
Corporate Finance

3. INTEGRATING GENERAL MANAGEMENT PERSPECTIVES

Marketing Management
Leading People & Teams
Strategy
Operations Management

4. THINKING BEYOND BUSINESS

Innovation in a Digital World
Critical Management Thinking
Business, Government and Society

DEVELOPING AN ENTREPRENEURIAL MINDSET

ENTREPRENEURIAL MINDSET & ENTREPRENEURIAL VENTURING

Backed by IE Business School's 40 years of experience in the field, an entrepreneurial mindset is a cornerstone of IE's mission and methodology. By placing students in the position of the entrepreneur, they learn to identify and analyze opportunities, gather resources, and work in a team to create and analyze startups. This unique kind of learning experience has made IE a global leader in preparing students to both build their own enterprises and find new opportunities for existing businesses. The Entrepreneurial Mindset & Entrepreneurial Venturing courses examine potential sources of venture ideas and teach students how to apply management tools to growing organizations. Students explore 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.



MASTERING BUSINESS FUNDAMENTALS

FINANCIAL ACCOUNTING

This course equips students with the technical skills needed to extract relevant economic and financial information from a company's financial statements, the final aim being to process this information and act accordingly. In class, we take on the view of financial statement producers (managers & executives) as well as of users (investors & analysts). Hence, from a capital markets view, we will enable students to understand and interpret all economic information disseminated by a company. With a focus on the measurement of value creation, this course also serves as an introduction to investment analysis.

MANAGERIAL ECONOMICS

The ability to analyze the competitive strengths and weaknesses of economies and their regions is an essential skill for modern business leaders in a globalized world. Through this course students acquire a global vision of the workings of economic activity and develop proficiency in tools used in the study of national and international business environments. Focusing on the main economic indicators, students will learn to interpret economic data, to understand and predict the real impact of government policies, the effect of trade and exchange rate regimes, and to understand their role in an analysis of economic environments from a business perspective.

MANAGERIAL DECISION MAKING

This course equips students 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 of the implications of statistical information when it comes to making informed decisions for any functional area within an organization.

MANAGERIAL ACCOUNTING

This course teaches how to calculate costs incurred and to be incurred by an organization as a key source of information for decision making by managers. In the first part of the course, students will undertake a detailed analysis of the main cost behaviors, 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 showcasing the advancements and current practices in costing.

CORPORATE FINANCE

This course includes the description, composition and analysis of the financial tools and policies needed in business organizations, including Investment Analysis, Working Capital Management, Optimal Capital Structure, Financing 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, and M&As.

INTEGRATING GENERAL MANAGEMENT PERSPECTIVES

MARKETING MANAGEMENT

The course is designed to provide students with an understanding of the fundamental principles of marketing, marketing strategy design and implementation of marketing decisions. The focus is on getting to know the basic techniques of defining and segmenting a target market for goods or services and then integrating product & brand, price, promotion and distribution to offer a superior marketing mix leading to a long-term competitive advantage. Students are given an insight into consumer behavior and marketing research. By focusing on different sectors and marketing problems, students develop coherent marketing strategies that allow companies to reach their established objectives.

LEADING PEOPLE & TEAMS

This course studies different challenges that managers have to meet during their professional life. It 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. Students will learn about managing the superior-subordinate relationships, diagnosing and handling interpersonal conflicts, choosing both a leadership and subordinacy styles, managing one's own career and handling conflicts between professional and private life.

STRATEGY

This course challenges students to develop a thorough understanding of the internal and external factors that shape a firm's ability to create value, and familiarize students 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 students to go beyond by simply applying tools to derive a deep understanding of competitive behavior.

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, or image). When those processes extend across functional silos and beyond the limits of the organization, we talk of supply chain management. The course covers the basic tools and concepts used to analyze, manage, and improve a variety of business processes ranging from manufacturing to advanced knowledge-intensive services like healthcare and consulting. The course also looks into the sourcing and distribution of products and services through global networks of firms, and how those networks can operate efficiently while simultaneously adapting to changing customer demands.

THINKING BEYOND BUSINESS

INNOVATION IN A DIGITAL WORLD

Today's economy is often referred to a digital economy, a clear indicative of the pervasive nature and critical role that the digital world takes in firms' strategies and operations. Information Technologies (IT) transformed the ways businesses compete and became an important factor in management decision-making. In fact, IT have changed the means by which people communicate, collaborate and coordinate work activity. The course is fundamentally about IT and innovation management, but also designed for general managers (as opposed to IT specialists) from a wide range of organizational areas, levels and roles. Students will look at IT for different purposes, including their implications for communications, business processes, and services, and ultimately develop an appreciation for the impact of IT on businesses.

CRITICAL MANAGEMENT THINKING

This course brings core methodologies from the humanities to bear on the challenges of management. Over the course of five seminars, students will question the assumptions that we tend to fall back on and that shape our decision-making, and interrogate critically some of the ideas and language of managerial and entrepreneurial culture, to conceptualize 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.

BUSINESS, GOVERNMENT & 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. Students 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.



CORE LABS

The highly innovative Core Lab Period marks a disruptive approach to business education by fostering integrative thinking and experiential, project-based learning. The idea is to enrich the core curriculum with uniquely packaged, relevant and hands-on material not commonly found in an MBA curriculum.

Think of the Core Lab Period as a bridge between the students' Core Curriculum and their Elective Period. It's the glue that holds the two traditional elements of an MBA program together. It is also new learning territory that no other MBA can boast of. We want to use these five weeks for activities that go beyond the boundaries of a typical MBA classroom.

