



SOCIAL INNOVATION MAP



ACADEMIC YEARS

2017-2018

INDEX

PRESIDENTIAL LETTER.....	3
GENERAL OVERVIEW.....	5
PRINCIPLES.....	7
CENTERS AND INSTITUTES	9
CURRICULUM CHANGE.....	15
ON-CAMPUS SPEAKERS & JOINT DEGREE PROGRAMS.....	35
FACULTY RESEARCH.....	44
NEW LEARNING FRAMEWORKS - INTERNSHIPS.....	48
PARTNERSHIPS.....	57
LOOKING FORWARD STATEMENT.....	61
CONCLUSION.....	63
SUSTAINABILITY ON CAMPUS.....	63

PRESIDENTIAL LETTER



SANTIAGO IÑIGUEZ DE ONZOÑO
PRESIDENT

Presidential Letter
United Nations

Madrid, June 13, 2018

Principles for Responsible Management Education

It is indeed a pleasure and an honor to once again take part in the Principles for Responsible Management Education SIP report, given the importance we attach to social innovation at every level of our organization. It affords an excellent opportunity to contribute toward the furtherance of responsible management education around the globe and helps drive our efforts to inculcate this key value in each and every member of our community.

The initiative provides an invaluable platform for organizations who share the conviction of the pivotal role played by responsible management education to pool insights and best practices to strengthen the values behind the social and solidarity economy. We are proud to form part of something that serves to transform thought leadership globally and successfully leverage and channel a powerful force that is enabling major progress in the field.

We truly appreciate the manifold benefits our participation in the report brings to our organization and the chance to be involved in such an effective drive for positive change.

Warm regards,

Santiago Iñiguez

GENERAL OVERVIEW

GENERAL OVERVIEW

Driving Social Change Through Meaningful Learning Experiences

Here at IE, we embrace our mission to shape leaders with global vision, an entrepreneurial mindset and a humanistic approach to drive innovation and change in organizations. Specifically, IE's Social Innovation Initiative aims to support IE in achieving its mission by instilling in our community the purposeful search for positive impact, providing the necessary education, experience and support that will shape them to make the world a better place. We focus on three main drivers for Social Innovation, consistent with the identity and values of IE: Entrepreneurship (with a focus in Social Entrepreneurship but not exclusively), Technology applied to Social Innovation and Conscious Leadership.

We work towards our mission by promoting Social Innovation academic content across IE's Schools and Programs, encouraging research in Social Innovation and reaching out to organizations and partners interested in collaborating with IE's Social Innovation Initiative in achieving its mission.

A practical and hands-on approach is needed to solidify the education one seeks to acquire. IE offers that and more, nurturing entrepreneurs, future leaders and academia by providing content, courses, opportunities and a rich social experience, that can help them further your cause to create and promote a positive impact locally or internationally. Students participating in social impact projects can benefit academically, professionally, and personally. Supporting others allows our students to have a better learning experience.

The School places a marked emphasis on unconventional approaches to enduring social problems, many undertaken jointly with key players in the field of process design, creativity, social entrepreneurship and innovation.

IE's awareness of the need for constant evolution of social and environmental issues has translated into the creation of social enterprises by our students, coupled with their responsible management practices and outstanding performances in major international competitions and events.



PRINCIPLES

PRINCIPLE 1 | PURPOSE

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Actions: Since its inception, IE has been spearheaded by entrepreneurs, having transformed education at a global and local level.

Outcomes: Since 1973 we have contributed to transform higher education in Spain and in the world. In 2007 IE started IE University, continuing to contribute to the learning ecosystem at a global scale.

Key Objectives: Continue to drive social innovation, entrepreneurship, diversity and humanities with all our stakeholders.

PRINCIPLE 2 | VALUES

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Actions: Our core values of entrepreneurship, diversity, social innovation and humanities have permeated every corner of the school.

Outcomes: Center of Diversity, Social Innovation Cluster at IE, Aspen Ranking 3rd in the World.

Key Objectives: Continue to integrate our core values across every school and action we undertake, from knowledge, engagement and outreach.

PRINCIPLE 3 | METHOD

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Actions: We have integrated social and environmental issues across the different schools, programs and practices at IE.

Outcomes: 3rd in the world according to the Aspen Ranking. You can learn more on page 15 of this report.

Key Objectives: Continue to spearhead social innovation at higher education and across all our programs, with our students, alumni and community as a whole.

PRINCIPLE 4 | RESEARCH

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

Actions: We have engaged our top faculty on contributing to the research of social innovation and environmental issues across our different schools.

Outcomes: 3rd in the world according to the Aspen Ranking. You can learn more on page 44 of this report.

Key Objectives: Continue to empower the advancement and understanding of the impact and contribution of social, economic and environmental value.

PRINCIPLE 5 | PARTNERSHIP

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Actions: We believe that IE is part of a greater conversation on which it contributes to advance on the social innovation and sustainability conversation through real actions. You can learn more on page 57 of this report.

Outcomes: Key partnerships have been part of IE for many years, collaborating instead of competing. You can learn more on page 65 of this report.

Key Objectives: Strengthen our current collaborations and increase them both in size and depth.

PRINCIPLE 6 | DIALOGUE

We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

Actions: We have facilitated stakeholder engagement and dialogue since 1973.

Outcomes: Dialogue on social entrepreneurship, Africa, Microfinance and many other conversations. You can learn more on page 35 of this report.

Key Objectives: Continue to contribute to the conversation, acknowledging we all face the same challenges and we play part of the solution.

CENTERS & INSTITUTES

CENTRES OF EXCELLENCE

Entrepreneurship & Innovation Center

Directed by Juan Jose Güemes, Chairman

Entrepreneurial activity at IE is carried out through the Entrepreneurship & Innovation Center, which has made IE Business School an international reference in the field of entrepreneurship, placing it at the forefront of management education. The center works from a dual perspective of academic excellence and support for entrepreneurial initiatives aimed at generating growth and social wellbeing. The center develops its activities through the following areas:



"Social Innovation is at the core of IE Business School's identity and values. It bubbles bottom up from the members of our community in the most natural way".

Conchita Galdon

Venture Lab, Directed by Paris de l'Etraz, Managing Director and Professor of Entrepreneurship

The Venture Lab is IE Business School's in-house business accelerator where IE student and alumni teams receive training, mentorship and resources to develop their startups from ideas to business ventures. It is organized in the following subareas:

- **Venture Lab Accelerator, Managed by Allison Rohe, Deputy Director and Professor of Entrepreneurship:** This hands-on program guides aspiring entrepreneurs how to develop an idea for a startup to a validated, launch-ready venture. Venture Lab is a program that is open to all IE students and alumni via an application and selection process. The Venture Lab is also an elective within the International MBA academic program, and it is the only elective for which students must apply and be accepted in order to enroll in it. The Venture Lab consists of training, mentorship and coaching from seasoned entrepreneurs, investors and practitioners. Teams pitch before a jury panel in order to be selected as semi-finalists and finalists at IE Venture Days in Madrid and selected teams then pitch at Venture Day Madrid.
- **International Venture Days, Managed by Nacho Mateo, Chief Investment Officer:** Venture Days are part conference and part pitch slam competitions. They are designed to showcase IE's entrepreneurial talent, connect startups with key players, promote entrepreneurship and debate issues faced by entrepreneurs and investors. Venture Days are held throughout the world and in Madrid. In the past three years, IE has organized more than 35 Venture Days worldwide.
- **Venture Network Area 31, Managed by Allison Rohe, Deputy Director of Venture Lab, Director Venture Networks:** The Entrepreneurship & Innovation Center in Area 31 hosts every Thursday night a pitch slam in English that is open to the public and to which startup investors are invited to sit on a panel and every quarter a pitch slam with social startup-ups and a panel; every quarter a pitch slam with social startup and a panel of social investors is organized. During 2017, Conchita Galdon, then Director of Area 31, organized two Social Innovation Venture Networks, in March and June, respectively. Pitches are 7 minutes, and are followed by Q&A from the panel and audience. The initiative is aimed at fostering community collaboration and support among entrepreneurs, investors, students and anyone interested in embarking an entrepreneurial path. Startups receive key feedback and exposure from and with investors and peers. Networking is encouraged thanks to the informality of the events and the time allocated to share a beer to chat with others in Area 31, thanks to the sponsorship from Heineken.





Institutional Projects

- **Women For Resilient Cities Acceleration Program Directed by Daniel Soriano, Director Entrepreneurship & Innovation Center, Professor:** While around the world, the number of disasters has almost doubled since the 1980s, in MENA, the average number of natural disasters has almost quadrupled over the same period. Approximately 40 million people have been affected by over 350 natural disasters between 1981 and 2010. Vulnerabilities are on the rise across the region, with risks particularly high in urban areas as a result of rapid urbanization, conflict, massive influx of refugees, population growth, unplanned urban development, scarce water resources and arid climates.
- **The Women for Resilience Program:** The Women for Resilience Program (W4R) aims at empowering women in tackling urban risk and developing resilience in cities across the Middle East and North Africa (MENA). Launched by the World Bank in January 2015, with the support of IE Business School and the Global Facility for Disaster Reduction and Recovery (GFDRR), the Program piloted a startup competition in three cities in MENA: Beirut, Cairo and Djibouti. More than two hundred teams from the three cities, including women and men, presented start-up proposals. After careful due diligence and selection, seven teams qualified for the Grand Finale. The finalists' proposals tackle resilience challenges across various sectors including energy, waste management, preventive healthcare, transport and informal settlements.
- **Women for Resilient Cities Acceleration Program by IE Business School:** The World Bank in partnership with IE business School has launched the WE'Resilient Cities, a start-up competition to encourage innovative female-run business solutions to address urban risk in the Middle East and North Africa (MENA). We have celebrated the Women Entrepreneurship Acceleration Program for Resilient Cities in a Madrid Bootcamp: IE Campus had been the place to connect with other entrepreneurs, investors and specialized trainers in specific hands-on sessions: Specialized program organized for the Entrepreneurship & Innovation Center in which the participants learned in a -full program of one week- about Startup Tools, Growth Hacking, Sales, Operations, Finance, HR, Startup valuations and Legal and Negotiation.
- **Social Innovation Tournament, Directed by Daniel Soriano, Director Entrepreneurship & Innovation Center, Professor:** Koiki, from Spain, and Design by Pana, from Albania, have been awarded the first and second prizes in the fourth edition of the Social Innovation Tournament, held in Milan on 24 September in cooperation with the Fondazione Cariplo. Koiki received EUR 25 000 and a half-day business-plan fine-tuning offered by EY Transaction Advisory Services in Belgium. Koiki is an initiative that enables people with intellectual or physical disabilities in Spanish neighborhoods to work as postmen/postwomen or messengers, delivering parcels or picking them up from their neighbors, walking or biking very short distances from their homes or local stores. Design by Pana, a social business producing furniture from reclaimed wood and accessories from waste, which employs people from marginalized communities and people with mental disabilities or special needs, received EUR 10 000. The EUR 25 000 Special Category Prize on equal opportunities (with a special emphasis on people with disabilities) was split equally between BLITAB (Austria), which is introducing the world's first tactile tablet for reading and writing for blind and visually impaired people, and Marioway (Italy), which has created an innovative hands-free, two-wheeled, self-balancing, verticalizing, electric wheelchair for paraplegics. Four projects – Peppy Pals (Sweden), A Puntadas SL (Spain), Let's Get Sporty (UK) and RUFFBOARDS (Austria) – received a voucher entitling them to mentoring services from practitioners in the field. For the first time, the EIB Institute is also inviting the general public to choose the project it prefers by voting here before 26 October. The winner will receive EUR 1 000 in the form of the new Dean's Circle Prize. During the Final Event, the finalists defended their project before a Jury composed of six social innovation specialists, chaired by Sophie Robin (Stone Soup Consulting) and also including Olivier de Guerre (PhiTrust), José Tomás Frade (former EIB staff member), Bernd Klosterkemper (Social Venture Fund), Meredith Niles (Impetus Trust) and Enrico Testi (Yunus Social Business Centre, University of Florence).





IE Centre for Diversity in Global Management

Lead by Professor Celia de Anca

We live in complex times, when complex solutions are needed and where one-size fits all solutions no longer apply.

Diversity is a journey and like any journey, requires careful navigation. The mission of the IE Center for Diversity is to help organizations navigate these complex times by harnessing the power of diversity to help them become resilient, efficient and to innovate.

The IE Center for Diversity was created in September 2002, and has since become an invaluable resource for the IE community. The Center's objectives are essentially achieved via training, applied research and awareness-raising activities, as well as through networking events designed to foster international debate.

Supported by the IE Foundation, the center draws on the technological and entrepreneurial spirit of IE, benefitting from its emphasis on the Humanities.

IE fosters Diversity from every stage of life to encourage contribution from difference:

- **Demographic diversity:** the characteristics given to us at birth and that connect us with our identities of origin.
- **Experiential diversity:** the different life experiences that shape our emotional universe and that shape our likes and dislikes with others over time in our identities of growth.
- **Cognitive diversity:** the differences in thought that make us look for other minds to complement our thinking: what we might call identities of aspiration.

Three drivers to harness the power of Diversity:

- The corporate diversity journey: helping organizations navigate difference
- The diversity of human experience
- Diversity learning tools

The Center carries out its mission through training, research, advocacy and support to the international debate. Among its international activities it should be emphasized its support of women in different cultures favoring their better integration into the productive weave of society. During 2017 and 2018, the Center developed the following activities:

Education

- **MENTORING Training Workshop (IE Women in Business Mentoring Program).** In collaboration with "Women in Business Club". The Diversity Center supports the IE student club, the IE Women in Business, in a mentoring program that seeks to provide young IE students, currently enrolled in Masters, the opportunity to receive support from mentors to help them focus their Professional careers.
- **Matching: Mentoring AMCHAM.** The Women in Leadership Committee from Cámara de Comercio Hispano-Americana develops, with the help of the Diversity Center of IE, a mentoring program to help women in middle positions to access positions of maximum leadership.
- **Amadeus Diversity Business Impact Project 2017.** Training of Diversity in Action for IMBA students. The objective is to promote the incorporation of women into areas where today they are relegated so that they also find their place in the world of Information Technology with the help of their male colleagues.
- **Zurich Impact Project 2017.** Training of Diversity in Action for IMBA students. The objective is to promote the incorporation of women into areas where today they are relegated so that they also find their place in the world of Information Technology with the help of their male colleagues.

Conferences

Apart from participating in conferences, workshops and summits, during 2017 and 2018, the Center itself organized the following events:

- **Diversity = Vantaggio. Come?** Celia de Anca gives a lecture at The European House Ambrosetti on **the importance of deepening Diversity in business.**
- **Webinars 'Women in Business: A ROAD MAP'.** Series of conferences given by Celia de Anca (in Spanish and English) internally for IE workers, with the aim of, through a historical retrospective, to better understand the current situation of women and explain the role of IE in the training of the future professional of women.



- **The Gender Tension Gap.** Celia de Anca gives a conference in London within the framework of the FT IE Corporate Learning Alliance.
- **Woman Talent.** Conversations and Think Tank about the barriers that professional women face and their possible solutions. A work session in which former IE students participated, directives, to reach conclusions that serve the next generation of women leaders in IE classrooms. In 8 work tables, with different themes each one, they dealt with aspects that harm women in different work environments.
- **La sociedad del futuro entre la tecnología y la longevidad.** Conference on the impact of technology and a longer life expectancy. The aim of the Observatory is to understand the phenomenon of demography and age in the corporate environment and the management of senior talent in the company.
- **Liderazgo femenino: razón y emoción.** Teleconference in Powerful Conversations by Celia de Anca on Diversity.
- **The road to gender equality.** Conference of Celia de Anca on Diversity at the European Central Bank. The ECB holds its first Diversity and Inclusion event, 'United in Diversity'.
- **Una visión al futuro: la diversidad cognitiva. Gestión de los aspectos no visibles de la diversidad.** Conference of Dr. Celia de Anca on the differences in the cognitive processes that people use to carry out their tasks. Variations in knowledge, skills and abilities of education, experience and natural ability. In the framework of the great factorW diversity event.
- **IE Women in Business Conference 2017. Topic: 'Empowering Women: How to Promote the Next Generation of Female Leaders'** Dr. Celia de Anca moderated the debate among the executives invited to the conference, from the companies Pfizer, Coty, Merck, McKinsey & Co, Interbrand and Coca-Cola.
- **'I FEMME'.** The I FEMME project is integrated within the IE Women Initiative and Pass It On. Dr. Celia de Anca participates in the presentation / inauguration of I FEMME with a presentation on Diversity in which she also explains what this solidary project is intimately related to art and fashion and the woman's initiative within IE 'Pass IT On'.
- **'El avance de la mujer'.** Dr. Celia de Anca gives a talk about the advancement of women to students of the 1st year of high school at the Ramiro de Maeztu institute.
- **IE Women Initiative #IEWomenPassItOn.** Celia de Anca and Alba Velázquez lead a cross-sectional work group in which representatives of each IE section participate in order to attract students to programs with a lower percentage of women (MBA, technology, entrepreneurship). IE Women Initiative presents the #IEWomen campaign internally in IE in the first quarter of 2017 to raise awareness of the initiative and promote within the institution the leadership of women in the business world and launches the web and a fund of Gifted scholarships of 6 million for women through the media. In addition, Admissions creates two Women in Business Scholarships in February to attract women to the MBA program. On March 8 IE Center for Diversity celebrates the International Women's Day to acknowledge women's work: faculty and staff at IE and promote women in STEM at IE.

