

# MiM Program Content

**Our mission:  
Develop leaders who want  
to have a deep, positive and  
lasting impact on people,  
firms and society through  
Professional Excellence,  
Integrity and a Spirit of  
Service .**

**IESE Business School  
est. 1958**

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# Anthropology

## Introduction

Management is about human beings and consequently significant knowledge of the human being is necessary for managers. Social sciences provide empirical knowledge but any science has its limitations. Philosophical anthropology, which has been widely developed over the ages, can help us gain access to a better understanding of the human being.

## Objectives

Management always entails a certain vision of the human being, along with a view of the nature and purpose of the business firm and society. Some of the key anthropological topics relevant for management that we will explore among others will be rationality, emotions, free will, aesthetic experience, relationability and sociability, sense of transcendence, capacity of moral discernment or human flourishing.

Aware of the difficulties of understanding the human being, the purpose of this subject is to encourage young managers of the future to reflect upon the human person. It does not intend to be a treatise upon philosophical anthropology in the strict sense but an introduction that seeks to offer the fundamental elements for such study, yet without delving exhaustively into the details of each theme and without dwelling on more specialized questions or on all ongoing debates. We can highlight the main topics of this course as follows “the fact we try to study ourselves implies that there is another part to us that we do not understand” and “the more you know about man/woman, the more difficult it is to understand or define man/woman” (Webster, 2019)

# Business Analytics 1 & 2

## Introduction

Business decision making involves the analysis of available information, frequently presented in the form of quantitative data. In this course, we use simple and complex techniques to illustrate how the analysis of quantitative data enlightens managerial decision-making. The cases discussed cover various aspects of the business activity, such as pricing, customer relationship management, competitor analysis, investment analysis, expert systems, operations or sales forecasting.

## Objectives

In this course, the student is expected to get experience in business-oriented quantitative analysis and familiarity with the elementary techniques of data analysis. The course takes advantage of technical notes, cases, assignments and in-class simulations to present a range of situations, which illustrate how the quantitative analysis contributes to describe and predict economic behavior.



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# Business Planning

## Introduction

“Business Planning” is an integrative capstone course in entrepreneurship. It is based on the insight that in today’s business environment entrepreneurial management skills are key for general managers and entrepreneurs alike. The course introduces cutting-edge material – tools, frameworks, perspectives – that allow you to acquire the basics of entrepreneurial management. At the same time, the course encourages you to adopt a holistic perspective on building new businesses, and it asks you to synthesize and apply what you have learned so far in your career.

## Objectives

The course pursues two main objectives. First, it aims at enabling you to turn an idea into a revenue-generating business, in various contexts: for example, in a corporate setting, family business, or start up. As such, the course is likely to offer you valuable guidance and management tools for your future careers as business leaders. Second, the course addresses your potential concerns and doubts about whether you “have what it takes” to be an entrepreneur. We do this by opening up the “black box” of entrepreneurship, and by making the process clear and understandable.

# Capital Markets

## Introduction

We will turn the focus to the intersection of two worlds. Without losing the eye from the company central role in Finances, we will consider too the investor’s point of view. “Capital Markets” intends to introduce one of the most important sources of financing for companies and governments: public financial markets.

## Objectives

Capital Markets intends to be an introductory course to the most important investment products, their behaviors as well as their environment.

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# Capstone: The Next 1000 Days

## Introduction

As the MiM draws to a close, you will have the opportunity to reflect on your professional goals and what you want to accomplish in the course of your career. One of the advantages of this mini-course is that it affords you the time and the space to reflect deeply on your motivations and values, and to set concrete objectives in line with those values.

In a brief 2-day course it is highly unlikely you will have enough time to fully discern your long-term professional purpose, but if you make significant strides in that direction, if you make progress in developing a purpose and a mission which you can pursue with passion in the years ahead, you will have accomplished something very worthwhile.

The focus of this course is you: your life story, your aspirations, your vulnerabilities, your talents, your imagination as you project an attractive and meaningful career that will have a positive impact on your family and friends, clients and colleagues and society at large. At IESE, we want you – our alumni – to think big and accomplish great things— if for no other reason than so that we can succeed vicariously through your successes.

This course addresses several fundamental aspects of managing yourself and your career, starting with achieving increased self-awareness and developing a sense of purpose that will serve as the foundation of your authentic professional leadership.

## Objectives

**Deeper self-awareness:** understanding yourself more deeply in your uniqueness and in the context of your meaningful relationships, your values and motivations. Each of you is a unique human being with particular life stories, aspirations, talents, and opportunities.

**Sense of purpose:** infusing your personal identity with a meaningful life project that becomes your dream and guiding strategy, your compass for career decisions big and small. Finding a clear and strong sense of purpose will help you to manage your time, focus your attention, and avoid distractions, which, no matter how outwardly attractive, may divert you from your core values and goals. It will also help you to develop deep and meaningful relationships at work, and a credible style of leadership that suits you.