Students will choose their Lab during the second period, allowing them time to experience the International MBA and better understand which choice best suits with their career ambitions. Different conditions apply for the Social Impact Lab and International MBA in Practice.

Students enrolled in the Spanish Track of the International MBA may enroll in the English Track for the Lab Period as long as they meet the admission entry requirements.

Language requirements:

- TOEFL: Minimum 100
- IELTS: Minimum 7
- Cambridge: Minimum C1
- Pearson: Minimum 73

Students enrolled in the English Track of the International MBA may enroll in the Spanish Track for the Lab Period if their native language is Spanish or they have achieved a minimum score of C1 on the DELE, DIE or Camara de Madrid.





BUSINESS IMPACT LAB

In the Business Impact Lab, you focus on developing your integrated skills and cross-disciplinary management perspective, which are not covered in the core, but are critical to becoming a true transformer. You acquire the tools to question the status quo and to implement transformational ideas in a corporate setting. There are challenges by real companies, but your solutions may be anything but ordinary. Critical knowledge areas include:

- **CORPORATE INNOVATION:** a journey of identifying, developing, validating and scaling innovative business solutions.
- **DIGITAL TRANSFORMATION:** build upon the foundation laid in Innovation in a Digital World by taking deeper dives into the new technologies that allow enterprises to better understand customers and gain a competitive advantage.
- **EFFECTIVE EXECUTION:** focuses on specific management skills as they relate to the successful implementation of ideas and procedures in the areas of strategy, economics and operations.
- **CRITICAL MANAGEMENT COMPETENCIES:** combines modules that focus on specific hard and soft skills that enhance a manager's ability to be an innovator within the company.
- **CORPORATE CHALLENGE:** students put into practice the knowledge gained in both the Core Period and the Core Lab Period by working with a company on a real-life challenge. Past challenges have focused on ways to innovate Airline Travel, Beer Culture and the Internet of Things.

If you want to know more about our Business Impact Lab click [here](#)

START-UP LAB

In the Start-up Lab, you will be immersed in an incubator-like atmosphere together with other peers who want to start their own venture. This Lab provides hands-on learning to develop the core competencies of entrepreneurship, push students beyond their personal limits and motivations and provide opportunities to navigate the start-up ecosystems. It is the catalyst that will help you excel later in the Venture Lab during the Elective Period. Students will work in teams of 3-5 people that will focus on developing a single idea (which will likely pivot on more than one occasion). Critical knowledge areas include:

- **START-UP MECHANICS & ENTREPRENEURIAL READINESS:** it is the Lab kick-off to the key mechanics and resources of how to go from the ideation stage to customer validation and growth, developing the founding team, managing uncertainty and doubt and optimizing risk taking.
- **FROM ZERO TO PRODUCT:** this stream will go in-depth into 'Design Thinking' and 'User Experience' involving prototyping, getting an MVP (Minimum Viable Product) out in the market and exposure to customers to refine/pivot on the basis of the end-user's feedback.
- **MASTERING THE ENTREPRENEUR'S TOOLKIT:** will dive deeper into the 'core weapons' that are essential for founders. The goal is to get empowered with the best available resources and get the competitive edge in crucial aspects such as optimizing with IT, analyzing relevant economic factors, negotiating competitively and pitching compellingly.
- **GROWTH HACKING & GENERATING MARKET TRACTION:** brings together creativity with a spectrum of low-cost techniques that can unlock rapid growth using hacks, tricks and shortcuts, setting the foundation for investible attractiveness of the founding team and the start-up.
- **FROM BOOTSTRAPPING TO SERIES A FUNDING:** builds upon the important experiential learning from the previous streams to get an understanding of the various funding options, essential legalities (from incorporations to shareholding agreements) and different pathways for obtaining serious investment.
- **NAVIGATING THE START-UP ECOSYSTEM:** is an especially exciting component, as it will provide unique opportunities to meet potential clients, partners and investors via a series of mentor meetings, pitch slams and networking events. Students will have the opportunity to meet start-ups, accelerators & incubators in order to see first-hand how the concepts we teach in class are implemented in day-to-day operations. In addition, students will get a glimpse of the "real world" of starting up, providing an accurate insight into the lifestyle of an entrepreneur.

If you want to know more about our Start-Up Lab click [here](#)

TECHLAB

During the five intense weeks of the TechLab you will sharpen your business skills as you immerse yourself in the world of technology. After completing the TechLab not only will you be able to have high-level conversations about technology as it relates to business, but also truly be able to put the latest technology solutions into practice. You will discover the most disruptive trends and apply them to strategic decision making.

The TechLab will cover these critical aspects:

- Hack the Gap: How new technologies work (and what's behind them)
- Scrap the Cycle: Real life examples of these new technologies
- Cut the Edge: Advanced development and implementation of technology products
- Connect the Dots: Analysis and interpretation of the data and patterns that predict future technology trends

For your final Lab project, you will propose a technological solution to solve problems that arise in distinct industries. You will compete in teams to discover, develop, and apply your proposed technological solution, defending your findings in front of a panel of judges.

SOCIAL IMPACT LAB

The Social Impact Lab was created for those students who wish to gain hands-on business experience, while developing personal and professional leadership skills.

This option is powered by Emzingo, a company founded by International MBA students in 2008, whose mission is to provide individuals with transformational leadership experiences that focus on creating positive social impact. Students must apply to participate and, if selected, are then paired up with

challenging consulting projects focused on social enterprises or in South Africa and Spain. In addition to the professional experience, students take part in leadership development modules, cultural immersion activities, and academic workshops. Past project examples have included 3-year strategic business plans, marketing strategies, impact assessment design and implementation, financial analysis and modeling, and the creation of revenue generating activities.