Awards

- 2016 Best Paper for Searching for Women on Boards: An Analysis from the Supply and Demand Perspective.
- Gabaldon, P., de Anca, C., Mateos de Cabo, R., and Gimeno, R. (2016) Searching for Women on Boards: An Analysis from the Supply and Demand Perspective. *Corporate Governance: An International Review*, 24:3, pp 371–385.

Publications

See section III – Faculty Publications.

"Beyond labor and legislative issues, a better understanding of diversity in terms of gender, culture, different ways of thinking, or age, and its integration into the daily life of the company, it is fundamental for its survival".

Celia de Anca, Director of the Centre for Diversity in Global Management

Saudi-Spanish Centre for Islamic Economics and Finance (SCIEF)

Lead by Professor Celia de Anca, Coordinated by Gonzalo Rodríguez.

SCIEF is Europe's leading center for Islamic Economics and Finance. The center was launched with the mission to be a center for research, education, implementation and promotion of Islamic economics and finance from Spanish and international companies, governments and future leaders.

The center uses the expertise of its partners: Institute of Islamic Economics - *King Abdulaziz University*, IE Business School and the Chair of Ethics and Financial Regulations (CEFN) at the University of Paris, Sorbonne. Its activities range from the development of teaching materials, elaboration of publications, conducting executive training on current issues related to Islamic Finance and raising awareness on Islamic Finance and the future of the alternative financing in business through the publication series of our Think Tank.

The center's activities have been developed around the following pillars: **Curriculum & Academic Activities in Islamic Finance, research, international awareness, and Executive Education**. Amongst other activities we could highlight:

Education

- **Executive Program in Islamic Finance:** This program, organized yearly provided the venue to analyze, discuss, and learn Islamic Finance first-hand through academic sessions and round tables with expert-speakers, company visits, and networking opportunities right in the urban center of Saudi Arabia and principal gateway to Mecca: the city of Jeddah. At this program attend CEOs from different companies and countries and includes visiting IRTI-IDB, SEDCO and Alkhabeer Capital. The next edition will be on March 2018, 19-25 in Jeddah.
- **Islamic Law and Finance:** Optional modules of Islamic finance, was presented at the International Legal Masters at the IE Law School. The module of Islamic Finance is also offered as elective every year at the Masters in Finance and at the Advance Masters in Finance.

Publications and Articles

See section III – Faculty Publications.

Lectures and Conferences

Many Lectures and conferences are hosted by SCIEF every year. During 2018 we have had some Conferences like this:

- Conference: Social Impact from a Women Perspective by Nyra Mahmood, Amal Dokhan, Concepción Galdón and Maysoun Douas Maadi. Moderated by Celia de Anca. February 7th 2018 At IE Business school.
- Masterclass on Blockchain By Almudena de la Mata. February 8th. At IE Business school.
- Masterclass: The Islamic Economics, by Celia de Anca. February 6th. At IE Business school.
- Masterclass: Data & talent: learning by doing, by Ricardo Mesquita. February 6th. At IE Business school.
- Seminario de Finanzas Islámicas. By Celia de Anca. Fundacion Euroarabe. March 6th. At Granada.

Book publishing

The Center has published 3 books and is working in the 4th one: ISLAMIC SOCIAL FINANCE: ENTREPRENEURSHIP, COOPERATION AND THE SHARING ECONOMY. This book is edited by Valentino Cattelan, an associated research of SCIEF. This new book, which will be published during 2018, looks at Islamic social finance as a paramount example of this capitalism under change, where the balance between economic efficiency and moral legitimacy is contributing to the transformation of the market from an exchange- to a person-oriented development institution. To this aim, the collected essays analyse the social dimension of entrepreneurship from an Islamic perspective, highlighting the extent to which the rationales of distribution and cooperation that nurture Islamic economics affect the conceptualization of the market from an ethical stance. Moving from a theoretical to an operative approach, the contributing authors investigate the instruments that Islamic finance offers for social impact investments and the sharing economy, connecting current trends in the financial market to shari'ah-compliant strategies for local and community development.

“What is out there? Competition” (WiOT Competition)

Every year SCIEF runs a competition looking for social entrepreneurs with projects or initiatives with possible alternatives to the present financial practices. SCIEF tries to help them look into new alternative ways that Islamic finance, ethical banking and other non-banking alternatives that can provide for their financial. During 2017 and 2018 SCIEF launched with the support of the Islamic Development Bank the Fintech Islamic Finance Challenge. This Challenge was an opportunity to transform technology-based ideas into a social impact finance projects. SCIEF try to listen to creative and innovative minds looking for solutions to improve the access to Islamic financial services through technology and to those who are determined to contribute to a socially responsible development according to the Islamic finance principles. The selected projects had a 1 week boot camp at IE Business School and free mentoring for their projects. And also there were 38,000 USD in prizes.

Newsletter & Social Network

Every year SCIEF publishes 2 Newsletter and develops an important social media activity where different discussions on Islamic Finances and related issues are hosted. SCIEF has more than 10,000 followers in Facebook, LinkedIn and Twitter.



CURRICULUM CHANGE

IE BUSINESS SCHOOL

Undergraduate Studies

Bachelor in Business Administration

Core Course: Entrepreneurship and Innovation

This course is about the process of creating an entrepreneurial business. In the current economic environment, several challenges lie ahead: firms need to find ways to become more entrepreneurial in order to adapt to fast-changing conditions, managers creating new ventures have to cope with increasing amounts of information and fast-changing customer preferences, while social demands call for sustainable new businesses. To address these challenges, there is a substantial amount of knowledge and tools that entrepreneurs need to know before venturing into start-up projects or developing new ideas in existing firms. This course integrates knowledge gained from the prior core business courses to sharpen and further develop the student's ability to "think entrepreneurially".

Core Course: Professional Ethics and Corporate Responsibility

With this course, students are required to accomplish in depth knowledge of business ethics that enable them to acquire the necessary skills to solve ethics conflicts and moral dilemmas that will appear in their future business careers as a managers or entrepreneurs and to manage the corporate responsibility inside their business. Through case studies, students are expected to understand the current topics, ethical issues and dilemmas generally discussed in the business ethics field and its relation with the corporate sustainability strategy. Moreover, with the course, they become familiar with the tools used in business organizations to reduce ethics and reputational risks.

Course: Human Resource Management

Since today the management of human capital is more important than that of physical or financial capital, the course addresses human capital management from a strategic perspective, more than that of a human resources specialist. It explores the major aspects of human resource management. At the same time, it emphasizes how these practices reinforce each other and are aligned with the overall strategy of the organization. The course addresses human resources issues and considers how human resource management may aid organizations develop a competitive advantage. The goal of this course is to influence you about the ways to achieve high performance organizations by effectively managing people.

Core Course: Ethics

In this course, students are required to realize the ethical dilemmas they face in their everyday life, as well as those they will likely face in their future professional activity. For this purpose, students are entangle in a series of ethical aporias, which they have to solve by using the different tools that are explained during the course, as well as the example of key thinkers whose ideas may help shape students' decisions. Students are expected to resolve those dilemmas being fully conscious of the consequences of their decisions, hence enabling them to design their path towards a virtuous professional life.

Core Course: Leadership and Communication Skills

As future leaders, students will have create a work culture that values collaboration in the organizations they work for (or in their own enterprises). This program focuses therefore in the information, tools and techniques needed to develop team work and effective work teams that believe that thinking, planning, decisions and actions are better when done cooperatively. The program is intended to reflect on the dynamics, abilities and attitudes that will help students to guide people (including themselves) in the future.

Elective: Management Control for Start-Ups

This course is designed to allow students to gain knowledge, insights, and analytical skills related to how a firm's managers go about designing, implementing, and using planning and control systems to implement a firm's strategy specifically keeping in mind the unique requirements and issues surrounding the start-ups firms. This course will cover concepts and topics that will help the students to create appropriate measures, improved systems, getting an understanding of ineffective or inefficient metrics, and creating a lean measurement culture.



Elective: Entrepreneurship in Emerging Markets

This course focuses on approaches and opportunities for starting and growing entrepreneurial businesses in Latin America. We will study characteristics influencing entrepreneurship in a diversity of countries, ranging from Brazil to Chile to Peru. We will examine countries utilizing a unique framework, and draw some conclusions about the similarities and differences across categories and countries. We will then do a feasibility study of a venture opportunity for a Latin American market. Upon completing this course, you will have a better understanding about the unique elements associated with starting a new venture in a Latin American country market.

Elective: Creating and Financing New Ventures

The objective of the course / incubation-period is to transform an idea into a project, developing it 360° to a point in which the participant-entrepreneur will be able to meet a potential investor for the first time and rise her interest in hearing more about it.

Elective: Social Entrepreneurship

Social Entrepreneurship is an emerging and rapidly changing business field that examines the practice of identifying, starting and growing successful mission-driven for profit and nonprofit ventures, organizations that strive to advance social change through innovative solutions. Through this course, students reflect on the advantages and disadvantages of applying managerial practices and values to the "social" realm and learn about the common strategies and pitfalls brought about by the creation and management of social ventures.

Elective: Entrepreneurship in Emerging Markets

This course focuses on approaches and opportunities for starting and growing entrepreneurial businesses in Latin America. We will study characteristics influencing entrepreneurship in a diversity of countries, ranging from Brazil to Chile to Peru. The course examines countries utilizing a unique framework, and draw some conclusions about the similarities and differences across categories and countries. Students also have to do a feasibility study of a venture opportunity for a Latin American market. Upon completing this course, students have a better understanding about the unique elements associated with starting a new venture in a Latin American country market.

**Dual Degree in Business Administration and Law****Core Course: Corporate Governance**

Corporate Governance is becoming a more prominent topic in Corporate Law each year. The last financial crisis has revealed a certain weakness in the Corporate Governance of some companies, especially of financial institutions and a lack of trust in the management of these companies. Also, a number of high-profile scandals associated with Corporate Governance failures and demands of activist shareholders and pressure from investors have shown that an effective Corporate Governance framework is of crucial importance because well-run companies are likely to be more competitive and more sustainable in the long term. This course provides a general knowledge of Corporate Governance principles and rules, as a complementary subject to Corporate Law and will help students to understand the goals of Corporate Governance.

Core Course: Ethics

In this course, students are required to realize the ethical dilemmas they face in their everyday life, as well as those they will likely face in their future professional activity. For this purpose, students are entangle in a series of ethical aporias, which they have to solve by using the different tools that are explained during the course, as well as the example of key thinkers whose ideas may help shape students' decisions. Students are expected to resolve those dilemmas being fully conscious of the consequences of their decisions, hence enabling them to design their path towards a virtuous professional life.

Core Course: Interpersonal Skills

As future leaders, students will have create a work culture that values collaboration in the organizations they work for (or in their own enterprises). This program focuses therefore in the information, tools and techniques needed to develop team work and effective work teams that believe that thinking, planning, decisions and actions are better when done cooperatively. The program is intended to reflect on the dynamics, abilities and attitudes that will help students to guide people (including themselves) in the future.

IE BUSINESS SCHOOL

Undergraduate Studies

Dual Degree in Business Administration and International Relations

Core Course: Aid, Development and Social Entrepreneurship

The aim of this course is to introduce students to some of the broad topics in international development, aid and social entrepreneurship. They will gain an in-depth understanding of the fields of aid, development and social entrepreneurship by means of exploring issues related to inequality, poverty alleviation, and the role of non-state actors in addressing these problems. They will analyze the opportunities, challenges, and tensions facing social entrepreneurs who work with the world's poorest. Students will also gain perspective and understanding of what drives people to help others, and learn about their own purpose and motivations. Students will develop an in-depth understanding of the main actors, mechanisms and debates in the contemporary aid system and assess the link between aid and development. They will also explore core concepts in social entrepreneurship, innovation, measuring social impact, sustainability and scaling of a social enterprise.

Core Course: Entrepreneurship and Innovation

The aim of this course is that students understand the process of creating an entrepreneurial business in the current economic environment. They will learn how firms need to find ways to become more entrepreneurial in order to adapt to fast-changing conditions, managers creating new ventures have to cope with increasing amounts of information and fast-changing customer preferences, while social demands adapt to new technologies. This course integrates knowledge gained from the prior core business courses to sharpen and further develop the student's ability to "think entrepreneurially". The course provides a general introduction of the most relevant aspects of entrepreneurship and innovation. The objective is to gain a deeper understanding of the challenges of creating a new business and generating innovations. Students will be engaged in the debates about the most important aspects of the entrepreneurial activity in today's complex business world. Through this process. .

Core Course: Global Economic Environment

The course develops a comprehensive framework of analysis covering all aspects of the economy of a country of relevance for business activity. The main focus will be placed on macroeconomic variables (GDP, employment, inflation, interest rates and exchange rates) and macroeconomic policies (fiscal and monetary policies), but other factors like the institutional framework will also be covered. In all cases the central question will be to identify the links between economic environment and business performance. Analytical treatment of underlying theory will be kept as simple as possible and the course will have a strong practical orientation. Students will work through the course on a case study project that will require the implementation of the main aspects of the theoretical framework provided for analysis.

Core Course: Human Resource Management

Since today the management of human capital is more important than that of physical or financial capital, the course addresses human capital management from a strategic perspective, more than that of a human resources specialist. It explores the major aspects of human resource management. At the same time, it emphasizes how these practices reinforce each other and are aligned with the overall strategy of the organization. The course addresses human resources issues and considers how human resource management may aid organizations develop a competitive advantage. The goal of this course is to influence you about the ways to achieve high performance organizations by effectively managing people.

Core Course: Management Control

This course provides students the knowledge, insights and analytical skills related to how firm's managers design, implement and use planning and control systems to implement firm's strategies. Among these processes, students will learn about budget planning, evaluation of the performance of business units, transfer pricing and management of profit centers. It prepares students to understand:

- The main management control concepts and the management control behavior in organizations.
- The different types of responsibility centers that can be found in organizations
- A transfer pricing within organizations and its consequences
- Budgets and evaluate a business' performance using financial indicators;
- Basic ideas about the use of performance measures and their limitations.
- Corporate Social Responsibility and Environmental Management Accounting main concepts.

Core Course: Management Information Systems

This course focuses on the critical personal and organizational issues of the information systems. The student is provided with content to evaluate the role of information systems used to create competitive firms, manage digital organizations and provide useful online products and services for customers. The main aim of the course is to develop an overall understanding of the nature and efforts required to exploit the potential of the IT and MIS in contemporary organizations, whether they are start-ups or large multinationals. This course does not study any particular technology, nor does it study in-depth technical processes for systems development such as design, programming or coding. Rather, this course provides a critical understanding of the outcomes of the information systems in an organization and provides students with innovative ideas focusing on entrepreneurship.

Graduate Studies

SOCIAL INNOVATION ITINERARY AT IE'S INTERNATIONAL MBA

Launch

Join Net Impact Club (IE's student club working on Social Innovation): IE's Net Impact Club organizes a plethora of activities and events on social innovation including IE's Social Responsibility Forum (the biggest student run conference at IE) 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. Students choose what venture idea they would like to work on in these courses and are very welcome to work on social entrepreneurship ideas.

Thinking beyond Business: The course, 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.



Lab Period

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.

Social Impact Lab: The Social Impact Lab offers students the opportunity to support social enterprises in South Africa or in Spain (students can choose to work abroad or remain in Madrid) through a professional consulting project. Emzingo, a social venture founded and run by IE Alumni, leads this experience. During our 6 to 8 week consulting program, students receive training in Human Centered Consulting principles that directly apply to social impact projects with leading NGO or social enterprises in the different locations.

IMBA 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:

- Business at the Bottom of the Pyramid, Prof. María López Escorial
- Social Entrepreneurship, Prof. Rachida Justo
- Africa: The Last Development Frontier, Prof. Gayle Allard

Research Projects:

Students are welcome to support professors in different research projects related to social innovation. Research projects in which IMBA students have participated in the past include:

- Gender Tension Gap, Prof. Celia de Anca
- Clean-Tech Ventures, Prof. Terry Wang
- Digital Social Innovation, Prof. Israr Qureshi

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.

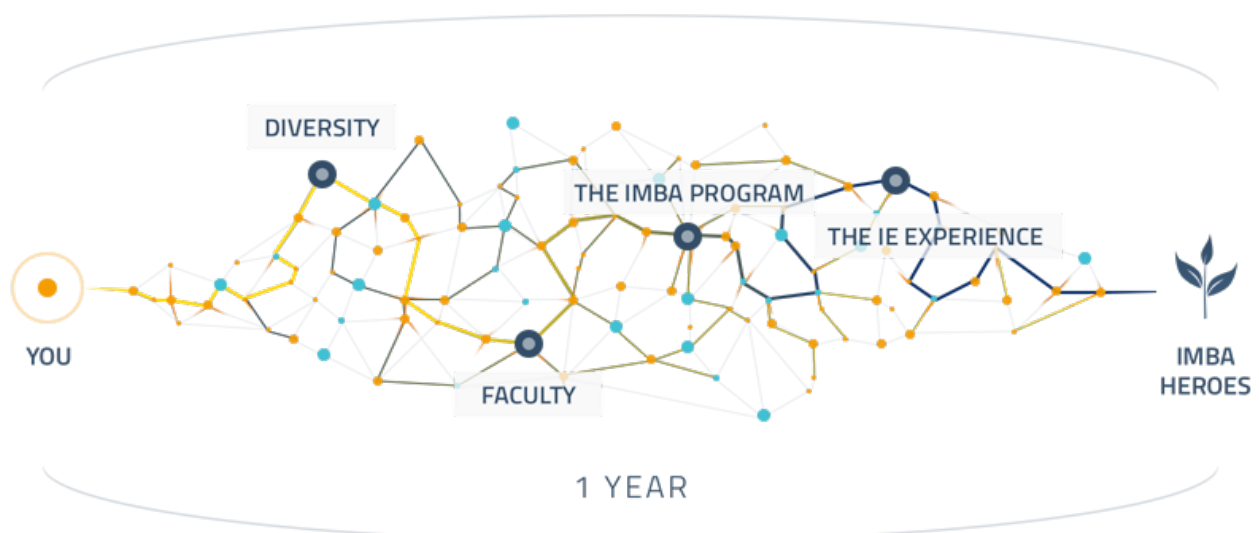
Impact Project: The Impact Project allows students to work with an organization to create a positive impact within their business, community and society. IE offers students the chance to work on a variety of social innovation impact projects and welcomes students to look for organizations of their choice with which to work:

- CSR departments: An example of such Impact Project in which students participated in the past is the Amadeus Diversity Project.
- NGOs: An example of such Impact Project in which students participated in the past is the project with Solar Now in Uganda.
- Micro Entrepreneurs: Helix Social Impact Project with small merchants.