**Building networks:** understanding the value and importance of building your own personal board of directors to help guide your future career. Reflect on your current base of personal and professional contacts to build a network that fulfills your needs.

# Communications 1 & 2

## Introduction

The ability to communicate your ideas effectively is a vital skill, whether it be a presentation, an interview, a negotiation or any relevant interpersonal situation. Not only is it a crucial aptitude but also a trainable one that we must study and develop, especially if we intend to be in a leadership position in our company, in our family or in our community.

This course will give you the tools and techniques to grow as a persuasive and strategic communicator, and even more importantly, the course will also give you the opportunity to practice, practice and practice. The best way to improve your skills is to practice and to receive valuable feedback from the coaches and your teammates.

## Objectives

The goal of this course is to provide MiM students with effective tools to improve their interpersonal communication skills, useful for their time at the IESE Business School for teamwork, business presentations and job interviews, among other important situations.

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# Critical Business Thinking

## Introduction

In life, as in business, we are confronted by a wide array of problems and situations, which require us to take action. Some problems are relatively straightforward or structured. These types of problems can generally be solved by taking a series of actions in a well-defined way. A flat tire is a good example. If you carefully follow the steps in the owner's manual and have a spare, you will usually be able to continue with your journey. In business, however, most problems are not so easy. They often involve economic, technical, and human issues and can be complex or unstructured. By definition, they do not have a unique, correct solution. The same or a similar solution at different points in time or in different places might produce very different results and different solutions might produce equally attractive or desirable outcomes. There are no guarantees and risk is often a key part of any choice of action. Solving such unstructured problems on a constant basis is much of what managers do and the ability to solve them is often what sets apart great managers from the rest.

## Objectives

By the end of the course, participants will be able to identify unstructured problems and use the process for solving them and taking action. They will be able to work with the three level (criteria, economic, organizational and personal anthropological or ethical) that are involved in every business situation. As this course is one of the most "open ended" in the first module, additional objectives are to introduce students to the dynamics of the case method and report preparation. As many students come from different educational traditions, our experience is that many students need to get their mind around the case method itself in order to get the most out of the entire program. Learning through cases is a unique process and part of the objective of Critical Business Thinking is to present participants with real life, everyday business situations they can immediately relate to in order to encourage them to throw a mental switch and fully engage in the process.

# Data Science for Business

## Introduction

The expression "data scientist" is trending these days in job descriptions, referred to a mix of data analysis skills and a background of programming languages and data bases. It is, partially, a new name for an old job, since most of the methodology has been available for years. But data science is getting hot, owing to the explosion in the amount of data at hand (big data) and the technology for processing these data (cloud computing). A close relative of data science is data mining. This generic expression applies to a heterogeneous set of methods, used to extract information from large data sets. It is understood as "mining knowledge from data". Data mining was born in the computer science field. The typical applications in management are usually related to Customer Relationship Management (CRM): market basket analysis, churn modeling, credit scoring, etc. Another close relative is machine learning, born in the springtime of artificial intelligence. Its objective was the study of systems that could learn from data, and many of the methods were the same as those of data mining. Nowadays, artificial intelligence is quite popular in the business world, and machine learning algorithms are regarded as commonplace tools. Within the wide range of software tools available, we have chosen for this course the R statistical language which is, currently, one of the leading choice of data scientists, in fierce competition with Python, a programming language of broader scope. R is a language which comes with an environment for computing and graphics, available for both Windows and Macintosh (also for Linux). It includes an extensive variety of techniques for statistical testing, predictive modeling and data visualization.

## Objectives

Improve how we communicate data-driven analysis and learn how to create dashboards for business intelligence.



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# Data Visualization

## Introduction

According to Scott Berinato, an influential author on data visualization, “No company today would hire a manager who can’t negotiate the basics of a spreadsheet; no company tomorrow will hire one who can’t think visually and produce good charts”. Data visualization is often included among the skills that managers are expected to have, so courses and talks on this topic are common nowadays. But, although the idea of data visualization is clear enough, many experts warn against teaching it out of context, as a set of rules for producing good charts. Data visualization is discussed in two contexts in this course. In the first part of the course, the task is to create an effective presentation, meaning a (very) few slides with a clear message. This assumes that the presenter has a clear message to deliver, which is the first point of the discussion. Presenters must fight for the attention of audiences prone to “death by PowerPoint”, the numbing sensation that accompanies a 30-slide briefing. In the second part of the course, the task is to combine several charts and tables that summarize KPI’s in an attractive dashboard. Business intelligence systems have been producing reports for years, but, nowadays, managers no longer accept reports. They want lean, interactive dashboards that allow for segmentation by product, region, etc. So, dashboards are getting highly popular in the business world. For this part of the course, we will learn to use Tableau, which is a leading visualization software.

## Objectives

Improve how we communicate data-driven analysis and learn how to create dashboards for business intelligence.

