



## — COURSE DESCRIPTIONS —

### PRE-STUDY MODULES

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#### PRE-PROGRAM: FINANCIAL ACCOUNTING

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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 when using financial statements, different objectives and financial statements, and the process of accumulation, identification, measurement and registration of financial information.

## PROGRAMME METHODS AND TOOLS

### CASE METHOD

The objective of this workshop is to provide students with an introduction to the Case Method of learning that includes the three learning stages: Individual preparation, small group discussion and large group discussion. The three steps of a case exercise (individual preparation / team work / class discussion) will be analyzed and exercised for one Human Resources case.

### 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.

## BUSINESS STRATEGY AND GLOBAL CONTEXT

### 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, whilst offering tremendous opportunities for the development of competitive advantage. You will learn to analyse political environments, discern systematic differences in the business environment across countries and cultures, and formulate nonmarket strategies in a global context.

### MANAGERIAL ECONOMICS

This course is largely dedicated to the analysis of macroeconomic theory, with an emphasis on its effects on business activities. Upon finalizing this course, students will have: a command of the concepts and tools used in economic analysis, a clear vision of the mechanisms and objectives of various fiscal, monetary, commercial and labour policies, and the ability to evaluate the implications of the macroeconomic contexts of different countries as well as anticipate relevant policies.

### COMPETITIVE & CORPORATE STRATEGY

In this course, the students will be exposed to the analysis of complex competitive situations that require a multidisciplinary approach from the perspective of top management. Through the discussion of cases and related readings, the course focuses on strategic analysis and how to build competitive advantage at the business and corporate levels in our global economy. The main theories, models and tools within the field of strategy will be covered with a strong emphasis in its application to real settings. We will use the tools that help top management analyse the business environment, formulate strategies and make decisions in competitive situations.

## BUSINESS FUNCTIONS

### FINANCIAL ACCOUNTING

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

### OPERATIONS MANAGEMENT

This course is focused on the ability to comprehend advanced methods for planning and operations control as well as to structure the flow of personnel, materials, costs and information necessary to achieve the desired productivity and value. In turn, students will better understand the strategic importance of supply chain management and its implications in the creation of competitive advantage and in increasing profitability. They will comprehend and be able to visualize the supply chain, as well as establish control systems and implement the necessary performance indicators (technical, economical, behavioural, etc.) in order to carry out the processes and strategies required for generating competitive products and services.

### CORPORATE FINANCE

This course will provide a deeper knowledge of the financial decisions affecting the companies. During the course, the implications of capital budgeting for an international corporation will be analysed; also the social impact of corporate dividend policies, where shareholder's sensitivity to the dividend affects managers in several ways will be addressed. Students will have a better understanding of the optimal capital structure of the firm, debt discipline and its importance as a mechanism to incentivize manager discipline.

### MARKETING

This course will present the basic principles of marketing such as segmentation and positioning, as well as the elements of the marketing mix- product, price, place and promotion- allowing students to analyse and resolve marketing issues. Through the study of practical business cases, students will be able to analyse contemporary situations across various industries, studying direct challenges within the field of marketing.

### MANAGEMENT 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.

### CORPORATE COMMUNICATION

The course introduces corporate communication as a business function of international, transcultural corporations. It will start by describing the strategies to understand employees', markets' and organizations' culture and employ that knowledge in stakeholder communication. Next, the principles and tools of strategically managing a corporation's organisational and public communication will be introduced. The course then proceeds to cover a range of managerial challenges that stem from the ambiguities of corporate change across national and cultural boundaries. Students' strategic communication skills will be honed to represent, catalyze and lead corporations through in times of international transformation.

## LEADERSHIP AND MANAGEMENT

### CRITICAL THINKING

This course delivers an understanding of how critical thinking occurs in the creative mind and organisation. The participant is led through the practical and theoretical frameworks of abductive thinking (the logic of what might be), inductive thinking (proving by observation that something works), and deductive thinking (proving by reason that something must be). Data collection and the interpretation of patterns and interactions are explored. The use of decision-making tools within these experiential frameworks and game models elucidate the key learning outcomes. The focus is on cultivating skills that will be of long-term practical use in the participant's future career.

### NEGOTIATIONS AND PARTNERSHIPS

Professional success is largely dependent on one's success in managing differences and fostering collaboration among people and organisations. However, in today's highly dynamic and complex managerial environment, where cooperation and conflict often coexist, it can be extremely challenging to bring together the relevant parties – internal and external stakeholders who have different interests, perceptions, attitudes, behaviours, or values – to forge efficient, profitable, and lasting agreements and partnerships. Professionals who understand the science and practice of negotiation are much better equipped to navigate these differences and create agreements and partnerships that advance their own interests, and also the interests of the other parties involved. This course aims to provide such understanding.

### MANAGING INNOVATION AND GROWTH

The emphasis of this course is the dynamic tension between innovation, entrepreneurship and leadership. A framework is introduced which explains how the creation of value (innovation), the pursuit of opportunity (entrepreneurship), and leadership are necessary components in successful innovation and growth management. Additionally, we investigate the widely held confusion with regard to innovation and its entrepreneurial roots. That confusion is based on the view that entrepreneurship is a "founder's" process driven by only a few unique individuals. In this course, we expand our understanding of innovation and entrepreneurship to characterize growth management in new ventures as well as in the established enterprise.

### LEADING PEOPLE AND ORGANISATIONS

Most professionals in their careers will have the opportunity to not only take on formal leadership roles, but also to operate as members of leadership teams, and practice leadership informally, and manage human capital in their organizations. To be successful, professionals will benefit from a deeper understanding of leadership broadly defined, including strategies for leading organizational change, leading teams, motivating employees, managing talent and careers, and leading via networks, power, and politics. This course aims to provide such an understanding.