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.



Graduate Studies

International MBA (IMBA)

Core Course: Ethics Workshop

The Ethics Workshop forms an integral part of the IMBA orientation to jointly reflect with students on the notion of ethics and ethical behavior in organizations and communities at large. In this course, students are required to realize the ethical dilemmas they face in their everyday life, as well as those they will likely face in their future professional activity. During the sessions, discussions are enriched with examples based on participants' previous experience, especially in the context of business and management. Students are expected to resolve those dilemmas being fully conscious of the consequences of their decisions, hence enabling them to design their path towards a virtuous professional life.

Core Course: 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 course pays special attention to ethical issue and engages important debates over sustainable development and corporate social responsibility. The non-market environment poses significant challenges to managers, whilst offering tremendous opportunities for the development of competitive advantage. Students 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.

Core Course: Leading People & Teams

During this course Leadership is studied as one of the most powerful forces in our world. Being a process of social Influence, leadership has become a buzzword for causing change and business success. However, as the term becomes ubiquitous, its meaning is diluted and has been altered for many personal agendas. It seems that now everything can be attributed to leadership, or lack of it. During the course, students face the challenge of moving from a mindset of a technical expert and/ individual achiever to a social systems strategist who senses into collective needs and values. Skill development during the course includes multiple perspectives-taking, social empathy and EQ, and facility working across cultures. In order to build these kinds of skills, mindfulness and self-awareness must be cultivated.

Core Course: Managerial Economics

This course provide students with a framework to understand the main economic variables that affect business activity. It will begin with a look at the microeconomy and the basic concepts underlying supply and demand and market structure. It focuses on various types of government interventions in markets with imperfections. It also studies the macroeconomy, introducing the main economic indicators such as GDP, inflation and unemployment and their relationship in the business cycle. Special attention during the course is given to government macroeconomic policies such as monetary, fiscal policy and exchange rate policy and their effects on the business cycle. The course also introduces students to the main theories and ideas related to economic growth and development, an increasingly relevant topic in today's globalized economy.

Core Course: Operations Management

The course focuses on how firms attempt to manage socially responsible practices in their operations and supply chains. Socially responsible practices encompass programs and systems that aim to reduce the potential for human harm or enhance human well-being. On this course, students analyze how to create value through operative decisions taken on the basis of the promise of goods or services made by the enterprise to its clients. The most significant feature of this process is that, in order to obtain the desired value results, decisions must take into account the interests of all the stakeholders associated with the enterprise. Overall, four sessions are devoted to understanding how decisions regarding operations need to be taken from a viewpoint of social responsibility.

Core Course: Marketing Strategy

The course is designed to provide students with an integrated perspective of the interaction between the variables of the marketing mix studied in Fundamentals of Marketing Management, focusing on strategic aspects of marketing. It also aims at helping students to understand the function and value of marketing as a tool within an entrepreneurial environment, helping entrepreneurs to launch new activities, new products or change radically existing business, taking them into new directions and stress the growing importance of the "social responsibility" in the corporate environment. Companies should pay more and more attention to issues such as balanced development and growth of host countries where they operate, paying attention to social and environmental concerns, particularly in less developed countries. In the marketing arena, besides, we should keep special focus on matters such as ethical behavior.





Elective: Africa: The Last Development Frontier

This course addresses the key challenges facing the African continent during the 21st Century. It exposes students to the ideas and proposals of some of today's leading development thinkers, apply those proposals to real life situations in the poorest countries, and encourage students to evaluate different theories and ideas on their merits and propose concrete solutions for individual nations.

Students work with economic data to understand the nature of the challenges faced by different African countries, and debate case studies that are among the continent's greatest failures or success stories. The course offer students an option of visiting Ethiopia to do field work and research on business environment in the country and apply some of the concepts learned in the course.

Elective: Strategic Foresight: Navigating Uncertainty

Scenario planning is a strategic planning method that sheds light on the political, economic, environmental, social and technological forces that shape the world, regions and industries. Understanding how these forces may play out over time helps top management to set the strategic direction of an organization and to improve resource allocation. The course uses the methodology developed by the Shell Global Business Environment team and documented in "The Art of the Long View" by Peter Schwartz of the Global Business Network and is intended to help students to gain an understanding of the frameworks, processes and methodologies used to explore the future, of how companies achieve balance between being a "performance organization" and being a "learning organization" and how to anticipate the need for change: Explore ways to link scenario planning to strategic option generation and resource allocation (including real options)

Elective: Exemplary Leadership Practices

This elective gives students a real experience for leading teams and organizations, and managing their careers. In twelve sessions they study leadership by joining classic articles on business with powerful figures from history and literature. Great leaders from history and fiction show how people have led through challenges, defeats and victories. Their lives guide us to being better leaders today.

During the course, students are encouraged to write their own "story" of leadership in the past and develop a vision for their future. Readings are brief selections that facilitate class discussions on leadership in our global business environment, interpreting famous works of history and literature to exemplify fundamental principles.

Elective: Emerging Markets & the International Economy

This course looks at both the present and deeper structural reasons behind the expansion of emerging markets (but also ask whether this expansion is sustainable), as well as some of the principal, associated risks. It will throughout place emerging markets in the context of the world economy and its likely path and shape. Although economic analysis is central to the course, issues of business strategy and international business as they relate to emerging markets also figure prominently. During the course students discuss of a broad range of emerging markets and regions, including so-called frontier markets. Some additional emphasis is put on the main emerging markets, including the BRICS.

Elective: Leadership, Power & Influence

The main objective of this course is to provide students with analytical tools that may help them to analyze and understand power dynamics in organizations, diagnose power and politics problems in organizational life and their effects on organizations and on individuals and to improve the individual's ability to use and influence in organizations effectively in order to achieve the individual's and the organization's goals.

Elective: Business at the Bottom of the Pyramid

Imparted by María López Escorial

Markets at the bottom of the Pyramid have specific characteristics, new consumers with different needs, priorities and decision making processes, different ways of operation, specific challenges that need to be researched and understood before making any investment in order to enhance future economic growth. In this course, we will try to analyze the state of the art in this new market, understand the key factors for success and the instruments and metrics available to evaluate success.



IE Brown Executive MBA

Ethnographic research methods (5 sessions) (Brown faculty)

Ethnographic methods address the complexities of human behavior and help us to answer questions such as:

- Why do global business ventures and philanthropic projects alike often produce unintended outcomes (or fail entirely) when implemented in new cultural contexts?
- What principles and values matter most for people in their decision-making processes?
- How can companies develop workplace cultures that foster the greatest productivity on the part of their workers?
- What cultural factors motivate people's choices in business and in life?
- How can we make sense of some of the most puzzling global trends – like the apparent resistance on the part of many people to adopt self-protective strategies that maximize their health and longevity, or the hostility many people express against investments designed to improve their lives?

In the course, we will develop basic skills in learning to use ethnographic research methods, the hallmark of anthropology and a crucial methodology for analyzing why people behave the way they do. We will concentrate on developing methodological and analytical skills in the two key elements of ethnographic methodology: participant observation and interviewing. In an individual assignment, course participants will be invited to apply an ethnographic mindset to their own office culture or a problem or question related to their work, or to a cultural pattern they observe in the course of their everyday lives outside of the business context.

Leading People, Teams and Organizations (10 sessions) (IE faculty)

This course focuses on advancing understanding of how to lead and manage with the aim of increasing personal and organizational effectiveness. It is designed to address several fundamental aspects of managing and leading people. These include understanding and influencing group behavior and performance, working with and managing people on a one-on-one basis, and leading, motivating and aligning people behind a common vision or direction. This course places a particular emphasis on increasing your self-awareness as a leader and your ability to address the challenges of leading change in organizations.



Global Markets (10 sessions) (Brown faculty)

Our world is changing in fundamental ways. One common interpretation of those changes sees the world as becoming more homogeneous, with the globalization and integration of product and labor markets 'flattening' the world and disempowering states. Yet another set of diagnoses sees the world as maintaining distinct 'varieties of capitalism' that makes the world, and our economic interactions within it, far from flat. Doing business in such a world is complex. Recent events, from the on-going European sovereign debt crisis to the state of China's banks, and the impact of such 'remote' events on local markets, have shown that traditional national regulations (or lack thereof) are no longer adequate to insulate national economies. And yet international accords over finance, aid, trade, labor standards, and a host of other issues, are fiercely and frequently contested by competing local and global actors. How are we to get a handle on all of this?

This course has four parts. The first part unpacks the relationship between states and global markets. Far from states being 'something that gets in the way' of global markets, we unpack how states and markets are always co-constituted. The second part of the course examines what states hope to achieve with global markets, greater economic growth. We look at what this is, how its produced, and its limits. The third section of the course examines the policy tools that state have to help them manage their integration into the global economy – fiscal and monetary policy. The final part of the course looks at growth and globalism in two developing countries – Mexico and India. Understanding the interaction between states, firms and markets on a global level is key to determining both the possibilities of, and constraints on, global business in today's fast changing economy.

Globalization and the Arts (10 sessions) (Brown faculty)

This course will exemplify the role of the arts and humanities in high-level practical education. At moments of profound social, political and economic change both the humanities and the arts are moreover charged with the need to generate new social models, as well as explore new forms of human subjectivity and dwelling as "the times they are a changin'" (Bob Dylan). Since the South Africa of the past quarter century is a paradigm of society, politics and economy in the throes of exactly that kind of change, South Africa is a perfect test case for the role of the humanities and arts today.

We will consider the importance of making arts and humanities in that newly founded democracy, formerly a racist colony and state that was steeped in Eurocentric models of society and culture. But we will also consider the question of how formerly European and colonial forms like opera, visual art, and even film "become" South African, in global times when South Africa is itself rapidly globalizing and its knowledge and skill come from all quarters of the world. We will also consider the related question of global inequality in the field of culture. How does a state in the global south retain talent and cultural production given the leakage of talent to the north, where cultural markets are more robust? The question of economic and social strategies to combat this ongoing condition of resource concentration in the global north, and thus of global inequality, is a question jointly to be explored and addressed by market strategy, morals, politics and culture. That the humanities and arts prove central to market questions and concerns is the basic theme of the class: how, why and in what respects.

Managing communities of work (10 sessions) (IE faculty)

In many businesses, especially the knowledge-based ones, the traditional "workforce" has evolved into a combination of "communities of work". Employees now rely on social interaction and networks for top results. They commit themselves on the basis of shared values. They identify with group styles and engaging leaders who orchestrate voices to create a harmonious climate and a fine-tuned corporate performance. And as a group they growingly interact with other stakeholders such as customers and external partners.

Thinking in terms of "communities of work" means taking people management to the next level. It involves not only knowing employees but also creating a social context in which individuals feel comfortable interacting and willing to contribute. This has to be framed in a corporate culture that nurtures the conditions for social dynamics and behavioral alignment with organizational performance. This complex situation is, to a large extent, new to the 21st century organizations, and poses a whole set of challenges for nowadays managers, who are usually bound to deal with new problems with old tools.

Leading through Emotions (3 sessions) (IE faculty)

In the current complex and dynamic business world, more and more is written about the importance of being an emotionally intelligent leader and managing your emotions as well as the emotions of others. Why are emotions so critical to performance and leadership? In this modules you will discover why leading through emotions is crucial to be successful, not only in leadership roles but also in teamwork settings and when influencing with or without authority. You will learn about the science behind emotions; you will experience the impact emotions can have on your behavior and the behavior of others, and you will practice techniques for being more connected with yourself and building emotional intelligence.



Society and Culture in the age of globalization (10 sessions) (Brown faculty)

In the past three decades the flows of commodities, ideas, people, norms and resources across international borders has accelerated exponentially. Driving these dynamics are not only market forces, but also social networks, cultural diffusions, and institutional transformations. This course draws on analytical tools from the social sciences to make sense of the rapidly changing nature of global society that can help you unpack and analyze the complex interactions that drive globalization and the resulting societal transformations.

Students will first be introduced to a series of key concepts that are critical to understanding how globalization is transforming the basic foundations of modern society. These concepts - social structure, power, the state, institutions, culture/identity/nation and democracy/civil society must be carefully defined and used with rigor. In addition to the classic question of political economy - how does the state impact the market? - we will explore how states shape identities and how identities and norms shape the state, how economies are "embedded" in social relations, how culture shapes social action. All of these concepts were developed in the context of the nation-state. But globalization has fundamentally transformed the "boundedness" and parameters of the nation state, and with it culture, social structure and economy. We will accordingly re-examine these concepts in light of globalization and then try to make sense of how globalization is transforming the interactions between these spheres of life.

Strategy at the intersection of business and society (10 sessions) (Brown faculty)

In this course, students will build on the principles of strategic management to better understand the impact of society on firm strategy and to learn to shape, accordingly, superior business strategies. The course addresses five topics:

1. Stakeholder strategy: Creating shared value
2. Issue management revisited: How social movements impact firm strategy
3. The link between social performance and financial performance
4. Business communication 2.0: Communicating corporate strategy in line with social expectations in a social media era
5. Staying competitive in a global and digital era

Upon completion of the course, students should be able to:

- Conduct a stakeholder analysis and develop corporate strategies for stakeholder engagement;
- Apply principles of issue management to perceive the impact of social movements and activism on firm strategy;
- Develop strategies to engage with society and the natural environment in ways that also benefit the firm;
- Apply various communication strategies to connect the corporation with stakeholders – including ESG disclosure, issue management, and strategic interactive media presence;
- Develop web and global strategies to impact the competitive environment of the firm.

Understanding health disparities (5 sessions) (Brown faculty)

Health is a fundamental human right regardless of where one is born or the social conditions one is born into. Yet, efforts to pursue health equity for all remain unrealized. Large health disparities remain for the most vulnerable populations and communities, even for diseases and conditions that are entirely preventable and for which we have successfully developed low-cost, evidence-based strategies. In this course, we interrogate health disparity conundrums. We explore social determinants of health. We highlight pathologies of power driven by historical, political, and economic forces through discussion and debate, and using case-based learning. We examine opportunities for achieving health equity, guided by a social justice approach and utilizing a capabilities paradigm. We define ethical challenges in tackling health disparities due to power differentials across countries, communities, and populations.

Natural collections: responses of biodiversity, industrialisation and change (5 sessions) (Brown faculty)

The course is designed to reflect on the impact of industrialization and globalization on biodiversity, and the roles of industry and commerce in supporting initiatives and programs to mitigate negative impact. At a time of global concern about climate change and limited resources, we need to reflect on corporate responsibility and corporate engagement with civil society. Our discussions will focus on the role of innovation in business to ensure a sustainable world. Drawing on examples from around the world, students will consider specific interventions to redress threats of biodiversity loss, and the roles of different social and political actors at multilateral, national and NGO levels in resource management.

The political economy of development (10 sessions) (Brown faculty)

The goal of this course is to introduce executives in the MBA Program to the meaning, measurement, and makings of development, including not only the proximate political and economic underpinnings of growth and stagnation in the developing world but their deeper historical roots and ethical implications. We will address five related questions:

- What do we mean by "development?"
- What are the relationships between entrepreneurship, capital formation, and development?
- Which public policies have been associated with different development outcomes in the post-World War II era?
- What, if anything, are their social, historical, and organizational prerequisites?
- What are the ethical implications of poverty and inequality for businesspeople who work, invest, or trade with developing countries and their people?

After discussing the meaning and measurement of development, we ask where poor countries will find the capital they need—financial, human, and social—to jumpstart growth and social transformation. Will indigenous investors take the lead and, if so, what are their common origins? Are politicians and bureaucrats likely to help or hinder their efforts? Is foreign investment an asset or a liability in a developing country context? And do the answers vary by sector (e.g., industrial, commercial, extractive), region (e.g., Asia, Africa, or Latin America), modality (e.g., direct v. portfolio investment, arm's length versus related-party transactions, debt v. venture finance, etc.), and political or economic context (e.g., democratic v.

Entrepreneurial Opportunities in Developing Regions (15 sessions) (Brown faculty)

This course utilizes team-based experiential learning methods for the further development of skills in business opportunity creation. It builds upon the courses on Entrepreneurial Management for Executives, and the course on Ethnographic Research Methods, to investigate a business opportunity that participant teams create within, or stemming from, a developing region. The developing region in this case is Cape Town, South Africa. The course serves another important purpose: to challenge participants to integrate their reflective learning skills developed (particularly) within the five components of the human sciences curriculum into a business creation context. The relevance of the topics and materials are also emphasized in a corporate context in a following course entitled "Corporate Innovation Processes."