# Decision Analysis

## Introduction

Making decisions is a crucial element of a manager’s work. Making a decision can be difficult and good decision making matters – for the decision maker and his or her surroundings, other people and entire organizations. Learning more about the different elements of decisions, how decisions can be structured and analyzed can help us improve our decision process and the outcomes.

## Objectives

We will study the decision making process, with a focus on (i) uncertainty and risk and (ii) on time. These are fundamental elements of decisions and influence the complexity of decision-making. We will mostly study individual decision-making. Some time is dedicated to group decision-making and its specific characteristics.

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# Digital Strategy

## Introduction

In recent years, a wide range of digital technologies has disrupted many industries and organizations. This course is aimed as an introduction to digital strategy, and more specifically, platform strategy. There has been increasing interest in platforms and their strategic implications. Some of the most valued companies, such as Alibaba, Amazon, Facebook, and Google are at their core platform businesses. At the same time, long-lived companies such as General Electric realize they need to embrace platform thinking. We will explore, through case discussion, basic platform concepts and their competitive, strategic, and regulatory implications for startups and incumbent firms.

## Learning Objectives

By the end of this course, participants will be able:

- Critically understand the nature of platform strategy and the specific challenges of both (a) launching a new platform business and (b) developing platform thinking in a traditional business
- Master the main platform frameworks and concepts that underpin platform strategy.
- Be able to analyze key challenges and risks associated with the formation and implementation of digital platform strategy.

# Ethics

## Introduction

Management is not only about driving results efficiently. Every human decision in management has a crucial ethical dimension. Ignoring this is not pragmatism, but willful oblivion of the most important dimension of this profession: management should change people, human relations, and society for the better.

Ethics is helpful to enhance our capacity to diagnose problems: only an ethical perspective reveals the human dimension of problems, and the lifelong implications of our decisions. Ethics also provides with managerial tools adequate to address those dimensions of business problems.

However, Ethics is not only descriptive or instrumental: it demands an evaluative discussion about why certain objectives are desirable for individuals and society, the limits that stem from human dignity and the contribution of business to those objectives.

## Objectives

This expanded approach to business problems, will enhance the participants' skills in diagnosing business problems, and widen their instrumental toolkit for addressing business challenges, preventing ethical problems within organizations and fostering a culture of excellence and sustainability that will contribute to social welfare and personal flourishing.



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# Finance 1

## Introduction

The first part of this course (Operational Finance) revolves around how to manage the financing required for the normal operations (i.e., sales) of a company, that is, to finance current assets and current liabilities related to sales. This part of the course will enable the students to determine the financial consequences of decisions related to operations, marketing, etc. Almost all of these operational decisions have an effect on the firm's P&L and the balance sheet.

The second part of the course (Project Evaluation) covers how to determine whether projects are profitable (e.g., a plant expansion). The time and uncertainty of investment cash flows make these problems non-trivial and essential for long-term success.

## Objectives

Students will understand how balance sheets and income statements relate. This will give students a full understanding of both financial statements, which were already introduced in the previous Financial Accounting course.

# Finance 2

## Introduction

In this course, we will look at corporate long-term financial decisions. How to undertake profitable projects (e.g., a plant expansion) and finance them efficiently (e.g., issuing debt or equity). The time and uncertainty of investment payoffs make these problems nontrivial and essential for long-term success.

Corporate Finance answers to the following questions: How can we value and choose projects? How should corporations obtain financing? What is the value of a company? How much value does a specific strategy add to the firm?

The aim of this course is to give you a framework to understand these issues in theory and in practice. We will see how to apply discounted cash flow methodologies to value firms, stocks, corporate bonds, and risky projects. We will discuss methodologies to quantify a firm's cost of equity and weighted average cost of capital (WACC).

## Objectives

The main objective of this course is that students are able to critically analyze corporate decisions from a financial perspective. After the course, students should be able to compute the expected rate of return for investment projects, apply several valuation methods to value projects and companies and evaluate the capital structure of a firm. Students will also be able to identify ways to return money to shareholders.

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# Financial Accounting

## Introduction

The principal aim of this course is to help you understand better the financial information companies publish in financial reports such as annual accounts and prospectuses.

## Objectives

To the above end, we shall discuss the form and purpose of the three principal financial statements (balance sheet, income statement, and cash flow statement), define the key terms in them, learn how to interpret the information, and understand the limitations of financial accounting. Although, as managers, you're primarily interested in how to use financial statements, you need to know – at least in outline – how they've been prepared for two reasons: 1) because you will not understand a transaction unless you know how to account for it; 2) you will not know how to interpret a firm's financial statements unless you know how the transactions of the firm can affect its financial statements' appearance. In this way, you will have a better idea of what they can and cannot tell you about a company. In addition, communication with accountants will be easier.

So in the course, we show how financial events are recorded and summarized in financial statements.