INTERNATIONAL MBA IN PRACTICE

The International MBA in Practice is an internship program that allows students to gain professional experience and earn academic credit during the International MBA Program. Students will have the opportunity to participate in a minimum 7-week internship (5 weeks of the lab period + 2 weeks of the elective period). This option has been created for those who wish to gain specific hands-on experience that will help spark a desired career change in an industry, sector, region and/or role. Students may perform an internship anywhere in the world, earning credit towards their International MBA for the associated academic deliverables.

Although the Career Management Center is approached by companies about specific internship opportunities for International MBA students from time to time, students are responsible for seeking out opportunities that are aligned with their objectives. After securing an internship, students must submit an application to ensure the opportunity meets program requirements.

Requirements:

- Internship must be MBA level-work
- Full time
- 7 weeks long

NOTE: students opting for the International MBA in Practice may not be able to participate in electives that conflict with their internship dates. Students will have academic deliverables before, during and following the internship, which will be graded by an IE Professor based on specific requirements.

ELECTIVE PERIOD

During this period, students will have the opportunity to fully customize the program according to their interests. The options include:



- ELECTIVE OFFERING

Around 120 courses that relate to the various disciplines of business are initially offered. Each course will consist of 10, 15 or 20 sessions. Students are required to take a minimum of 120 sessions and can enroll for a maximum of 145 sessions during the whole elective period.

AREA	COURSE NAME
CONTROL	ANALISIS AVANZADO DE ESTADOS FINANCIEROS
	FINANCIAL INSTRUMENTS & M&A ACCOUNTING
	FINANCIAL STATEMENT ANALYSIS & VALUATION
	ESTRATEGIA A TRAVES DEL CONTROL DE GESTION
	MANAGEMENT CONTROL
DESIGN & MANAGEMENT	CAPTURING INSIGHTS FOR INNOVATION
	EFFICIENT PROBLEM SOLVING
	UNDERSTANDING THE FUTURE: TREND THEORY
ECONOMICS	ANALISIS ECONOMICO DE PAISES
	BUSINESS 360 EXTENDED
	COUNTRY ECONOMIC ANALYSIS
	EMERGING MARKETS & THE INTERNATIONAL ECONOMY
	LATIN AMERICAN ECONOMIES IN GLOBALISED WORLD
ENTREPRENEURSHIP	ADVANCED STARTUP BUSINESS MODELS
	CORPORATE ENTREPRENEURSHIP
	BOOTSTRAPPING TECHNIQUES FOR STARTUPS
	ENTREPRENEURSHIP IN EMERGING ECONOMIES
	FAMILY VENTURING (ESP)



AREA

COURSE NAME

ENTREPRENEURSHIP

FINANCIAL ENTREPRENEURSHIP & PRIVATE EQUITY
KI: CREANDO MI PROPIO NEGOCIO
KNOWLEDGE INCUBATOR
M&A BOOTCAMP
M&A FOR STARTUPS
PREMIUM & LUXURY ENTREPRENEURSHIP
RESEARCH PROJECT: CLEAN TECH VENTURES
SOCIAL ENTREPRENEURSHIP
TRILLION DOLLAR CHALLENGES
VENTURE LAB ACCELERATED
VENTURE LAB SQUARED

FINANCE

ADVANCED FINANCIAL FORECASTING MODELS
APPLIED CORPORATE FINANCE
APPLIED FINANCIAL ENGINEERING
CAPITAL MARKETS, DERIVATIVES & RISK MANAGEMENT
EQUITY VALUATION
FINANCIAL ASSETS

AREA	COURSE NAME
FINANCE	FINANZAS CORPORATIVAS EN LA PRACTICA MANAGING EQUITY PORTFOLIOS PRIVATE BANKING: AN INVESTOR'S PERSPECTIVE VISUAL BASIC FINANCIAL MODELING WEALTH MANAGEMENT
HUMAN RESOURCES	ADVANCED NEGOTIATION WORKSHOP COMUNICACION PRODUCTIVA INTERNATIONAL NEGOTIATION LEADERSHIP, POWER & INFLUENCE MANAGING PEOPLE IN GLOBAL ORGANIZATIONS TALLER AVANZADO DE NEGOCIACION
HUMANITIES	FIRMS, MARKETS & CAPITALISM
INFORMATION SYSTEMS & TECHNOLOGIES	ARTIFICIAL INTELLIGENCE: MACHINE LEARNING CREAR UNA EMPRESA DE INTERNET CON EXITO CUSTOMER ANALYTICS CUSTOMER RELATIONSHIP & BUSINESS INTELLIGENCE E-COMMERCE: COMO CREAR TIENDAS ONLINE INTERNET AS SALES CHANNEL MANAGING BIG DATA ANALYTICS STARTUP INNOVATION: HOW TO CREATE GOOD IDEAS TECHNOLOGY & BUSINESS STRATEGY TECHNOLOGY: FROM STRATEGY TO REALITY
LAW SCHOOL	GOING THROUGH AN M&A DEAL PROCESS
MARKETING	B2B MARKETING BUSINESS AT THE BOTTOM OF THE PYRAMID DIGITAL MARKETING DIRECCION ESTRATEGICA DE EQUIPOS DE VENTAS HOW TO WIN THE SERVICES MARKETING CHALLENGE INNOVATION MANAGEMENT & CREATIVITY INTERNATIONAL MARKETING MARKETING DIGITAL (ESP) MARKETING RESEARCH & DECISION ANALYTICS