The learning journey makes the fourth face-to-face period in Cape Town the focal experience of the course. The course begins with student teams choosing one of a series of themes in which to explore a business opportunity. During the period between October and January, the teams explore the business opportunity, with deliverables presented in the online sessions. During the week in Cape Town, teams undertake field trips to further investigate the opportunities, and articulate the opportunity in the form of a skeleton proposal by the end of that week. Time is provided during the week for the teams to further develop their business proposal.

The specific projects for the skeleton business creation project vary from year to year. All utilize the complex regional economy around Cape Town as a proxy for a broader range of developing economies. Some examples of IE-Brown EMBA project theme areas which we have been addressing include:

- Healthcare opportunities in formal and informal townships
- Retail supply to consumers (with rising disposable income) in the townships
- Financial services for the unbanked
- Growth companies and structured investment in the developing economy
- Energy issues in the country and in the townships
- Housing and sanitation challenges and solutions in the informal townships
- The global business of the arts
- Manufacturing opportunities with export potential

Immersion Week (Brown faculty)

Every year, IE Brown Executive MBA students participate in an experiential learning exercise in Cape Town, South Africa. During this trip students further developed business opportunities they had been working on in their Entrepreneurial Opportunities in Developing Regions course. Students leveraged reflective learning skills gained throughout the curriculum in courses such as Ethnographic Research Methods and Globalization and the Arts to inform their business plan hypotheses while gaining a richer appreciation of the cultural, economic and political context of the region.

The trip includes daily visits to Township sites as students investigated opportunities related to sanitation, retail, couture, food products and construction. These visits are complemented with events arranged to highlight local musical and visual artists.

Africa: The last development frontier (3 sessions) (IE faculty)

The period in Cape Town, South Africa, will represent for some students their first substantial stay in a developing country, and for most, their first chance to apply the tools acquired so far in the IE-Brown EMBA to an emerging economy. Most will be unfamiliar with the special characteristics and challenges of the African continent. Hence these sessions provide a unique opportunity to bridge the gap from theory to practice in a new and dynamic environment. The African economy sessions will begin with an overview of the continent, focusing in particular on sub-Saharan Africa and eventually centering on South Africa. In an interactive videoconference lecture, the development challenges and their possible solutions will be reviewed along with the growth prospects for economies and markets in the region in coming years. An extensive list of books and videos will be provided to help students "dig deeper" into the realities of sub-Saharan Africa before their trip.

During the face-to-face period, students will play the Monsoon game, which brings home the realities of poverty as faced by landowning and landless families dependent on rain-fed agriculture. After playing several "years" of the game they will meet in "families" to propose solutions to the poverty trap in which they find themselves, and attempt to convince the rest of the "village" to adopt their solutions. In a debriefing session after the game they will reflect on how the dilemmas they faced and the changes they proposed are relevant to the reality of the poorest in low-income developing nations.

Rise of China (5 sessions) (Brown faculty)

This course examines the drivers of China's emergence as a global power, and the consequences of that emergence for international business practitioners. Employing perspectives from comparative politics, international relations, economics, and management, we will explore the connections between China's domestic institutional transformation, its system of governance, and its increasingly powerful indigenous firms. We will examine the relationship between Chinese firms and counterparts in global markets.

- To what extent have Chinese companies become innovative?
- Where is their know-how coming from, and what are the implications of that know-how for firms in North America and Europe?
- What exactly should we make of China's system of governance, one that of late has been characterized by some as extraordinarily efficient and farsighted, and by others as extraordinarily corrupt and venal?
- How does Chinese politics affect Chinese business?

Questions will be explored from the perspective of the firm-level manager seeking to negotiate this complex and rapidly transforming business

Executive MBA (EXMBA)

Core Course: Technology And Innovation Management

The goal of this course is to equip future managers with a 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.

Core Course: 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.

Core Course: 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.

Core Course: 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.

Core Course: 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.

Core Course: 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.

Core Course: 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.



Master in Management (MIM)

Core course: Cross cultural workshop

Imparted by Professor Alicia Marin Muniesa

Many of us find ourselves working in a global workplace. Being effective with customers, colleagues, and partners who have different sets of assumptions, beliefs, and values can be very challenging. If you add having to work, sometimes, at a distance the chances for misunderstanding, frustration and damaged relationships increase dramatically. Yet, this is the reality of business today. This introductory program will develop the skills, knowledge and personal attributes of participants for succeeding in the global business environment.

Final Project: Ad-Honorem Technical Assistance to Ghanaian Microfinance Institutions.

Microfinance Area. Lead by María Luque.

The Microfinance Technical Assistance Project is competitive project that pairs teams of students from different Management and Finance Master Programs to provide ad-honorem consultancy services to African Microfinance Institutions. The work it demands is entirely practical, aimed at improving the financial and operational performance of Financial NGOs in Ghana and contribute to a global financial inclusion. Students are asked to put into practice during 4 months the knowledge acquired in the different courses of their Masters' programs and to transmit it in the form of a technical assistance report advising the institution on strategies that could adopt to achieve its sustainable development level. The initiative involves a trip to Ghana to meet the board, directors, staff and clients of the MFI, that ensures students are able to understand the environment for microfinance in the country and the current challenges faced by the institution, so that the assessment is well adapted to the institution current needs and capabilities.

Core Course: Ethics Workshop

Imparted by Professor Amanda Bender, Krystina Dos Santos, Verónica Marin, Víctor Cantavella

The Ethics Workshop forms an integral part of the MIM orientation to jointly reflect with students on the notion of ethics and ethical behavior in organizations and communities at large. In this course, students are required to realize the ethical dilemmas they face in their everyday life, as well as those they will likely face in their future professional activity. During the sessions, discussions are enriched with examples based on participants' previous experience, especially in the context of business and management. Students are expected to resolve those dilemmas being fully conscious of the consequences of their decisions, hence enabling them to design their path towards a virtuous professional life.

International Business Specialization course: Business, Government and Society

Imparted by Professor Kenneth Dubin

Business operates in both a market and a nonmarket environment, the latter being the space where the formal and informal rules governing market competition are set and enforced. Successful corporate strategy aligns the firm's capabilities with the demands of both its market and nonmarket environment. This course systematically examines the political, regulatory, societal, cultural, and natural factors that shape business' nonmarket environment. Participants learn how to analyze and proactively manage the nonmarket environment through integrated market- and nonmarket strategies..

IMC (Integrated Marketing & communications) Specialization course: IMC Law and Ethics

Imparted by Professor Alicia María García López

In today's corporate environment, it is important to understand the legal boundaries to doing business, not only to abide by the law, but as a key obligation to shareholders to ensure the longevity and good image of the company. More specifically, Marketing has a great impact in society and marketing decisions can sometimes have large ethical and legal implications; brand communications and advertising, data management, promotional mechanics and corporate strategies are all susceptible to fall into a gray area of what is considered ethically sound. This course aims at helping marketing professionals consider the ethical and legal implications of their decisions. It should also help them decide how to act and what tools can be used to ensure good corporate citizenship.



IE LAW SCHOOL

Graduate Studies

International Master in Laws (ILLM)

Elective: Pro-Bono, The lawyer's Social Responsibility

Imparted by Professor Juan Jose Torres

One of the most important and relevant areas within the current legal practice is the focus on social responsibility initiatives which create and foster responsible practice and gives back to society a part of what society has given and receiving in turn, the prestige of this work. In this sense, and in its modest way, this elective course is committed to bringing ideas and contributing to the creation and dissemination of the culture of responsible advocacy, and lawyers and organizations that practice it.

Elective: Climate Change

Imparted by Professor Javier de Cendra

Climate change law is an emergent and extremely dynamic legal discipline, already shaping profoundly regulatory frameworks at all levels, whether international, European, or national. Climate change law is truly transnational and is having increasingly important impacts on the strategies of firms and businesses. It is therefore important for future lawyers to develop a basic yet thorough understanding of the key elements of the emerging legal frameworks that seek to address one of the most critical environmental problems of the 21st century. This course is intended as a primer, and therefore aims at providing students with a good understanding of the history, present and prospects of climate change law. At the same time, the course will explore the impacts of climate change law on firms and businesses. But that will be done against the background of some of the most critical dilemmas presented by climate change and climate change law. The idea is to reflect on how climate change law is shaping the present and future of legal work and of business operations.

Workshop: Ethics

The Ethics Workshop forms an integral part of the Master in Finance Programs orientation to jointly reflect with students on the notion of ethics and ethical behavior in organizations and communities at large. In this course, students are required to realize the ethical dilemmas they face in their everyday life, as well as those they will likely face in their future professional activity. During the sessions, discussions are enriched with examples based on participants' previous experience, especially in the context of business and management. Students are expected to resolve those dilemmas being fully conscious of the consequences of their decisions, hence enabling them to design their path towards a virtuous professional life.

Elective: International Business Transactions

Imparted by Professors Greg Marsden, William Hernandez

The basic objective of this course is to give students a basic understanding of some of the fundamental issues involved in the major types of international business transactions that they are likely to encounter during their professional lives. A fundamental aspect of this is also dealing with the ethics issues (in particular fraud and corruption) that lawyers will face on an international level.

Elective: Management of Legal Risks in Business

Imparted by Professor Mike Ross

The seminar will cover legal risk management in the context of overall risk management in business. It will focus on risks arising from present and future employee conduct, rather than management of threatened and pending claims. Substantial attention will be devoted to risk identification and assessment before turning to risk management. The class will consider the role of corporate culture in an organization's risk profile, and the respective roles of the board of directors and senior management. A significant part of the seminar will be devoted to risk management tools, such as, codes of business conduct and compliance programs. Several classes will address risk management in recurring circumstances, such as, outsourcing and environmental matters, that face modern businesses.



Seminar: Global Forum

During five days, IE brings together a number of lecturers from very different backgrounds to debate with students from IE. All of them are provocative thinkers in their areas of expertise and have significant field experience. The Seminar deals with two main areas: on the one hand, world realities from a thematic point of view. It addresses key global challenges from new angles, as well as other themes related to new world actors and new problems (economy of emerging market, sustainability, migration, international terrorism). On the other hand, the seminar narrates the political, economic and social reality of different regions of the world and looks to answers from these global players.

Elective: The Last Development Frontier

Imparted by Professor Gayle Allard

Africa is the last region of the world to embark on the challenge of economic development, and it promises some of the strongest growth opportunities in coming years. The special characteristics of many countries on the continent mean that development poses special hurdles; but the learning process elsewhere in the world can help to make those hurdles less important and can offer Africa a path to cleaner and more inclusive development. Hence Africa's future represents a unique opportunity not only for its citizens, but for the entire world. This course will address the key challenges facing the African continent during the 21st century. It will expose students to the ideas and proposals of some of today's leading development thinkers, and encourage them to evaluate these proposals on their merits and propose concrete solutions for individual nations. Students will also do extensive work with economic data to understand the nature of the challenges faced by different African countries, and will debate case studies from specific countries that are among the continent's success stories.

Elective: Social Entrepreneurship

Imparted by Professor Rachida Justo

Social Entrepreneurship is an emerging business field that examines the practice of starting and growing organizations that advance social change through innovative solutions. This aims to assist would-be social entrepreneurs in developing business models that enable their organizations to become sustainable, scalable and deliver measurable social value. During this course, "action learning" workshops are used to introduce students to the critical instruments needed to achieve social/environmental impact and financial sustainability. Students are also given the opportunity to have a professional learning experience through live social enterprise case examination and through delivering a professional assessment report to a social entrepreneur. In specific, students chose between the following two action learning workshops:

- Working a "consulting report" for a social entrepreneur: Students that are not interested in developing their own social project will be provided with the unique opportunity to design and engage in a "pro bono consulting project" for a real social organization.
- Working on an own social: students are required to identify a social challenge, design an approach for social value creation and develop a project (i.e., a short business plan) for a social enterprise.

Elective: The Liability of the Administrators of Spanish Corporations within the context of Spanish Law

Imparted by Professor Blanca Puyol

This course begins with the examination of the existing management of civil responsibility within the Spanish Law System to, from this, analyze the special cases of responsibility that have been collecting included in our laws. In particular, we will study the responsibility in cases of insolvency and corporate groups. The course also discusses other possible liability regimes, such as administrative, labor and criminal liability, the latter with particular reference to the new regime of criminal liability of legal persons.

Elective: The Family Business and Its Crisis

Imparted by Professor Bernardo Gutierrez de la Roza

One of the most important periods in the lifetime of the family business is the one that refers to the transfer of leadership, and logically to the resolution of the conflicts it raises. The main cause of extinction of family businesses is precisely due to the framework of the family relationships in which it develops, were lack of common interests, disharmony, conflict, loss of entrepreneurial skills and leadership arise. All these causes can be summarized as: lack of planning for the future of the company and the business family. For these reasons, it is essential to analyze the issues posed by Family Businesses by developing a program aimed specifically for lawyers who counsel these firms with the aim of deepening their knowledge of family businesses, identifying the specific legal tools to prevent the most common contingencies in these businesses and optimizing the legal - procedural tools as instruments for surviving a crisis or insolvency.

Elective: Gender Inequality

Imparted by Professors Patricia Gabaldon and Celia de Anca

This course focus on explaining inequality between women and men: Gender equality means that women and men, and girls and boys, enjoy the same rights, resources, opportunities and protections (UNICEF). The course covers the origins and causes of these differences, the barriers they generate and why it varies in degree across societies and the business world. Furthermore, the course will try to offer solutions and practices to help this unfair situation. Students, as professionals in international relations, must be able to underline, understand and solve gender issues directly.



IE SCHOOL OF INTERNATIONAL RELATIONS

Undergraduate Studies

Bachelor in International Relations

Core Course: Aid, Development and Social Entrepreneurship

Imparted by Professor Babita Bhatt

This course aims to introduce students to some of the broad topics in international development, aid and social entrepreneurship. What does development mean? Why are some countries poor and others rich? How have different stakeholders (the state, multilateral organizations and NGOs) addressed the challenges of development in the past, and how are they approaching these challenges now? Drawing on class lectures and recent case studies, students will develop an in-depth understanding of the main actors, mechanisms and debates in the contemporary aid system and assess the link between aid and development. They will also explore core concepts in social entrepreneurship, innovation, measuring social impact, sustainability and scaling of a social enterprise. Special attention will be given to creating a social enterprise to address the needs of the base of the pyramid, or the world's poorest segment of the population. Article reviews, case studies, presentations, and active class discussions will allow students to appreciate the importance of aid, development and social entrepreneurship as a solution to the challenges of global poverty.

Core Course: International Unplugged II

Imparted by Professor Francisco Seijo Maceiras

This course examines some of the most salient environmental issues of our time through an interdisciplinary coupled human and natural systems approach. By examining the closely knit and complex interactions between the Earth's natural and Humanity's political, social, cultural and economic systems this course will attempt to give the students an idea of both the political and biophysical complexity of the issues at stake and the scientific methodologies that have been designed to tackle them. In fact, this will be the main goal of the course: that the students learn how to approach from an interdisciplinary perspective the scientific, political, economic, cultural, social and biophysical complexities that environmental issues generate for environmental policymaking in the world's political governance systems.

Core Course: Global Governance and International Institutions

Imparted by Professor Rafael Moreno

The international system is often termed "anarchic" because there is no authority above that of individual nations. Global challenges such as terrorism, pandemics, climate change, poverty and the increasing pace of globalization have created the need for cooperation, structure and order in the international system. But the quest for rules and institutions to govern the world has met with some resistance from states and governments. Indeed there is an inherent tension between national sovereignty and the trend toward supranational policymaking. What role should international organizations have? Who should control them and to whom are they accountable? The course examines international institutions and how they can bring order and organization to the international conduct of states. This class will cover general purpose organizations, such as the UN as well as more specialized institutions, such as NATO, the WTO, the IMF/World Bank, and the International Criminal Court. We will also explore non state actors such as NGOs and multinationals. Understanding the complex interactions between these organizations and states is critical to understanding the modern world.

Core Course: Professional Deontology

Imparted by Professors Emma Hooper

With this course, students will become familiar with the basic ethical concepts of neutrality, responsibility, independence, pluralism and objectivity, which are the base of professional ethics through case studies on recent cases of the reality and other cases that made history. They will learn about the ethical codes of the mainstream media and the rules used by these media of reference for the proper practice of journalism. This will allow, at the end of the course, to have the tools necessary to respond to the challenges posed to this job in a changing and globalized environment.

Elective Course: Politics of Ethnicity

Imparted by Professor Evangelios Liaras

Ethnic group, nation and nationalism are ubiquitous terms in politics, but they mean different things to different people. This class will explore the origins of these concepts, intellectual debates about nationalism, and its actual manifestations in different parts of the world. The second part of the course will focus on concrete cases of ethnic conflict from Southeast Europe and the Middle East. Students will also be encouraged to consider the politicization of ethnicity in other settings, including contemporary Spain.

Elective Course: Gender and Development

Imparted by Professors Patricia Gabaldón Quiñones and Carolina Ferrer Rincón

By the end of this course, students will have a wide and relevant knowledge of what gender equality means and why it is important for individual, families, societies, countries, governments, businesses, among others. Students will also understand that it is an essential aspect to achieve sustainable development and economic growth in the countries that cannot be longer ignored. Furthermore, this course will equip students with the practical skills and tools to effectively mainstreaming gender while planning and implementing public policies and development projects in different sectors, which is already a corporate requirement in many workplaces, such as international organizations. Finally, by acquiring these skills, students will be able to identify in the future gender inequalities and gaps in their respective professional field and address them using the adequate strategies and mechanisms.