# Innovation and Design Thinking

## Introduction

In general, the concept of "services" is used to refer to activities for which customer contribution is required and the main value lies on intangible outputs. Achieving excellent and innovative services has played an essential role in many of the great success stories business has written, such as, for example, Starbucks, Amazon, Ritz-Carlton or Southwest. Given today's highly demanding global markets, companies have to study more than ever all possible ways to generate competitive advantage, also – or – particularly, leveraging their service to their customers. The real champions, however, will be those companies, which are able to achieve not only a strong cost position (efficiencies) but also the twin goal of a breakthrough service levels. The course therefore develops a profile of the strategic and operational capabilities required to create a high-performance service organization while maintaining the flexibility and efficiency necessary to compete.

## Objectives

This course explores key issues in service strategy, service design and service delivery, and successful ways to manage them as demonstrated by world-class companies. We will introduce the key tools and concepts that will allow us to leverage service excellence and innovation as a major source of competitive advantage. Therefore, the main objective of this course is to understand the characteristics of operations management, which are specific to services, and to learn to apply them in a traditional service company or in a service department of a company.



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# Introduction to Databases

## Introduction

A database is a set of related information. In the old times, that information was stored on paper. Nowadays, computer database systems have replaced the paper databases. Since they store data electronically rather than on paper, they are able to retrieve the information faster, and to index the data in multiple ways.

There are different ways to store and represent the data, but one of them, the relational database management system, has dominated the world of databases since the 1980's. For most users, database is a synonym of relational database. In relational databases, the data are organized in tables, with fields (columns) and records (rows). All the data in the same column are of the same type (numeric, text, etc.). The queries are operations which extract information from or several tables, typically by filtering and summarizing.

To build databases and interact with them, we use a language called SQL. Many people query databases using SQL unconsciously, since they communicate with a database server through a graphical interface, with drop down menus and mouse clicks. But SQL is still worth to know, because using in a direct way allows us to query databases in a more efficient way and it provides us with a better understanding of how information systems are structured.

## Objectives

The objective of this course is to introduce the student in the world of databases. It is focused on the commonplace relational database approach, and much of it is addressed to provide the skills to deal with queries written in the SQL language. The examples cover many of the variations of query design and, in many cases, illustrate how a problem can be solved in different ways, which is a fact of life for database querying.

# Machine Learning

## Introduction

Machine learning (ML) is a branch of artificial intelligence (AI). You may have heard about other branches, such as robotics, or speech recognition. The objective of machine learning is the development and implementation of algorithms that learn from data how to accomplish difficult or tiring tasks. The ML approach to data analysis is not, as in statistics, based on the assumption that the data follow a model such as linear equation, and focused on estimating and testing the coefficients of the equation. Although we may use a linear equation as a predictive model (in practice we try more complex approaches), such assumptions are rarely made in machine learning. The ML focus is on how to learn from examples and to generalize what learned, rather than on how to discover or estimate explicitly the true data generation process. The process of deriving an algorithm from the data is called training. An algorithm derived from a set of training data is typically tested on data that have not been involved on the obtaining the algorithm, referred to as testing data. Nowadays, machine learning and artificial intelligence are no longer arcane subjects, and they are getting popular in the business world. Algorithms are regarded as something common in many organizations, and the ability of developing, maintaining and optimizing them is frequently included in job requests. Within the wide range of software tools available, we have chosen for this course the Python library scikit-learn, which is, currently, the practitioners' leading choice. These tools are free, and available for both Windows and Macintosh (also for Linux).

## Objectives

Introduce machine learning in a business context and through examples, and show how Python is used.

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# Macroeconomics

## Introduction

The purpose of the course is to foster the habit of analyzing current macroeconomic issues within a rigorous framework. In the absence of a sufficiently simple model, which could readily be adapted to the real world, the course combines the simple national income and product accounts framework with specific tools that can be used to analyze individual macroeconomic issues. The national income and product accounts framework is the framework that is used to organize and generate most conventional economic information, and we will combine it with the tools and concepts needed to understand and study economic trends, business cycles, unemployment, inflation, fiscal and monetary policy, credit cycles, international trade, and inequality.

## Objectives

The main objective of this course is to develop the capability to assess critically any economic issue that affects the global macroeconomic environment and its impacts on countries, sectors, and firms. You should be able to form a first business judgment of any macroeconomic issue that concerns you, identify its more problematic points and design action plans for the various contingencies.

# Managerial Accounting

## Introduction

This course offers a comprehensive introduction to designing, interpreting, and using financial and non-financial information to manage organizations and drive value creation. The tools covered in the course are relevant to most areas from marketing to operations, to human resources.

With a series of cases and lectures, we develop critical concepts and frameworks, discuss their usefulness and limitations, and practice the relevant tools and techniques. Consistent with IESE's general management perspective, we will often take a cross-functional perspective and embed the concepts and tools of the course within the greater context of the firm, its strategy, its structure, and its stakeholder relations. Most importantly, we identify likely applications to your career as a manager and a leader in your organization and society.

