What turns a vision into reality with value adding impact potential?
SECTION I
INSTITUTIONAL SUPPORT AND ACTIVITIES
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. María 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.

During 2014 and 2015 FSF mobilized the creative potential of IE students and professional experience of IE professors and staff to develop the following initiatives:

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.

During 2014, 25 students from the Master in Finance and Master in Management programs participated during 4 months in the analysis and assessment of 6 MFIs in Ghana. In 2015 the number of students involved in the projects grew to 33, facilitating the analysis of 7 Ghanaian MFIs.

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.

Since 2012, IE professors Marco Trombetta, Ignacio de la Torre, Isabel Sanchez, Carlos Tapia, Pablo Casadio, Maria López Escorial and Maria Luque have conducted several ad-honorem courses. In 2014, professors Marco Trombetta, Maria López Escorial and Carlos Tapia imparted courses related to Financial Accounting and Analysis, Financial modeling, Corporate Governance, Customer Assessment and Product Development in Ghana. The audience for the courses consisted of more than 80 individuals, staff of different types of Ghanaian MFIs and personnel of the Ministry of Finance and Economic Planning, ASSFIN and GHAMFIN.
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.

Thanks to this initiative, during 2014 and 2015 students from the Master in Finance Programs were able to facilitate investments in several MFIs totaling 431,000€, which were converted into almost 7,000 loans to Ghanian microentrepreneurs.

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 2014, 20 students from the Bachelor in Business Administration (BBA), Bachelor in Architecture (BAR) and Bachelor in International Relations (BIR) participated in the SIL. They were guided by IE Professors Maria Luque, Pablo Casadio and Juan Alcalde. During the first months they participated in common activities and modules, like seminars, workshops, real case study presentations, design of a microcredit product and organization of fundraising events, being able to raise 7,771€ that later on were converted into 37 microcredits to help the people of a very poor rural community in Awutu, Ghana, called Larbie. During the field period, students travelled to Ghana and worked with the people of the community, collecting data about their poverty levels and being the ones who provided the microcredits to the selected microentrepreneurs.

In 2015, 18 students from 7 different bachelor degrees of IE University participated in the SIL guided by Professors Maria Luque and Pablo Casadio. The objective was to continue supporting the Larbie Community in Ghana through Microcredits and to start developing projects with kids related to the acquisition of financial and business skills through games. The efforts of the activities of the year allowed to raise 75,000€, that, together with the results from the project of 2014, allowed to grant 71 new loans to the selected microentrepreneurs.

Research
Financieros sin Fronteras along with IE University has been involved during 2014 and 2015 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.

The project leader is IE Professor, Marco Trombetta and the research team consists of IE Professors Maria Luque, Pablo Casadio and Patricia Gabaldón. The project will last until March 2016 and it is counting on the participation of Mr. Yaw Gyima-Larbie, Director of Microfinance policy and regulation of the Central Bank of Ghana, Mr. Yaw Brentuo, Director of The RAfIP Program from the Ministry Finance and Economic Planning and Mr. Yaw Gyamfi, Executive Director of GHAMFIN.

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.

During 2014 and 2015, there were organized 2 seminars at IE university, for the Segovia and Madrid Campus of IE University to help students from the different degrees to understand the concept of sustainable microfinance in terms of principles and good practices, identify issues that hinder it success in developing countries, and get acquainted with the different types of MFIs, their lending practices, programs, clients, and overall organizational profile to develop an understanding of the utility of microfinance – and its limitations – in addressing poverty. In 2015, FsF organized workshop for students of all the Master in Finance and Master in Management programs that placed the students in the roles of credit officers of a MFI and of people living in extreme poverty in a rural and isolated community of Ghana, requesting a loan from a MFI through a role-play. The role play used a typical microfinance group lending model and allowed students to understand the complexity of designing, managing and executing a microcredit product with low income and illiterate people.
IE Social Innovation Cluster
Lead by Joaquín Garralda and Juan José Güemes

The IE Social Innovation Cluster was launched in 2014 in order to nurture the community of students, alumni, faculty and members of the IE team, to apply the advances in the field of innovation and entrepreneurship generated at IE to fight the struggle for social equality and environmental sustainability. The overall goal of this cluster is to learn from the various activities that many members of the IE community are implementing in which they apply innovation to pursue positive social impact and to facilitate collaboration and networking among those interested in the topic. Area 31 is the meeting point of the Social Innovation Cluster, hosting its quarterly activities.