Elective Course: UN Peacekeeping Missions

Imparted by Professor Thomas Kruiper

This course aims to the following objectives:

- Providing students with a deeper understanding of essential concepts central to United Nations peacekeeping missions.
- Placing current issues concerning UN peace operations into context by analyzing the history, objectives, and impacts of past missions.
- Giving students the conceptual tools to discuss the reasons for success and failure of UN peacekeeping, as well as suggestions to improve future missions.

IE SCHOOL OF INTERNATIONAL RELATIONS

Graduate Studies

Master in International Relations (MIR)

Course: Management and Corporate Social Responsibility

Imparted by Professor Mark Esposito

This course focuses on the nexus between business, society, government and entrepreneurship. The emphasis is on the political, regulatory, social, and natural environment in which business and society operate, as part of a system analysis. Business operates in both a market and a nonmarket environment, the latter being the space where the formal and informal rules governing market competition are set and enforced. Successful corporate strategy aligns the firm's capabilities with the demands of both its market and nonmarket environment. This course systematically examines the political, regulatory, societal, cultural, and natural factors that shape business environments and their role in society.

In today's complex business environment, the need for enlightened, integrative and ethical entrepreneurship, capable of understanding, building and sustaining productive, value-creating and trust-based relationships with all its constituencies, is critical to the realization of strategic and organizational goals. With business now perceived as the most pervasive institution in our time, expectations of its role in an increasingly inter-connected global society have grown exponentially. Successive crises triggered by unintended consequences and weaknesses in global economic and business governance systems have taught us that old ways of defining and achieving growth are no longer suitable. Managers in the 21st century will need to think differently, understanding the broader context within which they are operating, and employing new business models to be successful. Participants learn how to analyze and proactively manage the business and society through integrated market, nonmarket, social innovation and entrepreneurial strategies.

Course: Global Leadership

Imparted by Professor Juan Carlos Pastor

This course focuses on certain aspects of human behavior, at both the individual and group level, which are important determinants of people's lives in the workplace. In particular, it covers issues such as career management, self-management, leading people and international leadership. The objectives of the course is to increase participants' sensitivity towards the potential impact of human issues in the workplace. The course helps participants to explore their own behavior and the impact that it can have on others and provide them with some tools and frameworks to analyze individual and group situations and lay out potential courses of action.



Course: International Environmental Politics

Imparted by Professor Francisco Seijoo

Humanity's often problematic relationship with the global natural environment has emerged as one of the crucial political issues of our time. Though by now concerns over climate change, industrial pollution, conservation of biodiversity, water management, energy production and other important issues have moved to the center stage of international, national and local political agendas there still exists a growing sense of perplexity about what ought to be done regarding what some have termed the "global environmental crisis". Indeed, many of today's critical environmental issues appear to be insidiously complex and intractable, their drivers and possible solutions concerning every single aspect of daily life in humanity's globalized industrializing, industrialized and post-industrial civilizations. This course examines some of the most salient environmental issues of the present through an interdisciplinary coupled human and natural systems theoretical approach. By examining the closely knit and complex interactions between the Earth's natural systems and Humanity's political, social, cultural and economic systems this course will attempt to give the students an idea of both the political and biophysical complexity of the issues at stake. In fact, this will be the main goal of the course: that the students learn how to tackle the scientific, political, economic, cultural, social and biophysical complexities that environmental issues generate for environmental policymaking drawing from and interdisciplinary perspective.

Course: International Environmental Politics

Imparted by Professor Waya Quiver Area: Humanities

Social Entrepreneurs have existed for centuries. They are creative, passionate individuals committed to finding practical solutions to the world's social ills, including poverty, hunger, exploitation of children and women, lack of education for the under-privileged, or infectious diseases in poor regions, to name just a few. They are leaders who see a social or environmental problem and feel this compelling urge to correct it. Their enterprises are generally non-profit even though for-profit social ventures are not uncommon. While social entrepreneurs are not new, the study of social entrepreneurship is still in its infancy. This seminar will introduce students to the core concepts of social entrepreneurship, innovation, measuring social impact, sustainability and scaling of a social enterprise. Special attention will be given to creating a social enterprise to address the needs of the base of the pyramid, or the world's poorest segment of the population.

Ethics Workshop

Imparted by Professor Waya Quiviger

In this seminar, the class analyzes ethics and ethical behavior in organizations in general and the IE community in particular. As future leaders of organizations, it is paramount for our students to be equipped with the right moral compass and ethical values.

IE SCHOOL OF COMMUNICATION

Undergraduate Studies

Bachelor in Communication

Core Course: Organizational Skills

Imparted by Professor Paloma Martínez de Velasco Hélain

Our vision is to help students to discover all their potential, to make them more confident, to become a leader. Leadership comes in many different shapes and forms. What we ultimately understand as leadership depends on many variables ... however, whether we approach leadership believing it to be an innate (born with) quality or a quality that can be developed significantly impacts how we view and work with leadership. During this course we will approach this quality from the perspective that it can be evolved and will mainly focus on leadership within 'organizations', although again, leadership is present everywhere at every moment. Becoming a leader isn't easy, just as becoming a business man/woman, an architect, a communication or psychology expert, a diplomat. But learning to lead people, to communicate, to lead teams is a lot easier than we might think as each one of us contains the capacity for leadership. However even a person gifted with the best leadership qualities have to undergo a process of becoming a leader. Who you will become will be the result of your work on selfawareness and self-assessment. You will undergo on a process where the essential part is to analyze deeply and develop a strong "yourself".

Core Course: Cross-Cultural Communication and Development

Imparted by Professor Vincent Doyle

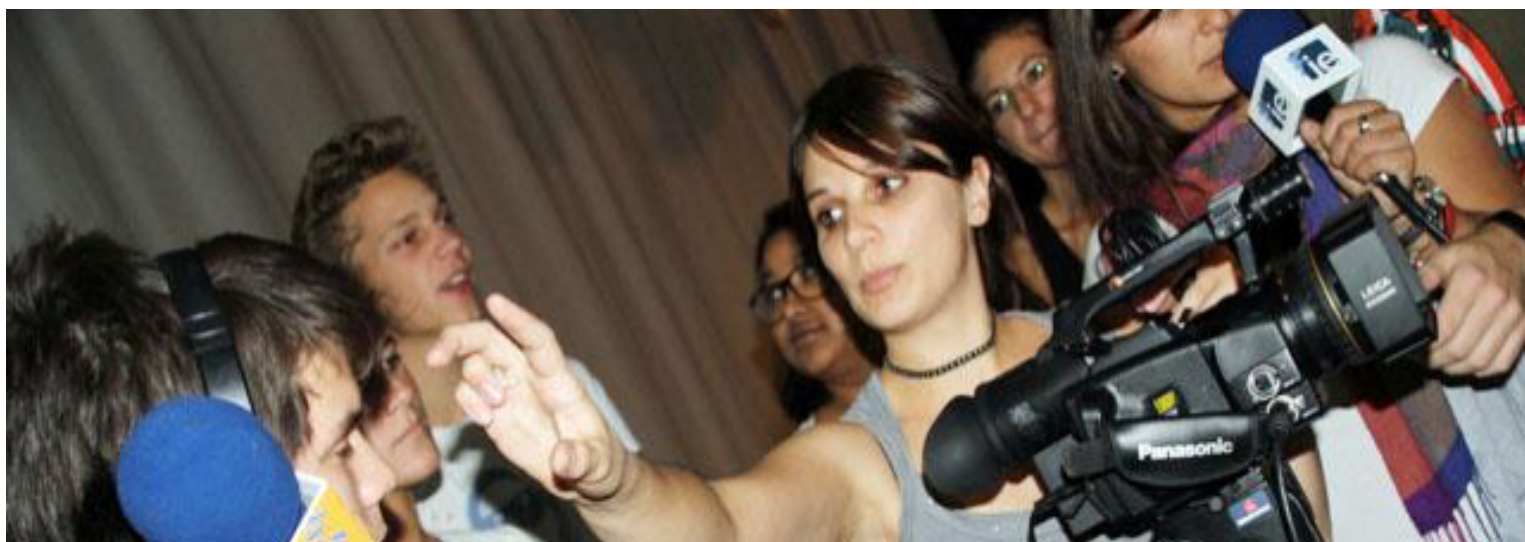
The field of cross-cultural communication emerged in the United States in the context of the Cold War. It has since become a vast enterprise informed by the theories, methods and concerns of many fields, including anthropology, sociology, psychology, linguistics, business management, and critical theory. It is impossible to cover all of these approaches in one course, so we will focus most of our attention on two especially productive and complementary lines of inquiry that can be described as "interpretive" and "critical." Interpretive approaches, which are derived from anthropology and sociolinguistics, pay close attention to the cultural specificities of communication in the context of daily life and understand culture and communication as mutually constitutive. Critical approaches also emphasize the ways that culture and communication shape one another, but explicitly consider the power relations inherent in attempts by some cultures to "make sense" of other, less dominant ones, via practices of representation. It is hoped that this class will not only provide students with insights about how to communicate more effectively across cultural differences, but also develop their critical and ethical consciousness of the inter-relationships among culture, communication, and power.

Core Course: Professional Deontology

Imparted by Professor Lara D. Nielsen

Creative and communication professionals need to be aware of the process of sense making and meaning making through representations, and their ethical implications. This course is conceived as a reflection about an essential aspect of contemporary societies: creative strategies of cultural representation. Students will analyze a selection of non-fictional and fictional audiovisual works in order to understand the concept of representation and its epistemological, formal, and ethical dimensions. We will explore the topic through theoretical essays as well as through creative approaches to the concept of representation and ethics: graphic arts, photography, literature, music, painting, installation, documentary, TV series, and films.

More specifically, this course will introduce students to the work of authors who create as a form of committed activism and represent complex aspects of reality, as opposed to mainstream productions that tend to trivialize the images of reality by turning them into a meaningless simulacrum. These authors conceive their creative works as critical representations of reality, both in their content and their form. They question both reality and the way to represent it in an attempt to open the eyes of their audiences. Throughout the course, students will work on a creative project developed in teams, in which they will be expected to apply the theoretical concepts touched upon in class. Students will also prepare an analytical individual essay about a case of creative representation that implies ethical issues.



IE SCHOOL OF ARCHITECTURE

Undergraduate Studies

Bachelor in Architecture

Core Course: Interpersonal Skills

As future leaders, students will have create a work culture that values collaboration in the organizations they work for (or in their own enterprises). This program focuses therefore in the information, tools and techniques needed to develop team work and effective work teams that believe that thinking, planning, decisions and actions are better when done cooperatively. The program is intended to reflect on the dynamics, abilities and attitudes that will help students to guide people (including themselves) in the future.

Core Course: Ethics

In this course, students are required to realize the ethical dilemmas they face in their everyday life, as well as those they will likely face in their future professional activity. For this purpose, students are entangle in a series of ethical aporias, which they have to solve by using the different tools that are explained during the course, as well as the example of key thinkers whose ideas may help shape students' decisions. Students are expected to resolve those dilemmas being fully conscious of the consequences of decisions, hence enabling them to design their path towards a virtuous professional life.

Core Course: Professional Ethics

In this course, students are required to realize the ethical dilemmas they face in their everyday life, as well as those they will likely face in their future professional activity. For this purpose, students are entangle in a series of ethical aporias, which they have to solve by using the different tools that are explained during the course, as well as the example of key thinkers whose ideas may help shape students' decisions. Students are expected to resolve those dilemmas being fully conscious of the consequences of decisions, hence enabling them to design their path towards a virtuous professional life.



ON CAMPUS SPEAKERS & JOINT DEGREE PROGRAMS

PROFESSOR – LED INITIATIVES



Expert Group of the Commission on Social Entrepreneurship

Represented by Professor Rachida Justo

Professor Rachida Justo has been selected by the European Union to be part of the Expert group of the Commission on social entrepreneurship" (GECES). The GECES, appointed for 3 years (2012-2014), is a consultative multi-stakeholder group on social business designed to examine the progress of the measures envisaged in this European Commission's communication of October 2011 on its Social Business Initiative (SBI).

The SBI main objectives revolve around the following three key areas:

- Making it easier for social enterprises to obtain funding,
- Increasing the visibility of social entrepreneurship,
- Making the legal environment friendlier for social enterprises.

The GECES will also be consulted by the Commission, on the development, setting up and implementation of the actions listed and mentioned in SBI.



Service Project in Ethiopia

Represented by Professor Gayle Allard

Gayle Allard has been a professor of Managerial Economics for IE Business School since 2002 and currently focuses her research into development issues, particularly in Africa.

She leads a group of IE students on a volunteer and research trip to Ethiopia each summer, where they organize a summer English program for girls and seek ways to provide safe water to the community of Dilla in southern Ethiopia. Students experience life at the base of the pyramid firsthand, and discover how rewarding it can be to serve others and engage with the warm, irrepressible Ethiopian children.



Puentes Global

Lead by Professor Conchita Galdon

Puentes Global is a social venture co-founded in 2010 by IE professor Concepción Galdon with the support of the University of Stanford. IE supports Puentes Global since 2012 through IE Foundation. Its goal is to promote the social inclusion of people who are underrepresented in the labor market (migrants among them). Puentes Global uses entrepreneurship as a tool to promote skills and habits that improve their employability.

Since 2015, IE students support small merchants and artisans in risk of exclusion by consulting and accompanying them with training and support from Puentes Global. On the one hand, we aim to strengthen management skills of people with difficulties to access the labor market, by accompanying them in strengthening their business projects. On the other hand, through this collaboration Puentes Global provides an opportunity for students to practice the skills learned at IE. Over the last few years, more than 60 IE students have supported 25 beneficiaries.



Professor Ignacio Alvarez De Mon

Professor of Leadership and Organizational Behavior at IEBS, author of the book "Emprendedores Sociales", LID Editorial, Madrid, 2017, he is specialized in studying the relationship between Leadership and Social Entrepreneurship. His research is focused in the role of Social Entrepreneurs as change agents and social innovators, with emphasis in the following interest areas:

- Leadership and Digital Disruption
- Ethical Leadership
- Paradoxical leadership
- Emotional Intelligence, Empathy and Compassion

PROFESSOR – LED INITIATIVES



Business at the Bottom of the Pyramid

Lead by Professor María López Escorial

Professor María López Escorial, is independent consultant specialized in social innovation, business at the bottom of the pyramid and developing business solutions for poverty alleviation with widespread experience in developing countries all over the world. "Individuals at the bottom of the pyramid are a fascinating, challenging, little understood, set of customers with unique needs, motivations and priorities that well served, their lives can radically improve and at the same time generate economic and social impact". María combines a managerial and academic profile. Professor López Escorial teaches the elective "Business at the Bottom of the Pyramid" with four main learning objectives:

- Introduce the concept of Business at the BOP as a key business model, both as income generator and as a development strategy.
- Review real success and failure ventures at the BOP understanding their key drivers.
- Understand the key success factors for thriving at the BOP.
- Analyze and understand the concept of impact investment, and patient capital, key to develop these kind of businesses.

She also offers students to participate in projects with this type of businesses all over the world as part of their impact project assignment. They have worked among others with; Solar Now (Uganda), G&E Enterprise (Haiti), Cassa (Guatemala), Microfranquicias (Colombia), GE (Nigeria), or Gas Natural (Argentina, Perú, Uganda). The main goal of this program is facing students with the real challenges and opportunities of developing a business for this specific segment of the population on the ground of developing countries working with a real entrepreneur.



The Role of Financial Education on the Success of Immigrant Entrepreneurs in Spain and Europe

Lead by Dr. Julio O De Castro

This research, focuses on immigrant business owners, and involves examining immigrants based in Spain and in 15 different countries through Europe, and which are in a situation of legality, both personally and of their business (although many arrived illegally). The aim of this study is to provide an up-to-date, accurate, and clear view of the characteristics of the immigrant entrepreneur, with regards to the variables of interest in this study (education and financial education, growth orientation, entrepreneurial success, growth orientation). In order to do that we have a listing of over 9000 immigrant entrepreneurs that we can access and survey in the remittance industry. The study also involves an examination of the direction immigrants follow in order to become entrepreneurs and understanding of the stability of the group as a generator of wealth and the potential of immigrants as wealth creators. We have received funding in the amount of 40,000 euros for the following research project



Large in the Corporate Strategy Division of the Strategic Management Society Represented by Professor Martina Pasquini

Martina Pasquini (PhD in Management at Bocconi University) is Assistant Professor of Strategy at IE Business School since September 2014. Previously she had the same position at Southampton Business School. Her research interests are at the intersection of technology strategies, and innovation management with a particular attention on the role of demand, users, and communities of values. Recently, she has been granted research funds by the EU Horizon2020 measure through the Marie Curie Program and by the Spanish Ministry of Science and Innovation for her research in strategies of shared value creation. She currently teaches Strategic Management and Research Methods Her works have been published on international journals such as Journal of Business Venturing, Journal of Technology Transfer and Industry & Innovation. She currently serves also as Representative at Large in the Corporate Strategy Division of the Strategic Management Society.