## Objectives

The objective of the course is to learn how to use and produce accounting information for managerial purposes. In the first part of the course, we will learn how to use accounting information to quantitatively analyze alternatives and to make decisions that improve business performance. In the second part of the course, we will learn how the accounting system can be used to guide managerial decision-making and to promote goal congruence.



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# Managerial Economics

## Introduction

Managerial Economics is concerned with the application of economic principles to key management decisions. It provides guidance to increase value creation within an organization, and allows for a better understanding of the external business environment in which the organization operates. A primary purpose of this course is to develop a tool kit useful in other MiM courses and useful in decision making in business. Economics is a key foundation for much of what is taught in finance, marketing and strategy.

## Objectives

The aims of this course are to illustrate the central decision problems managers face and to provide the economic analysis they need to guide these decisions. Managers in business, government and non-profit enterprises must make decisions under are constraints and limited resources. Economics is fundamentally a unique way of thinking about these kinds of problems, issues and decisions. This way of thinking stresses the importance of incentives as determinants of human behavior and performance, and emphasizes the consideration of costs and benefits in reaching decisions. Adopting the economic approach should enable participants to make consistent assumptions and predictions about the local and international business environment. It should also allow them to enrich their strategies through economic analysis.

# Marketing Implementation

## Introduction

We will be exploring marketing decisions related to communication, distribution and salesforce management. We will expand the scope of our analysis considering the implementation of marketing decisions.

## Objectives

The goal of this course is, therefore, twofold: to close the study of the marketing mix elements (place and promotion) as well as to analyze marketing management situations considering the distribution of time and human or monetary resources with the objective of channeling a product or service offer to market.

# Marketing Management

## Introduction

As businesses are increasingly defined by networks of partnerships and by its customers, marketing should respond for more than just the sale, making sure that every aspect of the business is focused on delivering superior value to customers. Marketing management as a distinct business activity will be responsible for being the expert on the customer and keeping the rest of the networked organization aware. The skill of marketing is the skill to monitor customers, competitors, and collaborators, and to find in each domain a better way to design and deploy the firm's capabilities to serve the customers at a profit. In this way, marketing helps to set a firm's strategic direction.

The first of the elements in the marketing mix is product/service selection. A second critical element is price (for individual products and lines, while accounting for discounts, special conditions, promotions, etc.). Another is decisions regarding the distribution systems, i.e. the design and control of channels of distribution, through which our products and services move to the ultimate users. Other "going to market" decisions need to be addressed here too. Market communications decisions, a fourth element in the marketing mix, includes such components as print and television advertising, direct mail, trade shows, point-of-sale merchandise displays, sampling, and telemarketing.

## Objectives

The objectives of this course are to introduce key marketing concepts needed to deal with business problems, to secure a sound marketing framework and to provide the marketing perspective in approaching business problems, including strategy development. Students will learn to refine decision-making, analytical skills, and the ability to debate ideas with the help of others.

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# Negotiation

## Introduction

For a manager, negotiation is a fact of life. The negotiation process is an integral part of our day-to-day activities with people inside and outside the organization, whose cooperation is essential to attain our goals. The special Seminar on Negotiation will focus on negotiation as an integral part of the managerial process.

During and beyond your MIM, you will be more and more embroiled in the struggles of the hypercompetitive corporate arena or will be toiling hard in pursuit of your entrepreneurial dreams. In either case you will be spending a huge percentage of your working life negotiating – negotiating with suppliers, with customers, with peers, with subordinates, with partners, with regulatory authorities....and the list goes on. The proposed Negotiation seminar aims at helping you build your own, personal model of negotiation by making you critically reflect on your strengths and weaknesses as a negotiator, through intensive simulation exercises. What we will do is to formalize your negotiation experiences, and to take some time out to think critically about what could be an intuitive process for you. This will allow us to establish a framework that will help you increase your learning every time you are involved in a new negotiation.

## Objectives

The Module's objective is to improving your negotiation skills by focusing on Elements of your personal Negotiation Model, Principles of Negotiation and Process of Negotiation.