### PROJECT MANAGEMENT

Project management is a key component of strategy implementation. Analysts are keenly aware of this and closely monitor the performance of key projects when they evaluate companies. Also, in the knowledge-based economy, projects are responsible for a large proportion of value generation and many traditional organisations are being transformed into "project-based-organisations." As a result, general managers need to understand project management best practice, not only because they may oversee important projects but also because they need to be good 'consumers' of projects. This course provides an overview of project management best practices, including planning, scheduling, risk management, stakeholder management, and fast-tracking. Participants will also learn to customize their management approach for projects with varying levels of complexity and uncertainty. Finally participants will learn how to structure and organize multiple projects as part of overall strategy execution.

### ENTREPRENEURIAL MANAGEMENT

During this course students will learn to recognize and evaluate new business opportunities and further understand different perspectives related to this process, ranging from the entrepreneur to the investor. They will study the challenges faced by entrepreneurs initiating a new venture as well as develop the skills necessary to embark on this process themselves.

## MANAGERIAL SKILLS WORKSHOPS

The Managerial Skills Workshops take place throughout the course and are designed to develop various skills required by 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.

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### PRESENTATION SKILLS

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Participants will learn how to effectively structure and deliver business presentations. They will practice presenting a business situation and an associated recommendation that is based on a structured analysis of the situation and the options available. Students will learn about communication and presentation methods used at top consulting firms and will work in teams to construct and deliver business presentations that are effective and engaging.

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### COACHING

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Current leadership styles are evolving from only being task focused to addressing behaviour development. This change requires a different mindset for leaders far from the traditional directing style to one in which feedback and coaching play an important role. Coaching is one of the key skills that leaders should incorporate in their leadership style repertoire since it identifies barriers that impact performance and allows for behavioural alignment with the corporate culture for professional growth. In this workshop students will learn about the role and techniques of effective coaching.

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### NETWORKING AND PERSONAL BRANDING

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The first part of this workshop is focused on illustrating the impact of strategic networking on your performance and ability to lead. Students learn about the key parameters of personal networks and how they can help to improve one's market position and develop a business or profession. Students will analyze their current network structure, develop an action plan towards goal achievement and discuss critical soft skills required in the development of networks. The second part of the workshop focuses on strengthening one's personal brand and on understanding and applying the tools that increase one's visibility in the market for talent.

## ADVANCED TOPIC SEMINARS

### MARKETING AND INNOVATION IN ASIA

#### *Lessons from Business and Marketing Innovation in Asia.*

Asia provides a tempting opportunity for many multinationals with almost half the world's population and high economic growth. But understanding how to operate in these markets is important. Many times MNCs falter importing their western methods and expecting them to work. In contrast, Asian domestic companies are showing innovative business and marketing methods, which are worthy of emulation by MNCs. This interactive seminar provides a detailed exploration of MNC case studies in China and India where they initially faltered and subsequently succeeded by not only adapting their strategies to the local Asian context but developing unique and innovative marketing methods

### MANAGEMENT IN ASIA

Since the mid-1980s intra-regional trade and investment links in East and Southeast Asia have expanded rapidly with a shift of production by firms from Japan and newly industrializing countries to lower-cost, neighbouring countries. Ethnic Chinese from Hong Kong, Taiwan, Singapore, Malaysia or Indonesia are actively involved in these massive transformation and integration processes. The session will scrutinize their role as well as some of the (culturally biased) misperceptions about their business leadership conduct. The degree to which their extensive business networks succeed because of ethnic characteristics, or simply because of the sound application of good business management practice, is a key issue that will be examined. Based on a corporate case study of a successful Chinese family-based firm in Singapore, we will assess the role, characteristics and challenges of Chinese entrepreneurial leadership and business networks in Asia in an era of global market expansion.

### PARTNERSHIPS IN ASIA

Asia has a long tradition of long-term inter firm partnerships, e.g. the Keiretsu's in Japan, the Chaebol's in Korea or the large family-owned conglomerates in South East Asia. Originally they were often meant to enable easy operating in environment with limited legal frameworks, where it was difficult to enforce contracts. But in the recent years we have learned that these ecosystems can have actually quite some advantages in creating innovation and productivity. In this session we will analyse the advantages of these partnerships (and their limitations), try to understand how they can be managed to fully grasp the benefits for innovation and productivity, and how cultural differences may tweak how one operates them.

### BUSINESS ANALYTICS FOUNDATIONS

Students will learn about the use of business analytics in a wide range of business settings. They will learn about the strategy and economics of business analytics projects and the potential benefits and pitfalls. Through the discussion of various examples students will learn how to become good "customers" of business analytics applications and will learn how to generate, evaluate, select, initiate and oversee such projects.

## ADVANCED TOPIC SEMINARS

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### STRATEGIC MANAGEMENT IN CHINA

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The session analyses and discusses the strategies of companies competing in the Chinese context, taking a comparative perspective. The key frameworks in strategic management are mostly developed in the West. Since there are fundamental differences in macro-national environment, competitive industry, and firm strategic issues between China and the West, whether the existing frameworks are applicable to the Chinese context is thus a key concern. We shall focus the discussion on the similarities and differences between strategic management issues in the West and in China. In addition, through the case discussion of a Chinese web-based company EachNet, we illustrate the unique challenges of gaining and sustaining competitive advantage in China. The session aims to help students who work or plan to work in foreign companies that either already have or will have operations in China to obtain some of the knowledge necessary to compete or cooperate with Chinese companies more successfully. It may also help students who work or plan to work in Chinese companies better understand their roles and responsibilities in helping the companies to achieve competitive advantage.