Seminars

Lead by Professor Luisa María Barón

Measuring Social Impact

Imparted by Professors Paloma Acevedo y Miguel Angel Lombardo Chico

The purpose of this seminar is to provide an intuitive and practical approach to the measurement of the impact of the social projects (net of other factors) on its intended outcomes using impact evaluations:

- Understand the vertical logic of a program and complete a Results Chain distinguishing inputs, outputs and outcomes.
- Understand the basic concepts of causal inference and identify valid counterfactuals to conduct impact evaluations.
- Develop skills for decision-making process on the basis evidence.
- Apply methodologies to a real case study for the design of an impact evaluation
- Learn practical aspects in the implementation of an impact evaluation such as schedules, budgets and human resources.

Social Entrepreneurship

Imparted by Professor Waya Quiviger

This seminar is intended to introduce students to some of the broad topics in social entrepreneurship by means of exploring issues related to development, poverty alleviation, foreign aid and the role of non-state actors in addressing these problems. The seminar will combine both individual participation and group work through a practical, hands-on, case study approach. In this seminar, students will gain an understanding of the field of social entrepreneurship and analyse the opportunities, challenges, and tensions facing social entrepreneurs who work with the world's poorest.

International Cooperation For Development.

Imparted by Professor Manuel Merchán

New information technologies and the subsequent globalization processes have made a better understanding of the global development processes possible. In addition, increased social awareness and the demands of civil society has led those in power towards greater involvement in development cooperation policies. This has been translated into increasing activities in international cooperation, especially at a governmental level, as well as the process of professionalization of governmental agencies and non-profit institutions (mainly NGOs).

Ethical Consumer Behavior

Imparted by Professor Estela Díaz

The purpose of this seminar is to provide an overview of ethical consumption; specifically, concepts, history, manifestations, and challenges:

- Students will be able to understand what is ethical consumption.
- Students will get acquainted with the forms of ethical consumption and the profiles of ethical consumers.
- Student will get acquainted with the current discussions about the phenomenon and the challenges it faces.





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SOCIAL ACTION INITIATIVES AT IE

IE Store

Lead by Paz de Teresa

The IE Store offers a wide range of stationery products and corporate gifts, and several years ago started several social action initiatives that have become a tradition within IE. Among them: IE Store collaborates with the Altius Mano Amiga Foundation through its solidarity bottles ("Message in a bottle"). All children's clothing at the IE Store is made of organic cotton and has the certificate of coming from companies treating farmers fairly.

Help the Net Impact Club students to raise funds for the Social Responsibility Forum by providing t-shirts and other items. Collaborates since 2012 with WWF and Editorial IE to enable the reforestation of the Doñana National Park.

IE Library

Lead by Amada Marcos

The IE Library's mission is to meet the educational and research needs of the academic and student community through the collaboration in the processes of knowledge creation. Following the development of the mission, the IE Foundation Library sits on values such as technology, which allows for continuous innovation and global access, or personal service, either in person or via remote access. To improve the perception that society has of our services, the IE Foundation Library shows its commitment to society through participation in charitable activities such as:

The IE Library belongs to the IE Club Charity, with which it collaborates regularly.

It is managing the delivery of books to Vietnam, through some students at the university. Donation of books to the ONG REMAR for projects such as: Construction of the City of children in Kossodo, Burkina Faso; "SANISI" saving children with AIDS in the Dominican Republic; ARTEMANOS: Workshop for Women in Madrid, etc.

Collaboration with the company Aida Books & More through donation of books for the support of projects for the development that Aida Books & More taking place in Africa, Asia, the Middle East and Latin America.

IE Publishing

Lead by Cynthia Fernandez Lázaro

This project began a few years ago when IE's Publishing department launched Print On Demand (POD) initiative aimed at all IE master programs that had an associated campaign of corporate social responsibility. The goal was to introduce the paperless philosophy into the school along with related energy and paper saving, in line with IE's commitment with society and the environment. All the proceeds originated from the POD are donated to the reforestation of 6 hectares of National Park with native forest tree species.

In 2013, the "100 Empresas por los Bosques" campaign initiated, which is an environmental initiative run by the NGO WWF that consists of the reforestation of an area within Doñana National Park. Most recently in February 24, 2018, 40 IE students volunteered to participate in various activities such as maintenance on the work done in previous years and new tree planting events. Between 2017 and 2018, the IE University has collaborated with WWF in planting 7 hectares of trees.

#IECares

Lead by Campus Life

#IECares is an initiative launched by Campus Life at the end of 2014. It aims to organize different activities focused on increasing social awareness and helping the most disadvantaged groups of our society, and is run together with IE Charity Club and other students of IE. Students who collaborated with #IECares campaign collected funds in order to support Movember initiative, helped the Food Bank of Madrid by collecting non-perishable food at the School, and prepared 50 care packages that were distributed among the homeless around the city of Madrid.

During the month of November, IE Charity Club has supported the Movember campaign and helped the IE Iran Club Madrid Chapter organized a Hearty Winter Potage for Relief event during which funds were collected for The Child Foundation to help survivors of the Iran-Iraq earthquake.

STUDENT-LED EXTRACURRICULAR INITIATIVES

Student Clubs - IE University

IE University currently has 70 clubs in both campuses, most of which are constantly organizing activities and meetings periodically. Some of the activities developed by a representative list of these clubs during 2017 and 2018 include the following:

IEU Rotarac Club

Rotaract focuses on the development of young adults as leaders in their communities and workplaces. This is an opportunity to get involved in international service projects and help to contribute to peace & international understanding. Among different activities of diverse topics this club organize a weekly activity that consist in prepare and deliver “dinner bags” for the homeless in the nearby areas of our campus.

IEU Student Government

During the year the Student Government organized different activities related to this topic, I would remark the following:

- **#Its okay To Talk:** Andy's Man Club, October 20th, kindly offered to fly all the way over to Segovia to give IE students a fascinating talk on mental health. These are REAL PEOPLE, REAL EXPERIENCES, and are talking about REAL ISSUES of the world today. They have all personally been affected by a variety of mental health issues, such as depression, anxiety and suicide.
- **Community Outreach,** May 5th, IEU Students helped to re-paint one of the primary schools of Segovia.
- **Connecting Cultures,** February 20th, Art exhibition that includes works from 21 artists from 21 different countries who have crafted a piece of art centered around the theme "Connecting Cultures". The opening ceremony will consist of speeches, followed by the opening of the exhibition and a subsequent cocktail. The original works of art are available for sale as well as their reproductions. All proceeds of the exhibition from the sale of original art work, reproductions, or donations will be donated to refugees via the Spanish NGO CEAR.

IEU Philanthropic Club

The aim of the club is to bring all of the charitable plans at the university under one umbrella and help to make these events happen. They organized different fundraise events to obtain funds to help different countries that suffer natural disasters. The Club, along with the IE Net Impact Club of IE Business School, organized a series of conferences where NGOs presented some very interesting projects, like the social conference featured childhood smile, an NGO that offers direct help where 100% of their funds and volunteer work are dedicated to help children and adults with HIV and AIDs or Ufeed – an NGO that promotes an innovative app for smartphones that offers a very practical and easy way of making small everyday contributions to help children in need of nutrition security. Latest initiative launched was a food collecting campaign in the Madrid Campus, to help families in need coming to the “Banco de Alimentos de Madrid”.

IEU Rugby Club

The mission of our club is to organize annually a friendly game in different prisons of Madrid, to give the opportunity to the inmates to put in practice their training and dedication against “real” teams.



Student-Led Extracurricular Initiatives – IE University

Student Government

The student government is not only responsible for voicing and representing the rest of the student body's concerns and thoughts, but it also sets forth initiatives and activities of their own. The Student Government is establishing an important role in campus life since the 2014-2015 academic term, since that year was the first time representatives were democratically elected.

Some of the traditions that it has been establishing since 2014 are the Spring Ball Competition and the school newspaper "El Independiente". For the following years the Student government aims to continue celebrating tradition while building new ideas and projects that have long-lasting effects on our community.

Keep it Green Campaign

Lead by the Student Government and the IEU Greenway Society

The initiative aims at launching a contest in which all students are allowed to provide their valuable thoughts and solutions on how to best contribute to our environment while also understanding the green life-style. Every year, the campaign receives detailed and creative proposals from students of both IE campuses which tackled an array of environmental issues, most of them related to lack of awareness, waste of materials including food and plastic, and high use of fossil fuel-powered transportation.

Some of the most innovative proposals include the development of a system of private IE bicycles that would be available to rent by students, the use of re-fillable markers in the classrooms, that would be both more environmentally and economically conscious or the idea of holding a Green Week, where initiatives like gifting new student's eco-friendly welcome packs and supplying take-away boxes in the cafeteria could take place.



Student Clubs - IE Business School

IE Net Impact Club

IE Net Impact Club aims to increase awareness, inspire and equip the IE community to be socially responsible in business. The Club's key objectives are the following:

- Ensure the reach of IE Net Impact expands across all courses, student groups, alumni and the Madrid community,
- Establish and retain projects and knowledge that will continue and be accessible in the future,
- Create a sustainable network for IE Net Impact members to engage with each other both during and after their time at IE,
- Support IE to drive the SR Forum to the next level.

IE Energy Club

IE Energy Club endeavors to bring IE students that are passionate about the energy industry together. By organizing different types of events, the IE Energy Club aims to initiate and facilitate discussions about energy-related topics in order to make all students learn as much as possible about the energy industry. Among other activities, the club organizes an annual IE Energy Day in autumn, and collaborates with IE Net Impact Club to in organizing discussion sessions related to renewable energy.

IEOut & Allies Club

IEOut, the "Gay & Lesbian IE Network", wants to be a reference for Lesbians, Gays, Bisexuals, Transgender (LGBT) and their friends at IE. IE Out & Allies is IE University's LGBTQ + Allies Club that aims to: Promote professional and personal development among members and spread respectful attitudes towards the Gay community and to foster the best practices to integrate them in the academia and in the workplace. Advance the understanding of issues faced by the LGBTQ+ community through outreach efforts and partnerships. Establish a network of students, alumni, faculty, staff, allies and members of the LGBTQ+ community in Madrid and beyond. Each year the IEOut Club organizes LGBT@WORK conference, pursuing its mission to be a reference in awareness of best inclusion practices for LGBT Diversity at workplace and in academic institutions.

IE Charity Club

The goal of IE Charity Club is to bring all of the charitable plans at IE under one umbrella and help to make these events happen. Whether students have an idea for an event or just want to help those that do, IE Charity Club is keen to bring all these initiatives together. The club was re-launched in 2015 and organized various charity campaigns, collaborating with #IECares initiative, including Movember campaign aimed to increase early cancer detection, diagnosis and effective treatments, and ultimately reduce the number of preventable deaths.

IE Charity Club

Year 2018: In March, IE Charity Club organized a bake sale to raise funds for an Ecuadorian foundation that helps children with Down Syndrome. In April IE Charity Club organized a Spring Clothing Drive to collect clothes from IE Community members and donate them to the people in need. On April 24, IE Campus Life and IE Charity Club, in collaboration with the International Red Cross, organized a Blood Drive for the whole IE Community. In September IE Mexico and IE Brazil Club Madrid Chapters auctioned IE Mexico and IE Brazil Clubs auctioned a Real Madrid T-Shirt signed by all the team. 4.025€ collected during the auction were donated to help with the reconstruction of homes of people in need after the earthquake that had taken place in Mexico. Additional funds were collected and donated to the same cause through a campaign organized by IE Charity Club. During two weeks of the month of November IE Campus Life and IE Charity Club held an Operación Kilo Food Drive in order to collect non-perishable food for people in need. 300 kg of food were collected during the campaign for the Food Bank of Madrid. In December IE Charity Club organized a Winter Clothing Drive to collect clothes from graduating students and donate them to the people in need. Apart from the activities organized by IE Charity Club, the club actively supported and promoted external fundraising challenges and campaigns such as “Cycling4Gaza” or “Think, Hike and Bike”.

Year 2018: In January, IE Campus Life, together with the IE Charity Club, organized a Blood Drive, during which 65 members of the IE Community – students, faculty and staff - gave blood through International Red Cross organization, which translated into saving almost 200 lives. On February 23-24 a group of 29 undergraduate and master students together with IE Publishing and IE Campus Life teams traveled to Doñana to donate 10.000€ collected through IE Print on Demand service to WWF 100 Empresas Por Los Bosques project aimed to reforest Doñana National Park. As part of the activities of the trip our students planted 200 trees in the valley. Since 2013 IE has contributed to reforesting close to 25 hectares of Doñana National Park and is the biggest donor of the WWF's 100 Empresas Por Los Bosques project. On April 21st over 600 members of IE Community - runners and non-runners, staff, faculty, students, alumni and their families and friends - gathered at the Hipódromo de Zarzuela to participate in the inaugural #IECares Race. Thanks to all the donors and the IE Foundation who matched every euro collected, the IE Community was able to donate 12.105€ to the Wuha Sira Initiative created by IE's professor Gayle Allard that aims to promote the education of young women in Ethiopia. On May 12th a group of IE students, with the support of IE Charity Club, organized a “Students 4Change” fundraising party in order to raise funds for MVC, an NGO that builds houses for people in need in Peru



IE Campus Life - Doñana reforestation project

Doñana National Park is located in Andalusia and comprises a mosaic of ecosystems that host a biodiversity system that is unique in Europe. The marshes play a crucial role as a place where thousands of European and African birds breed and spend the winter. Some species of birds and animals are unique to Doñana and under serious threat of extinction, such as the imperial Iberian eagle and the Iberian lynx.

On March, 2017, a group of 35 students and members of IE's staff took part in the “100 Companies for Forestland” project, an environmental initiative run by WWF with a special focus on the reforestation of Spain's Doñana National Park. Through these students IE was able to contribute €10,000 toward the reforestation of 3,5 hectares in La Rocina area, following on from the recovery of 15 hectares funded by IE student contributions over the last 4 years. The students planted 243 cork oaks, one of the native species in Doñana.

The project, organized by IE Editorial jointly with Campus Life, is a direct result of the implementation of an IE Editorial initiative for all IE programs called Print On Demand Service (POD) as part of corporate social responsibility campaign. The objective is to establish a paperless philosophy at IE to save energy and paper, in line with IE's commitment to society and the environment. POD policy was implemented, whereby those students who wish to receive materials in print format have to pay for it. It's a symbolic amount and the money collected throughout the year is dedicated to WWF's “100 Companies for Forestland” project.

This initiative has enabled students to forge closer links with their colleagues, and to work in accordance with the core values we promote at IE, like teamwork, solidarity, and commitment to the environment. They have taken part in a unique initiative which will have a definite multiplier effect both on our campus and in society.

Student-Led Extracurricular Events – IE Business School

IE Social Responsibility Forum

Lead by IE Net Impact Club

For more than a decade, the annual IE Business School Social Responsibility Forum, organized entirely by students and driven by IE's Net Impact Chapter, brings together business executives, community leaders, social entrepreneurs, and students to discuss how a shift in business and social mindsets has created new growth opportunities in the global economy. Speaker and panel themes focus heavily on social change, such as: marketing social, women in change, bottom of the pyramid and technology, social innovation, assisting developing markets, renewable energy, waste management, fair trade, and corporate social responsibility, among many others.



IE's Net Impact Chapter Speaker Series

Lead by IE Net Impact Club

The speaker series is led by MBA students covering topics related to Corporate Responsibility, Social Entrepreneurship and Sustainability. Past speakers include Arthur Dahl, Former Deputy Assistant Executive Director of the UNEP, Augusto Lopez Claros, Founder of EFD-Global Consulting Network, Manuel Escudero, Head of the UN Global Compact Network, Maria Luque Calvo, Executive Manager of Financieros sin Fronteras, Anna-Marie Harling, senior researcher for European Venture Philanthropy Association and Investment Manager for the Beyond Capital Fund, and Francisco Polo, founder of Actuable.es and Director of Change.org, among others. Around 6 conferences take place each year and a few are co-sponsored with other IE clubs.



Global Village

Lead by IE Net Impact Club

Young professionals from all continents organize IE's Global Village, a multicultural event where participants showcase the best of their countries' cuisine, culture, arts and craft, traditions and tourism. The money raised by the event supports the IE Social Responsibility Forum. Over more than a decade, the Global Village has had stands from countries that included Spain, Azerbaijan, Brazil, Chile, China, Colombia, El Salvador, Egypt, Germany, India, Italy, Japan, Lebanon, Mexico, Peru, Saudi Arabia, Switzerland, UK, US and Venezuela, among others. The embassies and tourism offices of some of these countries also participate and lend their support to the initiative. Activities include Japanese, Indian dancing, Chinese traditional music, Brazilian dancing and jazz, among others, while stands offer typical products and food from each country.

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- Marco Giarratana with A. Fosfuri and E. Roca "Social Business Hybrids: Demand Externalities, Competitive Advantage and Growth Through Diversification" Organization Science.



NEW LEARNING FRAMEWORKS & INTERNSHIPS

Social Innovation Initiative

Driving Social Change Through Meaningful Learning Experiences

Here at IE, we embrace our mission to shape leaders with global vision, an entrepreneurial mindset and a humanistic approach to drive innovation and change in organizations. Specifically, IE's Social Innovation Initiative aims to support IE in achieving its mission by instilling in our community the purposeful search for positive impact, providing the necessary education, experience and support that will shape them to make the world a better place. We focus on three main drivers for Social Innovation, consistent with the identity and values of IE: Entrepreneurship (with a focus in Social Entrepreneurship but not exclusively), Technology applied to Social Innovation and Conscious Leadership.

We work towards our mission by promoting Social Innovation academic content across IE's Schools and Programs, encouraging research in Social Innovation and reaching out to organizations and partners interested in collaborating with IE's Social Innovation Initiative in achieving its mission.