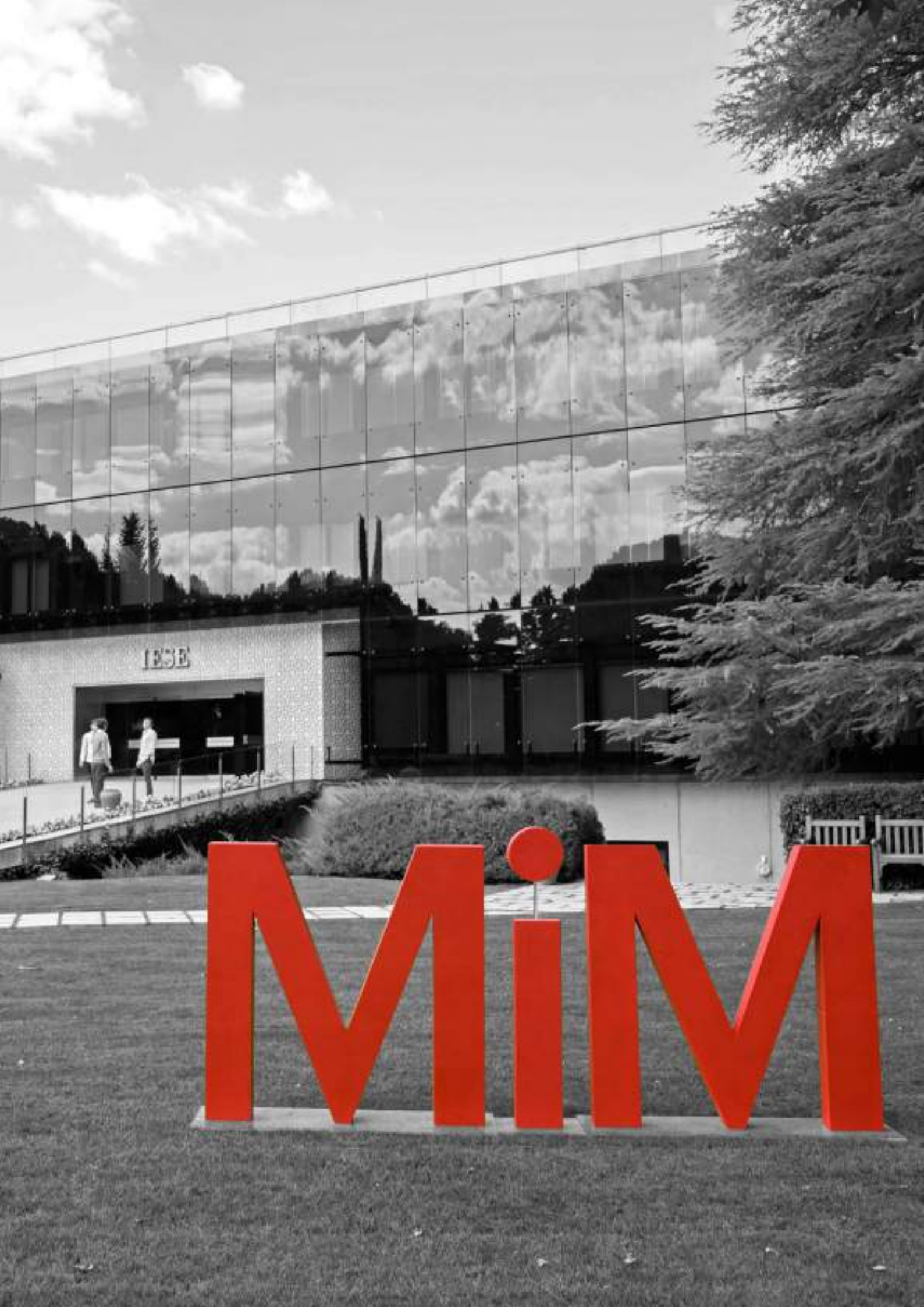
# New Venture Creation

## Introduction

"Entrepreneurship" is an integrative capstone course in entrepreneurship. It is based on the insight that in today's business environment entrepreneurial management skills are key for general managers and entrepreneurs alike. The course introduces cutting-edge material – tools, frameworks, perspectives – that allow you to acquire the basics of entrepreneurial management. At the same time, the course encourages you to adopt a holistic perspective on building new businesses, and it asks you to synthesize and apply what you have learned so far in your career.

## Objectives

The course pursues two main objectives. First, it aims at enabling you to turn an idea into a revenue-generating business, in various contexts: for example, in a corporate setting, family business, or start up. As such, the course is likely to offer you valuable guidance and management tools for your future careers as business leaders. Second, the course addresses your potential concerns and doubts about whether you "have what it takes" to be an entrepreneur. We do this by opening up the "black box" of entrepreneurship, and by making the process clear and understandable.



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# Operations 1

## Introduction

Operations Management is fundamentally about finding better ways of doing things in a company. Its ultimate goal is to fulfill the promise made to the customer in a way that is (a) efficient (short-term) and (b) sustainable (long-term). In fact, achieving innovative and excellent operations has played an essential role in many of the great success stories business has written, such as, for example, Amazon, Southwest, Toyota or Zara.

## Objectives

We will explore the key tools and concepts that will allow us to leverage the operations of a company as a major source of competitive advantage (i.e. weaponize operations). This will also strengthen your profile as future managers, as in most organizations, improving and innovating operations is more crucial than ever.

Fortunately, it usually is also more reliable and cheaper than most other ways of generating competitive advantage.

# Operations 2

## Introduction

In this module, students will learn to evaluate the nature of an innovation project based on technology and market changes and work with supply chain concepts. Developing the “Hardware” of an operations system is a key factor that determines the right level of automation and state of the art in industrial practice (e.g. Industry 4.0 / IoT, 3D printing, etc.)

## Objectives

The objective of the course is to develop an understanding of how to use best a company’s resources to achieve the goals defined by its business strategy, i.e. achieve strategic coherence.