Among its objectives are to: Build a better World; Create brand positioning; as part of the IE DNA; Attract and retain talent at IE, Co-create the best learning ecosystem on social innovation; Research and Generate a systems effect; Create community; and Promote internal communications along this line of thinking.

With more than 50 events in over 20 countries in 2014 and 2015, the cluster has impacted more than 1,500 IE students and more than 2,500 participants and alumni, that is, global citizens who want to do good and do well through entrepreneurship & innovation. The initiatives of the Cluster are the following:

IE- AIESEC talks
In order to offer young people the opportunity to be global citizens, to have a positive impact on society and to get experience and skills that matter today, IE has continued for the 8th straight year collaborating through the Social Innovation Cluster with AIESEC, allowing to impact more than 1,500 AIESECers worldwide.

The purpose is to transmit IE knowledge by sending professors to talk about specific subjects of interest to AIESECers and to provide sponsorships to their various conferences thus encouraging them to grow their community and treat social issues worldwide. During 2014 and 2015, IE professors offered talks in the following centers: AIESEC Austria (+150 participants), AIESEC Guelph (+55), AIESEC International Congress (+800), Stanbic Bank (Lagos, +40), Entec (Lagos, +15).

Design Thinking for Social Innovation International and IE workshops
Professor Max Oliva, together with International Development at IE offered a series of workshops aimed at creating a process and culture which would enable innovation to be at the core of any organization, be it from a start-up, a multinational or a cross collaboration with unlikely allies and are framed on the capacity to combine empathy, creativity, prototyping culture and rationality in order to satisfy user needs. During these workshops, participants learn the key concepts of Design Thinking with a focus on social innovation, experimenting with collective creativity, and practicing with key tools to apply in future social challenges. In 2014 and 2015 these were imparted in Asia, North and South America, Africa and Europe but also continued to be significant across IE, impacting +1,500 IE students of the MBA, (3 Intakes, +1,000 Participants) , MIM (2 Intakes, +400 Participants) and IE University (+4,500 overall).

Inside Social Innovation - Master Classes
At IE we believe that Social Innovation is a way of contributing to making a better world. To promote this way of thinking, the Cluster, together with its partners Impact Hub and Ashoka, have created a series of Master Classes entitled "INSIDE SOCIAL INNOVATION" celebrated all over the world. These events consist of two parts. The first is be “pitching slam” of social innovating projects which are presented to a jury of experts from IE Business School, the Ashoka network and the Impact Hub who choose the most committed, innovative and scalable project among all those enrolled. During the second part spectators become the protagonists and can attend as audience or experiment and participate in the Design Thinking workshop organized for winning project.

During 2014 and 2015, these Master Classes have taken place in Dublin, Medellin, Rio de Janeiro, Toronto, Cape Town, Stellenbosch, Johannesburg, Taipei, Hong Kong, Milan, Florence, Rome, Lagos, New York, Miami, Boston, Dallas, Los Angeles, San Francisco, Athens and Cluj Napoca (+500 participants).

Social Innovation Days
IE Business School hosted together with partners such as Impact Hub and Ashoka, Inside Social Innovation Days. This is a half-day event that includes a pitching slam, networking and hands on workshop on design thinking, working on a real challenge a social enterprise is facing. During 2014 and 2015 they took place in the Impact Hub of Bogota and in the one of Sao Paulo.