AREA	COURSE NAME
MARKETING	MARKETING STRATEGY FOR DECISION MAKING MARKETING STRATEGY FOR DECISION MAKING (ESP) RETAILING (ESP) SPORT IN THE MANAGEMENT CONTEXT THE ABC OF THE HEALTHCARE INDUSTRY
NEGOTIATION	MAXIMIZE YOUR NEGOTIATION POWER & SUCCESS NEGOCIACION, LIDERAZGO Y JUEGOS DE PODER
OPERATIONS	CX: CUSTOMER EXPERIENCE (ESP) DIRECCION ESTRATEGICA DE PROYECTOS LEAN THINKING (ESP) PROJECT MANAGEMENT SIMULACION DE ESTRATEGIAS PARA TOMAR DECISIONES STRATEGIC PROJECT MANAGEMENT SUPPLY CHAIN MANAGEMENT USING DISRUPTIVE INNOVATION FOR BUSINESS MODELS OUT-OF-ORDINARY OPERATIONS IN CORPORATIONS
OTHER	MANAGEMENT CONSULTING TOOLKIT
SCHOOL OF COMMUNICATION	EFFECTIVE BRANDING THROUGH IMAGE-MAKING
SKILLS	EXEMPLARY LEADERSHIP PRACTICES HIGH IMPACT COACHING FOR LEADERSHIP LIDERANDO EN LA CIMA MARCA PERSONAL Y CARRERA PROFESIONAL STRATEGIC COMMUNICATION
STRATEGY	PIVOTAL DECISIONS: LEADING IN CHINA COOPETITION STRATEGY CRECIMIENTO DE NEGOCIOS EN TIEMPOS DE CRISIS GEOPOLITICS: THE 4 DRIVERS OF STRATEGY INTELLIGENCE TOOLS FOR BUSINESS PEOPLE INTERNATIONAL BUSINESS STRATEGY & MODELING LUXURY STRATEGY STRATEGIC FORESIGHT: NAVIGATING UNCERTAINTY SUSTAINABLE BUSINESS MODEL DESIGN

**This is an indicative list; availability of electives is dependent on the demand for classes, professors and overall schedule of the program.*



- LONG EXCHANGE

Our Long Exchange Program takes place during the elective period and allows students to choose among more than 50 partner institutions around the globe to maximize their learning and enhance their international outlook by learning about business from a new perspective, experiencing another culture and networking with students, faculty & professionals from across the globe.

To participate in the Long Exchange Program, you will have to go through an internal selection process at IE Business School during term 2. A minimum GPA of 3.33 is required to be eligible for application.

NOTE: The elective dates for the September Intake aligns with few partner schools, resulting in limited options for the Long Exchange. However, students have the option of participate in Long Exchange following the International MBA (not for credit), which provides many more options in the September - December period.

REGION	SCHOOL	COUNTRY	January Intake: SEPT - NOV	September Intake: APRIL-JULY
NORTH AMERICA	QUEENS - Kingston	Canada	✓	
	ROTMAN - Toronto	Canada	✓	
	SAUDER - Vancouver	Canada	✓	
	SCHULICH (YORK UNIVERSITY) - Toronto	Canada	✓	✓
	ITAM	Mexico	✓	✓
	ITESM (EGADE)	Mexico	✓	✓
	BABSON COLLEGE	US	✓	
	CORNELL JOHNSON	US	✓	
	FLETCHER (TUFTS)	US	✓	
	KENAN FLAGLER (UNC)	US	✓	
	NYU STERN	US	✓	
	TUCK - DARTMOUTH	US	✓	
	UNIVERSITY OF MIAMI	US	✓	
	UNIVERSITY OF SAN DIEGO	US	✓	
	UNIVERSITY OF WASHINGTON - FOSTER	US	✓	
	CHICAGO BOOTH	US	✓	
	RICE, JGSB	US	✓	

REGION	SCHOOL	COUNTRY	January Intake: SEPT - NOV	September Intake: APRIL-JULY
EUROPE	ESSEC	France	✓	
	HEC	France	✓	✓
	SCIENCES PO	France	✓	
	HHL - LEIPZIG	Germany	✓	
	WHU - Otto Beisheim School of Management	Germany	✓	
	REIKJAVIK UNIVERSITY	Iceland	✓	
	SMURFIT UCD - DUBLIN	Ireland	✓	
	BOCCONI	Italy	✓	
	ST. GALLEN	Switzerland	✓	
	RSM ERASMUS (ROTTERDAM)	Netherlands	✓	
	BI NORWEGIAN	Norway	✓	
	LBS	UK	✓	
	MANCHESTER	UK	✓	
LATIN AMERICA	UNIVERSIDAD DE SAN ANDRÉS	Argentina	✓	
	COPPEAD	Brazil	✓	✓
	GETULIO VARGAS SAO PAULO	Brazil	✓	
	PUC (UNIVERSIDAD PONTIFICIA CHILE)	Chile	✓	
	INCAE	Costa Rica	✓	
	UNIVERSIDAD DE LOS ANDES	Colombia	✓	
	UNIVERSIDAD DEL PACÍFICO	Peru	✓	
	IBMEC	Brazil	✓	
	ITAM	Mexico		✓
	ITESM (EGADE)	Mexico		✓
	IESA	Venezuela	✓	