# Organizational Behavior

## Introduction

Career advancement in the business world depends on “people skills” more than any other ability. Although you may excel at early stages of your career on the basis of outstanding technical skills, this will be less and less true as you move into management and leadership positions. Simply put, your ability to deal effectively with people will outweigh any technical skills you might have going forward in your professional career.

At the same time, it is important to emphasize that people are not numbers: To be an effective manager and leader, you cannot simply plug variables into an equation and come out with a right answer; often there is no “right” answer. Instead, when working with people, you must exercise your own judgment and critical-thinking ability, making the best decisions possible with incomplete information.

The course is designed to address several fundamental aspects of managing and leading people in organizations. These include understanding human behavior and work motivation, inspiring trust and commitment, managing interpersonal relationships and conflict, working in teams, developing talent, and fostering a sense of mission in the organization.

## Objectives

This course intends to achieve three main objectives:

**Doing things through people:** A greater understanding of what basic motives drive people’s behavior, and how we can influence those motives.

**Effective and meaningful interpersonal relationships:**

A greater appreciation of how to foster effective and meaningful interpersonal relationships in the workplace. This requires understanding effective and ineffective uses of power and influence, and learning how to address conflict. We will also focus on how to develop talent and foster effective teamwork and how to promote organizational cultures aligned with the company’s mission.

**Global business environment:** A greater understanding of how to develop and lead people in a global business environment. We will work with cases from multiple continents and diverse cultural contexts with the aim of developing students’ ability to identify, adapt to, and prosper in different organizational contexts.

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# Product Management in Digital Age

## Introduction

This course will help you understand the evolving role, skills, and demands for product management in the digital age by explaining concepts and processes of constructing a product vision, including product-market fit, customer experience vision, external and internal alignment, etc.

## Objectives

In this series of classes, you will be learning how to write product requirements and communicate them through the concept and process of building a product roadmap, including long-term plan, short-term release plan, measurements and milestones, etc.

You will also understand the key technology basics for building products in the digital age, including product architecture, APIs, databases, app development, test automation, etc.

# Strategy

## Introduction

A company is successful when it creates and captures economic value. Creating value means that the different stakeholders of the company or organization can earn at least as much by contributing to the company than they could earn in another activity. It is also likely that some of the stakeholders will earn substantially more than in other activities by contributing to the strategy of the company. Creating such a surplus for the stakeholders is only possible when the company can build and sustain a competitive advantage. Building and sustaining a competitive advantage is consequently an essential element in every strategy.

## Objectives

This course will focus on how to formulate a business strategy or competitive strategy. The formulation of a business strategy or competitive strategy involves analyzing the industry, determining how to position the firm within the competitive business environment, and identifying the core capabilities and the system of activities needed to create value and to be successful.

# Technology in Organizations

## Introduction

This class is designed to expose you—as future business leaders—to major themes in the field of management information systems. Throughout the course we will examine the transformative effect digital technology is having on business and society.

## Objectives

Upon completing this course, you will be able to:

- Appreciate the fundamental influence of technology on business and society.
- Distinguish between sustaining and disruptive innovations as well as proprietary and infrastructural technologies.
- Appreciate how entrepreneurs are leveraging technology to disrupt established markets.
- Identify and distinguish basic concepts around technical architectures including common operating environments and the cloud.
- Describe and compare the challenges managers face in protecting and securing information systems.
- Identify business challenges and creatively apply technology to solve problems.



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# Technology, IT

## Introduction

Over the last three decades, information technology (IT) has been a major driver of business change. The change spanned a variety of industries, from media to banking to transportation to healthcare, and affected all levels of business activity, from individual workers to business units to corporations to inter-organizational networks. Today, IT comprises an integral part of how companies carry out their daily operations, devise and implement competitive strategies, build knowledge, and empower innovation. The ubiquity of IT, along with the rise of cloud computing and consumerization, has resulted in non-IT managers and staff taking on a greater role in managing IT resources in organizations.

## Objectives

This course aims to explore IT-related issues from the standpoint of a general business manager. It develops a set of concepts, frameworks, and models to help students understand how organizations can foster IT-based capabilities and turn them into a competitive advantage. The course also exposes students to recent technological developments that shape today's business environment.

# Value Investing

## Introduction

At this stage of the program, you have already assembled the complete toolkit to analyze a business and its potential. Value Investing is an investment philosophy that offers you the opportunity to integrate all this knowledge and apply it to the stock market. By analyzing the fundamentals of a stock, you will assess the value of its underlying business (intrinsic value). If this intrinsic value is substantially higher than the current stock price (i.e., substantial margin of safety) you might have found a good bargain. But all that glitters is not gold... why would you be able to outsmart all the other participants in the stock market?