LEARNING EXPERIENCES

A practical and hands-on approach is needed to solidify the education one seeks to acquire. IE offers that and more, nurturing entrepreneurs, future leaders and academia by providing content, courses, opportunities and a rich social experience, that can help them further your cause to create and promote a positive impact locally or internationally. Students participating in social impact projects can benefit academically, professionally, and personally. Supporting others allows our students to have a better learning experience.

Master in International Relations (MIR) Social Entrepreneurship Challenge

It allows students to understand the working and intricacies of social entrepreneurship turning their ideas into realities with consultation support from Third Half Soccer, Moringa Project and Alma Nativa.

Social Impact Project at Master in Customer Experience and Innovation (MCXI)

Students work on a social enterprise project, applying a creative approach known as Human centered innovation, coming up with solutions to suit people's needs first (collaboration with a social enterprise).

International MBA (IMBA) Social Impact Project

Students work with international field partners on strategic high-impact projects emerging from this more culturally sensitive, socially responsible, and self-aware of how to build a rewarding career.

MIF/MIAF: Financieros sin Fronteras (FSF)

As a Learning experience students promote and Support financial inclusion with certain activities mainly in Africa where access to financial support is limited. Students help to eradicate poverty through entrepreneurship.

RESEARCH AND DEVELOPMENT

IE is a global leader in social innovation research. We highlight and help further research in social innovation by facilitating collaborative partnerships among scholars. IE's research faculty have participated in successful publishing of several research projects on social impact, examples of which are the following:

- The Paris Agreement, the Kyoto Protocol, and the Future of the Carbon Market 2016 by Javier de Cendra de Larragán.
- Identifying capabilities in innovation projects: Evidences from eHealth 2016 by Arenas, A E ; Hidalgo, A ; Urueña, A ; Arenas Sarmiento, Alvaro.
- Entrepreneurs in Community-Based Enterprises: Examining Gender Dynamics Within Entrepreneurial Teams by Julio Orlando de Castro Campbell; L. Delgado-Marquez; R. Justo.



OUTREACH AND ALUMNI

We are constantly on the lookout for corporate partners who want to get involved in social innovation initiatives. We are also open to collaborative efforts with exceptional alumni who might need additional resources in making their ideas or projects both a reality and a success.

Fundación Mapfre Social Innovation Awards

MAPFRE Foundation & IE have partnered up with today's innovators that have the potential to make a social impact worldwide. The objective is to improve and innovate in the areas of E-health, Insurance Innovation and Mobility and Road Safety. Competitors will have a chance to win a cash price of €30,000 in each category. The program will offer the necessary support to the key semifinalist and finalists.

Project with JP Morgan Foundation

The program is designed to help 50 local small businesses create their stores online via e-commerce. Participating students will work jointly with a local business to introduce a digital transformation. The impact will increase sales turnover which will impact their local community. A series of technical training sessions and workshops will be held to provide the necessary tools and support to create a viable online sales strategy.

IE Network for Alumni in Social Innovation

Our database serves as a platform to connect with alumni involved in social innovation around the world. Our network of diverse social innovation industries includes FinTech, Human Rights, Education, Renewables and Health and Consultancies for NGOs, amongst other. Our database includes 25% of Cofounders or CEOs.



IE Foundation

The Foundation empowers many social activities within IE, under its 3 pillars, Talent Empowerment, Applied Research and Impact Initiatives such as:

TALENT EMPOWERMENT

Every year IE Foundation awards scholarships to the candidate of its Talent Without Borders programme, student that demonstrate social consciousness and excellence, represent diversity at IE, and who wouldn't be able to study at IE without the support from all the community of donors of IE Foundation.

APPLIED RESEARCH UNDER THE UMBRELLA OF IE FOUNDATION:

- Social Innovation Initiative led by Prof. Conchita Galdón
- Diversity Center: Specially its focus on Gender Gap led by prof Celia de Anca
- Observatory of Demography and Generational Diversity led by Prof. Rafael Puyol

IMPACT INITIATIVES:

Community Focused:

Empowering student social consciousness via the sponsorship of social, diversity and community building event proposed through Campus Life such as: Social Responsibility Forum, Women in Business Dinners, Net Impact, LGBTork, Africa Day, China Club, IE Care, Global Village, ...

Social Impact & Entrepreneurship Driven:

IE Foundations is the main sponsor of the Financieros sin Fronteras programme for Master in Finance.

IE Foundation sponsors the Ethiopia Initiative of Prof Gayle Allard

IE Foundation sponsors Puentes Globales, for social entrepreneurship.

IE Foundation is the main contributor to South Summit and organizes with them special focus on creativity, the arts etc....

Other sponsorships with social commitment: IE Foundation sponsors different institutions linked to social endeavor: for example Curarte

Culture and Humanities as social consciousness: IE Foundation Prize in the Humanities and sponsorship of Hay Festival Segovia pursue that objective.

GIVING BACK: Initiatives towards IE Foundation Fellows and Scholars and the rest of the community organized with Financial Aid driven to empower social commitment and sense of belonging to IE and to the future contributions to empower the community once graduated.

INSTITUTIONAL AREAS AND ACTIVITIES

IE through its institutional areas, engages in numerous projects and activities that support the enhancement of the entrepreneurial skills, innovative attitudes and social commitment of its students, professors and staff.

Financieros sin Fronteras

Lead by Mr. Guillermo de la Dehesa (Chairman), Mr. Ignacio de la Torre (Vice Chairman), Mr. Enrique Goñi (Economic Vice Chairman), Mr. Marco Trombetta (Treasurer), Ms. Maria Luque Calvo (Executive Secretary), Mr. Rafael Puyol, Mr. Jorge Graña, Mr. Eloy García, Mr. Iñigo Colomo, Mr. Francisco Martín López-Quesada and Mr. Armando Muriel. Executive Director: Ms. María Luque Calvo.

Financieros sin Fronteras (FsF) is an NGO born within IE Business School to maximize the entrepreneurial spirit and social commitment of IE students, professors and staff, and respond to the need of promoting financial inclusion in Africa as a tool for development so that those low income entrepreneurs with the potential to generate micro-productive activities can have access to the tools that may enable them to generate a productive change by themselves.

FsF's objectives are, to:

- Encourage those lines of development that promote the eradication of poverty by fostering entrepreneurship.
- Contribute to the strengthening of the microfinance sector as a tool for economic and social development.
- Serve as a platform for new ideas to help identify, develop and expand projects related to micro-productive activities.

FSF has mobilized the creative potential of IE students and professional experience of IE professors and staff to develop several initiatives including:

Technical Assistance to Microfinance Institutions (MFIs)

This is a cross-functional project that pairs teams of students and professors from different Master in Finance and Management Programs to provide ad-honorem technical assistance services to Ghanaian Microfinance Institutions that are interested in becoming regulated under the financial system of their country, consolidate their position in the African Market, and be able to attract international funding to continue growing and helping the poorest people of their country.

The goal of the program is two-fold: to provide students with hands-on and innovative learning opportunities that give them the chance to apply what they learned at IE Business School, and deliver recommendations that are expected to improve the MFIs operational efficiency, financial performance and social contribution.

Capacity Building

Twice a year IE professors travel to Ghana to train staff of MFIs and sectorial organizations, within the framework of an initiative started by FsF, the management team of RAFIP (Rural and Agricultural Finance Program) of the Ministry of Finance and Economic Planning of Ghana (MoFEP), GHAMFIN (Ghana Microfinance Institutions Network) and ASSFIN (Association of Financial NGOs).

The general objectives of the initiative are to enhance skills, competencies and knowledge of individuals working for MFIs and sectorial organizations and provide participants of management tools in the defined areas, so that they can elevate these institutions to a higher level of technical development that enables them to be considered attractive by new sources of international financing.



Microfinance Day

This is an alternative investment room where students from the Masters in Finance programs who have participated in FsF's technical assistance projects present to investors, those institutions that have reached a higher level of development and are positioned as "attractive" for international investors. The audience of the event are local entrepreneurs, venture capitalists, family offices, banks and other institutions or individuals who want to support microfinance through impact investing.

Social Impact Lab (SIL)

This is a competitive project aimed at involving IE University students in the process of social change in a developing country. It offers students practical work on campus in Madrid or Segovia during an academic year, so that they gain their first professional experience in the development of microcredit projects, and later on they are offered a highly specialized internship that involves on-site work in Ghana, where they put into practice the knowledge and skills acquired during the year and implement the project.

During 2017:

- On March, 24 Social Lab students worked on 8 different consulting projects in Johannesburg, South Africa.
- On June, 13 Social Lab students worked on 8 different consulting projects in Johannesburg, South Africa.

During 2018:

- On March, 20 Social Lab students worked on 8 different consulting projects in Johannesburg, South Africa
- On March, 15 Social Lab students worked on 8 different consulting projects in Madrid, Spain.



Research

Financieros sin Fronteras along with IE University has been involved in a research project funded by the London School of Economics and the International Growth Center. The research project, "Microfinance Institutions and Micro and Small Enterprises in Ghana: the potential of the missing middle" aims to explore the determinants of the impact of the microfinance institutions in Ghana as an engine of growth of micro enterprises into small enterprises.

Seminars and workshops

In order to raise awareness among IE Students about the importance of financial inclusion as a tool for social and economic development, this seminars and workshops are organized IE Business School and IE University. They introduce students to microfinance principles and practices and examine key contemporary issues and debates. Topics include microfinance models and methodologies, targeting and outreach, impacts on poverty and the 'empowerment' of women, and the microenterprise sector in developing countries and during the sessions it is also examined the controversial possibility of a trade-off between ensuring that microfinance programs are financially sustainable while maintain a focus on the poorest clients.



TALENT AND CAREER DEVELOPMENT

Career Management Center

IE Talent & Careers makes a two-fold commitment: with students and with companies. On one hand we seek to help students take full advantage of their professional opportunities. On the other, we provide companies and institutions with access to the profiles that best suit their recruitment requirements.

Relations with companies

The IE Talent & Careers provides students with access to recruiting companies through corporate presentations, the Talent Forums, on-line recruiting activities and networking events with NGO's and International Institutions such as leading development banks in different region, United Nations and its specialized agencies and organizations, NGOs, social enterprises, and among others. IE Talent & Careers also actively collaborate with IE Net Impact Club for their career related events, to accommodate more professionals on campus to share their experiences and introduce their projects to our students. The most recent events that we collaborated were Responsible Business Showcase, Career Bootcamp and Tech4Change Panel Discussion. In addition, Companies such as J&J, Atento, NH Hotels , Iberdrola etc. have targeted IE students for CSR positions. Finally, important Renewable Energy players such as VESTAS, Sun Edison, Gamesa, Iberdrola Renovables, EDP Renewables, etc. have *accessed IE's talent pool for recruitment purposes by means of on campus recruiting events, panel discussions, etc.*

- **IE Talent Forum and Company Presentation:** As the careers in IOs and NGOs have become a very attractive career path for IE students, the Talent & Careers successfully attracted more attention of the organization in this industry.
- **IE Talent Forum – International Development and Social Impact:** In December 2017, for the first time, we organized the IE Talent Forum with exclusive focus on International Development and Social Impact, more than 12 International Organizations, NGOs and Social Enterprises were on campus for recruiting IE both junior and senior candidates. The participating organizations are: Asian Development Bank, International Committee of the Red Cross, Fundación Haces Falta, Devex, Impact Hub, Organization for Cooperation and Economic Development, Organization of Security and Cooperation for Europe, Save the Children Spain, World Bank Group, United Nations High Commissioner for Refugees, United Nations World Tourism Organization. In 2018, this Talent Forum has been planned for November.
- **Special Recruitment Programs for Women Candidates:** Talent & Careers has collaborated with, Accenture, AT Kertney, Boston Consulting, Credit Swiss, European Central Bank, UBS , McKinsey & Co. Procter & Gamble, the most prestigious recruiters in the Consulting, Investment Banking, industry on their special recruitment missions for women candidates.

We develop our recruitment relations also through relevant professional associations:

- **International Organization Career Development Roundtable:** The International Organizations Career Development Roundtable (CDR) is a major Human Resources event in the multilateral sector that takes place annually. It brings together International Organizations across the multi-lateral sector, in particular from the United Nations System, the European Union and the International Financial Institutions, but also from the national public sector as well as private institutions.
- **Association of Professional Association of International Affairs**
IE School of International Relations is a full member of the Association of Professional Schools of International Affairs (APSIA). It is the first Spanish school and seventh in Europe to join this group of elite institutions that encompasses North American, Asian and European schools. IE students benefit from various university and academic partnerships, as well as exchange programs with other universities.



Education and advisory service for present and former IE students

The CMC educates IE students to develop the skills required for success on the job market. It organizes seminars and round tables with CMC personnel, expert external consultants in selection matters, former students who are experts in various functional areas and sectors, recruiting companies and headhunters.

▪ IMBA Career Fitness Program – International Organization, Government, and Social Impact

The CMC has designed the Career Fitness program to train MBA students on the key skills to manage their professional career, through very practical workshops. For this program, the IE Talent & Careers has included a Careers in International Organization, Government and Social Impact workshop, taught by professionals in the field, HR consultants, career coaches, and recruiters to share their experience of daily work, challenges, required skills and recruitment process. We have organized workshop for three consecutive years, we had the honor to have professionals from International Organizations (World Food Program, UNICEF Spain, Inter-American Development Bank and World Bank Group), Social Impact Investment (UnLtd Spain, Gawa Capital and Creas) and Corporates (Coca Cola Spain, Dalberg Advisors and Quiero Salvar el Mundo Haciendo Marketing) to share their professional stories with the students.

▪ IE Women's Day – Corporate Diversity Panel Discussion

IE Talent & Careers forms part of the IE Women Task Force to empower women in the corporate world. On March 8th 2018, we come up with a full agenda of work sessions and presentations and we want to share the day with the outstanding women part of our community, those who have exhibited leadership potential in their community, organization, and/or profession. We had the honor to have 7 women HR or Diversity directors respective from Amadeus IT Group, CEPSA, Metlife, Mastercard, McKinsey & Co., Oracle Spain and Pérez-Llorca to showcase their own women initiatives.

▪ Oracle4Girls Workshop – July 2018

We are currently collaborating with Oracle Spain to organize this special workshop for girls of 7 – 16 years old to promote STEM studies, and spark their interests in careers in tech.



Resources for improving the search for employment

The Talent & Careers uses databases on companies, employment search guides, books on careers guidance and has also partner with several international online recruitment providers. In 2012, became one of the member universities of Devex, a membership organization that delivers business information and recruitment services to the international development community. CMC provides free membership to the Devex online jobs database for students from the Master in International Relations and students from other programs who are interested in this sector. The expert from the Devex Barcelona office also serves as guest speaker for the career sessions several times a year.

Few sample Internship and full-time opportunities circulated among IE Communities and Consulting Programs

Every year, students have the opportunity to do an internship in a variety of NGOs with a social or environmental mission. Among the opportunities the CMC promoted among IE students, the following should be highlighted:

Acumen Fellowship Program

The mission of Acumen Global Fellows Program is to build the next generation social sector leaders by fusing operational and financial skills with moral imagination to create solutions to global poverty and fill the talent gap. Each year, Acumen recruits highly talented and passionate young professionals to reflect on their role as leaders, build their leadership capacity, and provide management support to our investees. In 2015, IE collaborated with Acumen for its fellowship program for the first time.

LGT Fellowship Program

The ICats Fellowship Program was founded by LGT Venture Philanthropy in 2007 to provide additional professional know-how to its portfolio organizations, alongside financial and social capital as well as to trusted partner organizations. It matches experienced professionals with temporary positions at social organizations.

Gawa Capital Senior Investment Analyst

GAWA Capital is a social impact investment company in Spain, who promotes social and economic development by leveraging private capital markets. They advise investment funds to support the growth of social enterprises in under-served markets while seeking financial returns for investors and a positive impact for society. IE Talent & Career is currently working on a process of their Senior Investment Analyst Vacancies.

International Financial Corporation Young Professional Program

IFC's Young Professionals Program is a unique opportunity for MBA and Master graduates to launch career as a global investment professional helping to build the private sector in developing countries. The candidate will join as an Associate in the Investment, Advisory or Treasury streams and will be based in Washington DC for at least one year. You will build your expertise through engagements in different countries, close to IFC's clients. IFC target IE as a major recruitment partner for their YP Program. The recruitment team of IFC travel each year to IE campus for presentation and interview shortlisted candidates. Each year, around 10 IE candidates will be shortlisted for first round interview, and 2 – 3 IE candidate are invited to the final assessment day in IFC's HQ in Washington DC.

International Committee of the Red Cross Finance and Administration Officer

IE Talent & Careers consolidated the recruitment collaboration with ICRC since 2015. The Finance & Administration Manager is responsible for the integrity of financial and analytical accounting and for reporting from the field. They oversee all financial resources and administrative activities in the delegation, such as management of premises and staff travel. In the last three years, we have placed 5 IE alumnus from our MBA and Executive MBA programs for this position in ICRC. All of the candidates were transitioning their careers from the private to the development sector.

UNICEF Innovation Internship Program

The UNICEF Office of Innovation is a creative, interactive, and agile team in UNICEF. We sit at a unique intersection, where an organization that works on huge global issues meets the startup thinking, the technology, and the partners that turn this energy into scalable solutions. UNICEF's Office of Innovation creates opportunities for the world's children by focusing on where new markets can meet their vital needs. The UNICEF Innovation Internship Programme offers eligible/qualified students the opportunity to acquire direct practical experience with dedicated support of the team. These internships are for the purpose of developing skills and contributing to an exciting project being piloted and scaled by UNICEF Innovations, which mainly in the field of Innovation Mainstreaming Project, Innovation Fund, Data Science and Machine Learning, Software Development.