REGION	SCHOOL	COUNTRY	January Intake: SEPT - NOV	September Intake: APRIL-JULY
ASIA	CKGSB - BEIJING	China		✓
	China Europe International Business School (CEIBS)	China		
	FUDAN - SHANGHAI	China	✓	
	SHANGHAI JIAO TONG UNIVERSITY	China	✓	
	TONGJI SHANGHAI	China	✓	
	TSINGHUA	China	✓	
	HKUST	Hong Kong	✓	
	IIMA	India	✓	✓
	IIMC	India	✓	
	ISB	India	✓	
	KEIO UNIVERSITY	Japan	✓	
	NANYANG BUSINESS SCHOOL	Singapore	✓	
	NUS	Singapore	✓	
	KAIST	South Korea	✓	
MIDDLE EAST	RECANATI BS (TAU)	Israel	✓	
	CBA KUWAIT	Kuwait	✓	
AUSTRALIA	AGSM	Australia	✓	
	MELBOURNE (MBS)	Australia	✓	
	QUEENSLAND	Australia	✓	

* We recommend that those students who are interested in a long exchange choose the January intake due to the greater number of exchange destinations available. Please keep in mind that the list of partner institutions is revised every intake.

- GLOBAL NETWORK WEEK OR SHORT EXCHANGE

In 2012, IE joined the Global Network for Advanced Management, a forum of elite business schools from around the world convened by Yale University. As part of this network, IE together with Renmin University (China), Yale SOM (US), Koç University (Turkey) and Fundação Getulio Vargas (Brazil) launched a unique and innovative pilot short exchange program called Global Network Week (GNW). Traditionally, short exchanges are bilateral, meaning exchanges and networking takes place between two schools. The GNW expands the exchange opportunities exponentially to include several schools, each one showcasing an area of expertise during an intensive one-week experience.

This option is offered as academic credit as a short exchange elective course.

School options are subject to availability and date alignments with IE Business School's program structure and agenda. This network has grown to over a dozen schools across the world. In the case that the Global Network Week (GNW) is not possible, a variety of Short Exchange options will be made available.

The Short Exchange is a one-week program that allows students to explore local business realities and culture through a series of activities such as lectures, company visits and networking events. Past trips included Singapore, Brazil, China, South Africa and the USA.



- VENTURE LAB

The Venture Lab serves as an essential part of IE Business School's entrepreneurial fabric by providing a unique opportunity to all IE students and alumni to celebrate their passion for entrepreneurship and value creation by enabling them to launch their own startup.

The aim of the Venture Lab is to incubate the development and consolidation of business start-ups and to provide high-quality "deal flow" within a global network of investors. It is not only a business plan competition or a chance for students to share and create interesting business ideas; it is a unique opportunity for students with entrepreneurial spirit and novel ideas to begin the process of transforming those concepts into investment-worthy companies. The goal is to create investor-ready business ventures by Venture Day, (i.e. our "demo day"). Venture Lab teams receive training, mentorship and access to IE's Area 31 co-working space and resources to assist them in taking the necessary steps to validate their market assumptions, pivot as necessary and execute investor-ready ventures.

The selection process is highly competitive. We are looking for scalable ventures that will be attractive to investors. Venture Lab is designed for startup proposals that are in the conceptual phase. This means that you may have an idea that is still in need of validation and you have an initial team but you may still be looking to grow the team.

Eligibility Requirements to submit applications are listed below:

- Teams must consist of at least 2 team members and no more than 4 team members.
- Teams must include at least one current IE student or alumnus/a. The IE team member must be physically present in Madrid and play an active, key role in the team.
- Individuals can only participate in one Venture Lab application, i.e. individuals can neither submit more than one startup-idea application (as team leader), nor can they be team members on more than one Venture Lab application.
- The 3 main selection criteria are:
 - INNOVATION: We seek applications from dynamic teams who put forth innovative (novel, extraordinary, revolutionary) ideas, solutions and business models.
 - SCALABILITY: We seek applications from innovative teams, whose ideas or solutions are scalable and potentially attractive for angel investors and venture capitalists.
 - TEAM: We seek applications from innovative teams who are passionate about solving the problem they have identified and absolutely committed to executing a prototype of their scalable solution during.

PROFESSIONAL FITNESS

The Professional Fitness program has been designed to focus on your individual career aspirations. It contains two unique elements: **Career Fitness** and **Behavioral Fitness**, both vital to work on your post International MBA plans from all angles. As besides an effective career strategy, adequate behaviors and soft skills need to be developed to further increase your competitiveness in the business world. Students will have professional fitness sessions once a week during the core period and will alternate behavioral fitness classes with career fitness classes.

CAREER FITNESS

To equip you with the necessary toolkit and career strategy to succeed in an increasingly complex and competitive job market, IE has developed a unique Career Fitness program. It focuses on a variety of complementary workshops and info sessions to help you understand what you want, design your life and land the job of your dreams.

– CAREERS IN:

- Industry dedicated days: conferences and company presentations
- Geography specific info sessions and webinars with the most up-to-date regional employment trends
- Success stories and useful tips from IMBA Alumni

– CAREER TOOL KIT:

- Develop a framework for successful career strategy implementation
- Leverage your strengths to make a radical career change
- Optimize your social media presence to advertise your personal brand
- Connect for success and target the hidden market