## Objectives

This course will teach the fundamentals of the value approach to investments originally developed by Graham and Dodd. The sessions will be eminently practical, covering all the stages of the investment process, from the search for potential stocks to the execution of the trade. We will explore publicly available data sources, assess the quality of financial information, implement valuation models, and analyze all the relevant dimensions of an investment decision. At the end of the course, you will be required to present your own stock recommendation.

The course does not only target those students intending to work in asset management, but also those interested in managing their own portfolio of stocks –no matter the size– with a value approach. Investing in stocks based on fundamental analysis provides you with a rich set of investment decisions of your choice and the long-run relentless feedback from the market.

## Energy

### Introduction

Energy is the basic ingredient in many macroeconomic, political, strategic, and environmental decisions. It is the engine of our modern economy, and as a scarce resource, it is of paramount importance to governments in order to maintain a competitive advantage. At the same time climate change and the impact of human civilization on our planet, earth has arisen the awareness on how we produce and consume that energy and the impact it has on the environment.

However, while the world discusses these issues, 1.3 billion people still lacks access to modern energy, leaving this part of the world population in the 19th century economy.

Although we will not be able to solve these issues during the course, a better understanding will help us take more informed decisions and understand how energy works.

### Objectives

Over the course, we will try to understand how energy works, its main sources, and the geopolitical, social, economic and environmental implications of its uses. To cover these topics, we will use the commonly accepted conceptual framework of the three dimensions of energy (the “3E”): environment, energy security, and economical efficiency.

As a second objective, we will use the current technology disruptions to understand how to prepare our companies to an unknown world with an increasingly fast change of pace.

Finally, we will try to understand the particular dynamics of a regulated industry and how it affects the decision-making processes.

## Exponential Digital Technologies

### Introduction

This module explains the foundational exponential digital technologies that will drive the near future of all businesses: Artificial Intelligence (AI), Blockchain (BC) and Quantum Computing (QC). The module develops concepts, frameworks and models (ie. the EDM) to help participants understand better how to value the impact of those technologies and how to best start embedding them into businesses to accelerate change and drive continuous and unparalleled competitive advantage within exponential growth.

### Objectives

The specific objectives of the module are:

- Describing the EDM – origins and fit into Digital to better business manage the upcoming exponential organization
- Understanding the three most relevant foundational digital technologies: AI, BC and QC
- Explore ethical topics around Digital
- Get some advice on how to potentially get hired by top Digital companies



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# Fintech

## Introduction

Technological innovation has been triggering substantial changes and disruptions in the financial services industry over the past years, threatening to render obsolete many current business models and financial sub-sectors. Targeting accrued inefficiencies in the system, and aided by technological advances, many entrepreneurs have entered the market looking to provide customers with innovative, cheaper and more efficient ways to serve their financial needs. Financial technology, Fintech, is the industry composed by these new players, generally comprising hi-tech startups who pose a real challenge to the slow-changing and less technological incumbents. The course immerses students into this new and auspicious universe, looking to understand the underlying processes behind the technological changes to better capture opportunities.

## Objectives

The course aims to provide students with a comprehensive understanding of the fintech revolution, the nature and dynamics of the main technological advances and financial innovations, the role played by data and analytics, and the opportunity therein. Students will learn how market inefficiencies offer interesting entry points to fintech players, and how to detect these new opportunities and creatively incorporate the new technologies and analytics into entrepreneurial projects.

# The World in 2050

## Introduction

This course uses the tools of macroeconomics to speculate about the future. We start discussing baseball catcher, manager, coach, and part-time philosopher Yogi Berra's famous dictum that "It is tough to make predictions, specially about the future" and we take it on from there. Predicting the future is very hard indeed, but imagining possible futures is relatively easy. In this course we learn how to imagine those futures, because we are convinced that managers who spend some time thinking about the future and imagining the possible futures for the global economy, for their industries, and for their firms, become better managers. If you become proficient at imagining the possible futures, you will make better decisions, and you will contribute to shape and select the future that will end up happening.

## Objectives

The main objective of this course is to use the lessons from the past to develop the capability to imagine the futures of the global business environment. Its secondary objective is to improve your decision making in the uncertain and disruptive times that lie ahead.

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# Understanding the World

## Introduction

Making informed decisions in the changing world of globalization becomes a crucial element of a global manager. Understanding the world context, dynamics of the relationships between countries, opportunities and threats turn out to be relevant in the world that faces the second wave of globalization. Learning more about the different geopolitical areas, how decisions are taken can help us improve our decision process and understanding of the context our business are going to develop.

## Objectives

We will study the foundations of geopolitics, the opportunities and threats which arise in this changing world, as well as a focus on regions and horizontal international themes of international relations. These are fundamental elements of decisions and influence the complexity of decision-making. We will focus in understanding this dynamics and solving permanent questions while providing a global culture of consideration of this new paradigm.

**The student takes note and accepts that the University, in accordance with the regulations issued by authorities and based on recommendations of its own experts, may adapt the content, the teaching methods and form of student assessment, for reasons of health security, always within the general regulations applicable to official university education in the Spanish State when necessary.**



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