UN Office of Field Support Innovation Center

The United Nations Department of Field Support is responsible for the delivery of services that satisfy the requirements of the Departments of Peacekeeping Operations and Field Support (DPKO/DFS) missions as well as Special Political Missions (SPMs). One of our MBA alumnus were selected for a 6 months consulting project with UNFS.

World Food Program Innovation Accelerator

Based in Munich, the Innovation Accelerator combines internal WFP staff with experts and entrepreneurs from across the private sector and civil society, and helps identify, develop and roll out bold new ideas for a world with zero hunger. Among the several vacancies of WFP Innovation Accelerator that we circulated, an IE alumna were successfully selected as the Digital Marketing Consultant.

Social Impact Lab Financieros sin Fronteras, Ghana

This lab is a project intended to take advantage of the synergies between IE University Labs and the technical assistance projects of Financieros sin Fronteras in Ghana, in order to put the knowledge of students and professional experience of professors of IE University at the service of the country, designing and implementing development assistance projects, working with microfinance institutions – partners of FsF in Ghana, and trying to improve the living conditions of the most disadvantaged populations in that country.

On past editions students have developed a microcredit project in collaboration with the Ghanaian Microfinance Institution Calvary Enterprise Development Foundation, to help the people of a community called Larbie, characterized by high rates of poverty, phases of food and nutrition insecurity, health and hygiene problems, poor access to water, and high environmental vulnerability. The project involved the development of fundraising activities to implement the project in Ghana. Thanks to the efforts made by the students, 37 individuals were able to create their enterprises. The number of microentrepreneurs helped grew to 87. Students also developed some financial literacy and business management courses through games for the kids of the community.



"It is really enriching to know that we are, indeed, changing the life of the people in the Larbie Community". Shayane Snoussi, BBA English, SIL Ghana 2015.

Legal Clinic Lab

The Legal Clinic of IE University was released in February 2014, with the aim of allowing undergraduate students (LL.B.) to have hands-on experience, through the pro bono practice. The Clinic provides free legal assistance to NGOs, foundations and people in need, making an invaluable contribution to society. In this way, IE Law School incorporates a well-established tradition in the United States and other English speaking countries, still incipient in Spain. At present, the Legal Clinic advises, among others, Legal Response Initiative, Social Impact Lab Ghana, Fernando Pombo Foundation, Fundación Lealtad, Startup Lab, Landscape, and Eversheds.

Legal Clinics teach law through practice, foster a sense of social responsibility in the legal profession and highlight the value of the service it provides to the community.

IE Law School launched the Legal Clinic in 2014 with the aim of bringing the School's students closer to the professional practice of lawyering by working pro bono. Legal clinics, which have become very popular in the United States, are an innovative way to teach Law through practice.

Through the IE Legal Clinic, undergraduate and postgraduate students provide legal service and advice to NGOs, foundations, social entrepreneurs and startups with the advice and guidance of professors and lawyers.

The IE Legal Clinic specializes as a transactional legal clinic, with a particular focus on social entrepreneurship. As a transactional legal clinic, our students act as engineers where they come with solutions for the clients by using legal devices.

The social entrepreneurial model of the legal clinic allows students to be drivers of social change, pursue new opportunities and engage in continuous innovation, adaptation, learning and creativity. Through IE's Legal Clinic students are able to accomplish social impact while building a new set of skills, preparing them for the future of legal practice, while developing a sense of social responsibility with the community.

A large number of global law firms collaborate with the Legal Clinic, teaching and supporting students in this practical activity. Only in this academic year, 60 students have enrolled working in more than 11 different cases.

PARTNERSHIPS

PARTNERS AND COLLABORATORS

Emzingo

Emzingo, an initiative led by 4 IE Business School graduates, Pablo Esteves, Andrew Bonfiglio, Ramon Marmolejos, and Daniel Pulaski, takes undergrad and graduate school students out of the classroom and into the personally and professionally challenging environment of Peru, South Africa, and Brazil. Emzingo Fellows offer their expertise, time, and personal funds (IE Business School also makes an important contribution) and, in return, have the opportunity to make a significant difference in communities while developing leadership skills and becoming more self-aware and reflective managers capable of managing complexity and problem solving from many angles.

Emzingo programs take place throughout the academic year for different degree programs within IE Business School and IE University, providing hands on immersion experience in Peru, South Africa, and Brazil.

Social Impact Lab (SIL)

During the 6-week Social Impact Lab, participants work in project teams directly with field partners to complete strategic, high-impact, consulting projects sourced from a variety of respected NGOs and Social Enterprises who understand the true value of working side-by-side with remarkable talent and leveraging implementable recommendations to the fullest.

After conducting a needs assessment, Emzingo determines the key workstreams and deliverables that fellows look to produce which will assist organizations to overcome key challenges or limitations. Past project examples have included 3-year strategic business plans, marketing strategies, impact assessment design and implementation, and financial analysis.

In 2017, 37 students from the IMBA, travelled to South Africa and the number of students is projected to grow to 39 in 2018. For 2018, Emzingo is offering the Social Impact Lab in Madrid, Spain as well as Johannesburg with a projected further 27 students (15 current and 12 projected for 2018). Students collaborated with institutions such as African Parks, Bean There, Kliptown Youth Program, Edge Growth, E-Squared, Codespa, Creas, Koiki, and Unconventional Media among others.

Social Innovation Trek (SIT)

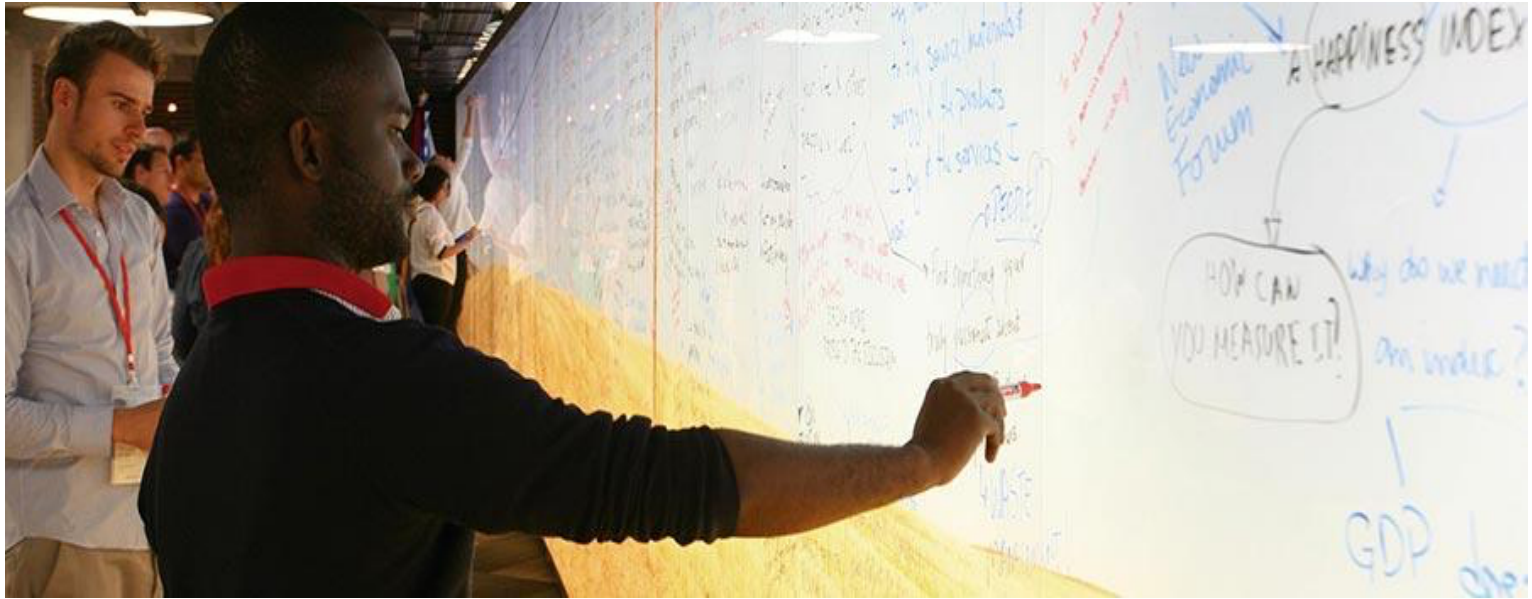
this initiative helps students to learn from innovative social enterprises in South Africa, Brazil, or Peru; partake in in-country academic workshops led by industry experts on sustainability, informal economies and social inclusion; and visit some of our nonprofit, corporate, and social enterprise partners.

- Social impact experiences: Students support homeless entrepreneurs in South Africa, share life experiences with vulnerable teenagers in Peru, or provide decent meals to orphans in Brazil. They are exposed to lectures on HIV/Aids and discuss key issues concerning economic and social sustainability with experts, professors, and NGO leaders. Through these experiences, students gain insights into the cultural context and specific economic and social challenges of each country.
- Cultural Immersion: Students not only visit historical sites, but also get to bike through Soweto and taste home-cooked local cuisine in the townships. These hands-on experiences allow for students to build meaningful relationships, and learn first-hand from the local population of each country.
- Academic workshops: Students attend several country customized academic workshops revolving around sustainable development, corporate citizenship, and social inclusion. Corporate and NGO partners provide enlightening insights into the local and international context of each emerging market, highlighting key challenges, opportunities, and innovative solutions.

During 2017, 21 students participated in these programs, participating in academics workshops with institutions such as Despertar, Suceso and ALDEeA, Khula Handbags, Impact Hub, Beyond the Lemonade Stand, Health Evolution and Diketo.

In 2018, a projected 20 students will participate in this programs across NYC and Rio.





Impact Hub

At Impact Hub, entrepreneurs believe a better world is created through the combined accomplishments of compassionate, creative, and committed individuals focused on a common purpose. Part innovation lab, part business incubator, and part community center, the hub offer its members a unique ecosystem of resources, inspiration, and collaboration opportunities to grow impact. There are more than 100 open Impact Hubs to date and more than 20.000 members all around the world. <http://www.impacthub.net>

Ashoka

Ashoka is the largest network of social entrepreneurs worldwide, with nearly 3,000 Ashoka Fellows in 70 countries putting their system changing ideas into practice on a global scale. Founded by Bill Drayton in 1980, Ashoka has provided start-up financing, professional support services, and connections to a global network across the business and social sectors, and a platform for people dedicated to changing the world. Ashoka launched the field of social entrepreneurship and has activated multi-sector partners across the world who increasingly look to entrepreneurial talent and new ideas to solve social problems. Ashoka Spain collaborates closely with IE Profesor Rachida Justo in supporting and increasing the visibility of Spanish social entrepreneurs and in designing appropriate scaling strategies.

Creas

The Creas Foundation, (Social Venture Capital) with its headquarters in Area 31 of IE Business School, invests in business projects that place priority on the creation of social and environmental value. The Foundation is made up of a team of professionals who are all committed to acting on reality and transforming it. The Foundation participates in the capital of its projects, as well as contributing its own knowledge and experience.



IE Innovation Farms

The IE Innovation Farms are a response to the challenges brought about by digitalization and offers an opportunity to harness the power of technology. The Legaltech Innovation Farm, created with the IE Human Sciences and Technology Innovation Farms, are open, tech-neutral ecosystems created to cultivate early-stage innovation and experimentation. We work with legal and corporate leaders to transform their business ideas into tech deliverables — prototype apps, algorithms, bots, software, business models – sourcing through our network of partnerships, expert talent and technology platforms required to make it happen.

We are a new model for innovation, in a new economy that demands it.

Innovation Labs

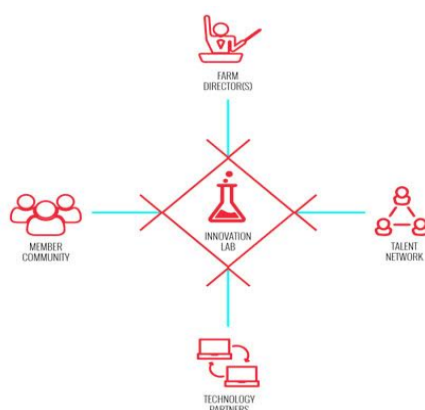
Innovation Labs seek to provide guidance to companies that participate for the development and launching of their innovation projects. Companies will be able to understand their main weaknesses, visualize various paths that lead to innovation and the technology available to get there. This will be done through a series of seminars about relevant topics for the sector.

Typically, each Innovation Lab lasts between three and four months and the results include algorithms, bots, digital business models, processes to automate, applications, analytics tools, and more solutions. The Innovation Labs can be carried out in an individual manner, by each company, or in a collaborative manner. The payment of each company depends upon the complexity and scope of each lab.

Members' Community

The companies participating in the Innovation Farm are those which conform the members' community. These companies have a variety of benefits, in exchange for a small annual fee. These benefits include:

- Access to participate in an Innovation Lab.
- Four annual seminars regarding relevant topics for the community.
- An annual conference.



Talent Network

A professional director with the relevant expertise will be in charge of the Labs. Each project, which usually lasts between three to four months, will have a director from the IE talent network, dedicated full-time to the project, along with a team of two or three professionals from the IE talent network, the members' university networks and members' clients or technology experts, dedicated full-time. In addition, and according to the needs and demand of each Lab, there will be experts from IE's talent network.

Tech Partners

The tech partners provide cloud services, equipment and software for analysis, among others, to the Innovation Farms without any cost. This will enable members to develop their projects in the Innovation Labs.

Farm Director

The Farm Director is expert and engineer with broad experience in directing legaltech projects. The Farm Director supervises and directs the full lifecycle of the Innovation Labs. He is responsible for assembling the teams and defining the budget for each Lab and defining the calendar of innovation labs requested by the members of the community.

IE Law School Legaltech Innovation Farm

At IE Law School, we are strongly committed with innovation in the sector and with creating disruptive solutions in order to lead the transformation. The IE Law School Legaltech Innovation Farm is focused on innovation in the legal sector and the processes within, based on the most sophisticated technology. The Legaltech Innovation Farms seeks to address topics such as apps, law bots, the automation of judicial processes and predictive analysis (for conflict resolution, for example), and other technological solutions that allow legal professionals to do their work more efficiently and to create value by doing things differently.

The members of the Farm are professionals and lawyers from the best companies and most prestigious law firms. Members and their teams will have access to four seminars and a global legaltech conference every year, and will be able to lead the Innovation Labs that are taking place in the Legaltech Innovation Farm.

LOOKING FORWARD

STATEMENT

LOOKING FORWARD

Sustainability and social innovation are at the core of IE. These require a radically new approach to collaboration and the way we do business. We nurture a culture of entrepreneurship, where prototyping and empathy are fundamental when trying to understand our business models, and broaden our scope to include unlikely allies in order to learn from very different experiences and best practices. It's time to co-create a new business framework, to reinvent the way we do business, and to question conventional beliefs and pre-conceptions. We need to do this if we want to maximize value creation in the long term, if we're serious about creating sustainable cities and environments. The future should bring prosperity and development by assessing and addressing the impact of climate change and the many other global challenges that are already reshaping our business decisions.

We continue to advance the conversation across all programs at IE. Be it through our MBA programs, our Masters in Management, Executive Education and especially at IE University, we're fostering an environment of social innovation and entrepreneurship allows different initiatives from our students, faculty, alumni and all IE community to engage on. Programs such as the MBA+ with a component on Social Innovation shall be part of our ongoing effort to offer learning environments for people who want to further develop their learning's and practice on this area. We will continue to feed into our collaborations and the co-creation of alternative approaches to business, spearheaded by our Social Innovation Initiative.



CONCLUSION & SUSTAINABILITY ON CAMPUS

CONCLUSION

The challenges we face today in terms of business practices and development require us to view complex issues in a completely different light, thinking systemically, using different processes and methodologies. This will allow us to interact in different environments, harnessing the full potential and synergies generated by the complementary talents of MBA students, architects, designers, anthropologists, musicians, and many other sources of creativity. The challenge is such that it can only be met by the joint efforts of forward-looking business schools, coupled with the help of key allies like the PRME, Net Impact, among others. We are talking about redesigning the way we do business. In order to accomplish such an endeavor, we have to challenge preconceived notions, moving from the competition to collaboration, from challenge to opportunity. We continue to believe a major shift in the efforts is required to take the responsible management education conversation to the next level.

SUSTAINABILITY

Driven by several generations of IE Students and alumni, Sustainability on Campus continues to present itself as an opportunity for IE to walk the talk in regards to our overall sustainability conversation. We continue to build on the initiative we started years ago and which involves major players across the school, from our Dean, to our General Manager of Maintenance, the Internal Communications Director or the cleaning staff & students. A team representing transversal interest in our school continues to meet regularly to propose better practices and follow up on existing initiatives.

Sustainability initiatives strengthen our steps towards forming a community that is conscious & passionate with our environment. We are convinced that it represents a positive & meaningful shift in our culture, and that we will achieve the promotion of an active spirit among departments and student intakes. The Net Impact Chapter, as well as the administration and faculty staff involved are key to make these efforts have a transversal impact within our organization. This represents the tip of the change we are capable to undertake. As a top worldwide school on business education, we are home to the formation of future business leaders from diverse cultures and industries. We ultimately wish to unleash a value chain on sustainability upon our alumni association. We foresee that the achievement and recognition by continuing to attract top talent and world citizens to study in our school. For these reasons we hold optimism and excitement about the challenges that are ahead of us.