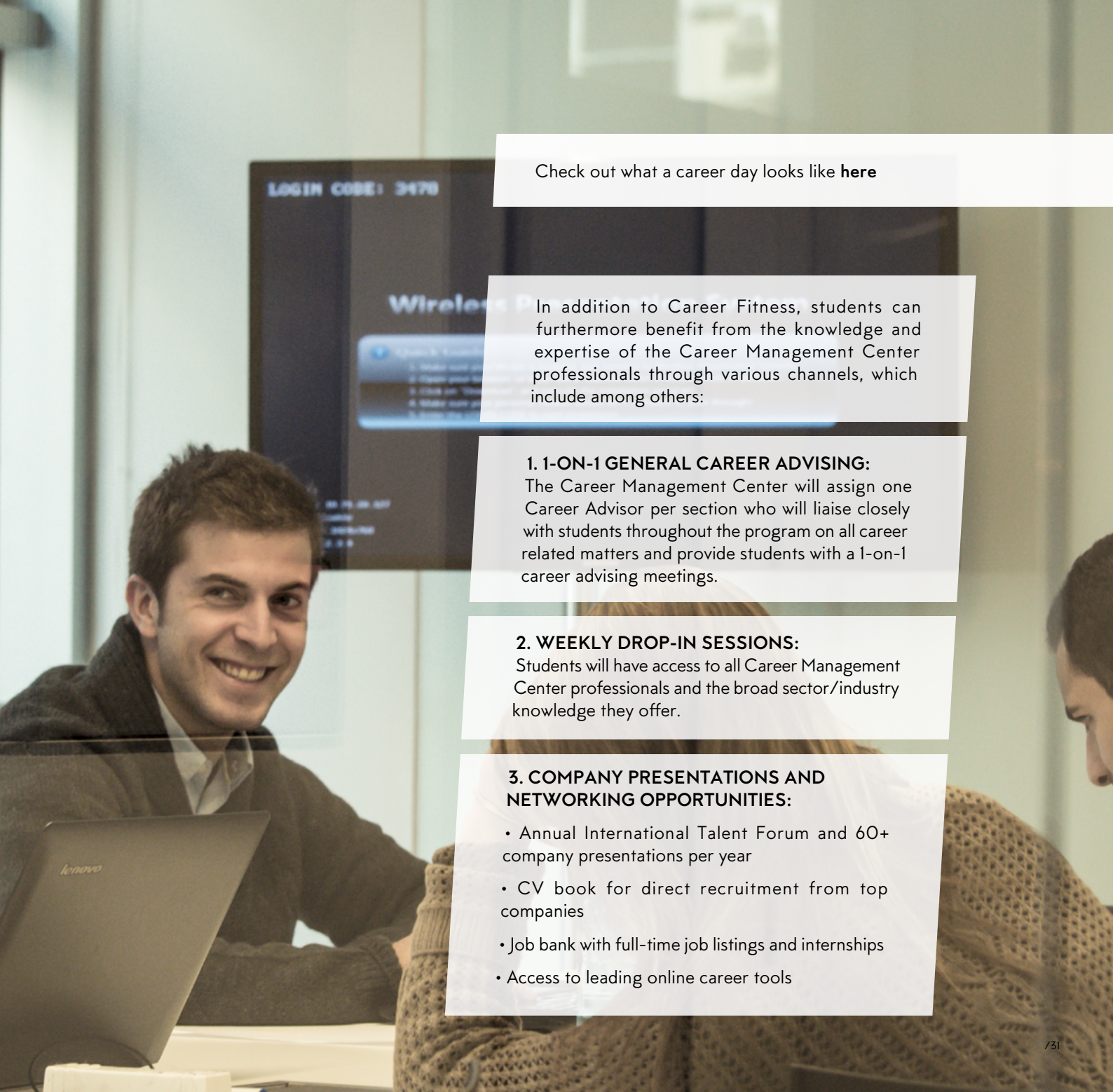
– SPECIFIC TRACKS:

- Fast professional development with MBA Programs in FMCG, Industry, Technology, Pharma, among others
- Strategy, Management and In-house Consulting
- Banking and Financial Services

– RECRUITMENT PROCESS:

- How to crack competency based interviews: what recruiters want
- Climb the ladder of the most competitive recruitment processes
- Master online quantitative tests to get the interview
- Negotiate your salary like a pro



A smiling man with short brown hair, wearing a dark sweater over a collared shirt, is sitting at a desk. In front of him is a laptop with the 'lenovo' logo. Behind him is a large presentation screen displaying a 'Wireless Presentation System' interface. The screen shows a 'LOGIN CODE: 3478' and a list of items. The background is a blurred office or classroom setting.

Check out what a career day looks like [here](#)

In addition to Career Fitness, students can furthermore benefit from the knowledge and expertise of the Career Management Center professionals through various channels, which include among others:

1. 1-ON-1 GENERAL CAREER ADVISING:

The Career Management Center will assign one Career Advisor per section who will liaise closely with students throughout the program on all career related matters and provide students with a 1-on-1 career advising meetings.

2. WEEKLY DROP-IN SESSIONS:

Students will have access to all Career Management Center professionals and the broad sector/industry knowledge they offer.

3. COMPANY PRESENTATIONS AND NETWORKING OPPORTUNITIES:

- Annual International Talent Forum and 60+ company presentations per year
- CV book for direct recruitment from top companies
- Job bank with full-time job listings and internships
- Access to leading online career tools



BEHAVIORAL FITNESS

Leading yourself and others is fundamentally about behavior; and behaviors happen moment by moment across every workday. Well-trained behaviors are what will drive your own performance, the performance of your teams and ultimately your career.

Behavioral Fitness is an integrated leadership-training program designed to help students develop a foundation of the critical behaviors necessary to support their long-term professional success.

The Behavioral Fitness training is designed to turn your time in the International MBA into a “gym” where you practice new and more productive workplace behaviors. It is about transforming yourself, and it is also about learning how to lead others to do the same. The areas of focus are:

- **COMMUNICATING FOR SUCCESS:** effectively communicate your ideas, proposals and plans to win over any audience.
- **BUILDING HIGH-PERFORMANCE TEAMS:** understand the conditions that drive team performance, and how you can contribute your best as a member of a team.
- **HACKING HABITS:** implement a neuroscience-based framework to make sustainable improvements in your professional behaviors.
- **ASSESSING & DEVELOPING PEOPLE:** develop the management skills to help others perform at its best.
- **INFLUENCING & PERSUADING:** fine-tune your ability to construct convincing stories and arguments to drive action and change.
- **CREATING A LEADERSHIP VISION:** envision the leader you want to be, and develop a trajectory to realize your vision.



CUSTOMIZATION

ENTREPRENEURSHIP ITINERARY IN IE BUSINESS SCHOOL INTERNATIONAL MBA

LAUNCH

IE's Entrepreneurship Club organizes many activities and events that will inspire and help entrepreneurs, especially in the phases of 1) deciding to become an entrepreneur and 2) turning your idea in a real company.

CORE PERIOD

Developing an Entrepreneurial Mindset: Both core courses (Entrepreneurial Mindset and Entrepreneurial Venturing) revolve around the development of an entrepreneurial project.

Thinking beyond Business: Innovation in a Digital World helps students understand the impact of Information Technologies (IT) on business today and its implications for communications, business processes, and services.

CORE LAB PERIOD

The highly innovative Core Lab Period marks a disruptive approach to business education by fostering entrepreneurial thinking and experiential, project-based learning.

Startup Lab: The Startup Lab is a hands-on entrepreneurial experience.

Tech Lab: During the Tech Lab students will sharpen business skills as they immerse themselves into the world of technology as it relates to business, they will also discover the most disruptive trends and apply them to strategic decision making.

Business Impact Lab: The Business Impact Lab is designed for those students who want to better identify opportunities and develop new and innovative solutions for a corporate partner.

Social Impact Lab: The Social Impact Lab offers students the opportunity to support social enterprises in South Africa or in Spain through a professional consulting project. Emzingo, a social venture founded and run by IE Alumni, leads this experience.

International MBA in Practice: During this internship program, students are welcome to work in startup companies around the world.



ELECTIVE PERIOD

Elective Courses:

Many IE professors are interested in entrepreneurship and are open to discussing broad implications of their topics in different sectors. Moreover, there are electives whose content specifically revolves around entrepreneurship, such as:

- Advanced Startup Business Models
- Corporate Entrepreneurship
- Entrepreneurship in Emerging Economies
- Knowledge Incubator

VENTURE LAB

The aim of the Venture Lab is to incubate, develop and consolidate startup ideas. The Venture Lab serves as an essential part of IE Business School's entrepreneurial fabric by providing a unique opportunity to all IE students and alumni to celebrate their passion for entrepreneurship and value creation by enabling them to execute the preliminary steps for their startup projects to be launch-ready.

VENTURE DAYS

IE Venture Days Madrid are IE's demo days (culminating Venture Lab) in which the top startup projects created by IE students and the top startups created by IE alumni are showcased before a panel of international investors

In the past three years, IE has held more than 35 International Venture Days in cities such as Shanghai, Tokyo, Miami, Bogota, London, Santiago de Chile, Paris and many more!

Final Integrative Exercise

Venture Lab Final Presentation: If you are accepted into the Venture Lab Accelerator during the elective period, you can choose to create and present a business plan based on your startup venture that will serve as your final integrative exercise.

CAREER ADVICE

Students can benefit from the knowledge and expertise of the Career Management Center professionals through:

- One-on-One General Career Advising
- Weekly Drop-in Sessions where students will have access to all Career Management Center professionals and the broad sector/industry knowledge they offer
- Company Presentations and Networking Opportunities

LAUNCH

CORE
PERIOD

CORE
LAB
PERIOD

ELECTIVE
PERIOD

VENTURE
LAB
Venture Days + Final
Interactive Exercise

CAREER ADVICE

SOCIAL INNOVATION ITINERARY AT IE BUSINESS SCHOOL INTERNATIONAL MBA

LAUNCH

IE's Net Impact Club organizes a plethora of activities and events on social innovation including IE's Social Responsibility Forum and the Global Village.

Ethics Workshop / Leveraging Diversity: These workshops set the basics of IE's responsible approach to work ethics, which we share with students from the beginning and throughout the program.

CORE PERIOD

Developing an Entrepreneurial Mindset: Both core courses (Entrepreneurial Mindset and Entrepreneurial Venturing) revolve around the development of an entrepreneurial project.

Thinking beyond Business: Business, Government and Society helps students understand in depth the holistic impact of business in the broader context (social, governmental, environmental, etc) and how business is in turn impacted by it.

CORE LAB PERIOD

The highly innovative Core Lab Period marks a disruptive approach to business education by fostering social thinking and experiential, project-based learning.

Social Impact Lab: The Social Impact Lab offers students the opportunity to support social enterprises in South Africa or in Spain.

Startup Lab: The Startup Lab is a hands-on entrepreneurial experience. Students are invited to create teams and work together in the initial validation and launch phases of a startup project of their choice. They are welcome to choose to work on social venture projects.

Business Impact Lab: The Business Impact Lab is designed for those students who want to better identify opportunities and develop new and innovative solutions for a corporate partner.

Tech Lab: During the Tech Lab students will sharpen business skills as they immerse themselves into the world of technology as it relates to business they will also discover the most disruptive trends and apply them to strategic decision making, which can also be for social ventures or organizations.

International MBA in Practice: During this internship program, students are welcome to work in social innovation organizations (NGOs, Social Enterprises, etc).



ELECTIVE PERIOD

Elective Courses:

Many IE professors are interested in social innovation and are open to discussing broad implications of their topics in different sectors. Moreover, there are electives whose content specifically revolves around social innovation.

Social Impact Trek (New York City or Río de Janeiro): During these one week trips, students continuously learn through in-country academic sessions and multiple field visits focused around sustainability, CSR, impact-investing, and interactions with social entrepreneurs/enterprises.

Venture Lab: The aim of the Venture Lab is to incubate, develop and consolidate startup ideas. Social Entrepreneurship projects are welcome to the Venture Lab.

FINAL INTEGRATIVE EXERCISE

Venture Lab Business Plan: If you join the Venture Lab during the elective period, you can choose to create and present a business plan based on your social venture that will serve as your final integrative exercise.

Impact Project: The Impact Project allows students to work with an organization to create a positive impact within their business, community and society.

CAREER ADVICE

IE organizes specialized career fairs with international organizations, social entrepreneurship organizations, NGOs, etc.

IE counts on a specialized career advisor for students interested in working in social innovation related sectors. Also, IE's Social Innovation Department is available to provide career advice to interested students.

LAUNCH

CORE
PERIOD

CORE
LAB
PERIOD

ELECTIVE
PERIOD

FINAL
INTEGRATIVE
EXERCISE

CAREER ADVICE

LANGUAGE CLASSES

In collaboration with Interlinco, IE offers Spanish and English classes to all International MBA students and their partners for the entire length of the program.



THINGS TO KNOW:

- Free of cost for both students and partners
- Extracurricular activity, but there is an attendance policy
- Once a week during 1st, 2nd period
- There will be no classes during holidays or exam weeks
- Students will be assigned to small groups depending on their level
- We offer various levels (depending on demand) and two tracks: Communication & Professional.

WHAT YOU NEED TO DO:

- Attend the language program informative session at the beginning of the first period
- Sign up and take the mandatory placement tests (written and oral)



INTEGRATIVE EXERCISE

The Final Integrative Exercise is how the International MBA program culminates. It is mandatory and is equivalent to 15 sessions. Students can choose a Final Case, Impact Project or Venture Lab Final Presentation, which will be presented to a faculty jury.

FINAL CASE

In the Final Case option, students will select their own teams of three that will present their proposed solution to a business case assignment that focuses on multiple business disciplines. The evaluating panel will be comprised of two IE Faculty and one IE Alumnus.

IMPACT PROJECT

The Impact Project allows students to work with an organization (company, NGO or government) to create a positive impact within their business, the community or society. The objective of the project is to provide an alternative that puts the business skills students have obtained during their MBA to work for creating a genuine impact.

VENTURE LAB FINAL PRESENTATION

In the Venture Lab Accelerator (Elective, 30 sessions), students have the option of choosing the Venture Lab Final Presentation as their Final Integrative Exercise (requirement to complete the program). The grading comprises two separate components: the project and the final presentation. This grade is not the same grade as the elective.

INTERNATIONAL MBA UNPLUGGED

After the Final Integrative Exercise and Graduation Ceremony, students have the option to continue their education by applying to International MBA Unplugged.

INTERNSHIP

Students have the opportunity to apply for an internship option following the conclusion of their International MBA Program. In order to qualify, the internship must either serve as a pathway to full-time employment at the company or provide critical experience for a student seeking a career change. Students are also responsible for securing the appropriate working permission.

LONG EXCHANGE

The major benefit to this option is that students do not have to forgo any of the opportunities that take place during the elective period at IE. It is important to note that the electives taken during the Long Exchange Unplugged are not for academic credit towards the International MBA degree, as student will have already graduated.





DUAL DEGREES

IE offers you the flexibility to customize your education based on your specific interests and career aspirations through a dual degree program.

By combining the highly demanded art of general management with your passion in a specific field, you are proactively positioning yourself to stand on the threshold of two worlds, acquiring a broader skill set to solve some of the most complex issues of the 21st century workplace. These challenges currently occur at the crossroads of business, law, politics, and finance among other areas, and require leaders who can operate in several arenas effectively.

A dual degree from IE can offer you a competitive differentiation and the opportunity to display a sharp focus and an airtight commitment to two fields of study, as well as a clear understanding of your career goals and the desire to be one of the leading contributors in your chosen industry and function.

INTERNATIONAL MBA DUAL DEGREES (INTERNAL DEGREES)

- Master in Advanced Finance
- Master in Market Research & Consumer Behavior
- Master in International Relations
- Master of Laws (LLM)
- Master in Business Analytics and Big Data
- Master in Corporate Communication
- Master in Visual and Digital Media

INTERNATIONAL MBA DUAL DEGREES AND 1+1s WITH PARTNER INSTITUTIONS

- IE-Yale: Dual Degree International MBA + Master of Advanced Management
- IE-MIT/MIT-Zaragoza/MIT-Malaysia: Dual Degree International MBA + Master of Supply Chain Management (Logistics)
- IE-Fletcher: Dual Degree International MBA + Master of International Affairs Law and Diplomacy
- IE-Brown 1+1: International MBA + Program in Innovation Management and Entrepreneurship (PRIME)

For more information on our dual degrees, please contact the Admissions Department.



USEFUL LINKS

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INTERNATIONAL MBA

IMBA FACEBOOK PAGE

INTERNATIONAL MBA BLOG

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CAREERS

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NEWSLETTER

* The information contained in this course catalogue might be subject to changes due to curriculum updates.



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