Other Classes and workshops in more than 20 countries have continued to be part of the cluster contribution to the global knowledge on social innovation, with a particular focus in Africa. The Cluster has collaborated with the PWC -From Vision To Reality Award- in South Africa, Stellenbosch Leadership Program, Hub Space, Co-Creation Hub, Leap Africa, to name a few.
CENTRES OF EXCELLENCE

Entrepreneurship & Innovation Center
Directed by Juan Jose Güemes

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:

Area 31, Directed by Professor Conchita Galdon

Area 31 is the space that hosts the entrepreneurship ecosystem that revolves around IE’s Center for Entrepreneurship and Innovation at IE’s Madrid Campus. More than 200 entrepreneurship projects participate in the different activities in Area 31 per annum. All programs in Area 31 are open to Social Entrepreneurs, who want to make their business ideas real through the following initiatives: The venture Lab and Venture days, Venture Network Weeklies, The Incubator and other institutional projects developed at IE.

Venture Lab, Directed by Paris de l’Etraz

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 Start-up Accelerator, Managed by Allison Rohe: This hands-on program guides aspiring entrepreneurs how to develop an idea for a startup to a validated, investor-ready venture. Within Venture Lab, IE offers two electives for IMBA students: VL Accelerator for teams in a conceptual phase, who have yet to or are still validating their markets; and VL Squared for teams that have surpassed the conceptual phase. All teams receive workshops and mentorship to guide them in validating their ideas and developing investor-ready startups. Teams are eligible to participate in Venture Day Madrid at the end of the program, where they pitch before investors.

- International Venture Days, Coordinated by Gema Molero: 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 entrepreneurialism and debate issues faced by entrepreneurs and investors. Venture Days are held throughout the world and in Madrid. Through Area 31, IE Business School, in collaboration with the Peace and Equity Foundation and Ateneo de Manila University launched in 2014 the first Venture Day vertical on Social Entrepreneurship in Manila, Philippines. This was a regional social venture competition celebrated in the context of the Youth Social Entrepreneurship Conference. Finalists came from the Philippines and South East Asia. Among the international speakers it is worth mentioning Sunit Shrestha, one of the first Ashoka Fellows in South East Asia. The top 5 finalists were presented with $4,000 by Peace and Equity Foundation. In 2015, there were 16 Venture Days held internationally.

- Venture Network Weeklies, Managed by Allison Rohe: Area 31 hosts every Thursday night a pitch slam in English and every quarter a pitch slam with social startup-ups and a panel of social investors. Pitches are 7 minutes, and are followed by Q&A from the panel and audience. The initiative helps students to improve their pitch, get feedback and network with people from within and outside of IE while having a beer, sponsored by Heineken. During 2014 Area 31 hosted two Social Venture Network events. During 2015, Area 31 hosted four Social Venture Network Events of which one was focused on Environmental Startups.

- The Incubator, Directed by Conchita Galdón: The incubator in Area 31 for startups founded by IE Alumni is at the very heart of IE Business School’s global entrepreneurship ecosystem. Area 31 startups receive free office space, mentoring, training, technical support and extensive networking opportunities. Overall, startups in the Incubator have access to up to $150,000 worth of services. Partners include Microsoft, Amazon Web Services, Paypal, Talentum Startups, several law firms or the crowdfunding platform Fundedbyme.

“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, Director of Area 31
Institutional Projects, Directed by Professor Daniel Soriano

- **Pasion>ie:** IE Business School and Accenture continue with Pasion>ie Project, an initiative that links the innovative and entrepreneurial community with corporations in order to contribute to social and economic development. The training program, designed and conducted by IE Business School, offers specific training courses for startups, along with a period of mentoring offered by IE mentors and the innovation heads of collaborating firms. These projects are found in the Smartcities, eHealth and future commercial distribution sectors. Pasion>ie already holds claim to very successful editions that have led to agreements between large companies and startups, allowing for the development of the entrepreneurial ecosystem and improving corporate competition.

- **Comprometi2.0:** IE Business School and Fundación Canal launched Comprometi2.0 in order to transform business ideas into real, innovative and sustainable projects which would help economic development and generate employment. IE Business School selected 30 young entrepreneurs, created teams and helped them develop their ideas. Finalists were also mentored until their final presentation given before an expert panel, and the members of the winning team received a 100% scholarship for IE Business School’s Master in Management. The latest team teaching methods, as well as Design Thinking and Lean Startup were used throughout this initiative, which proved to be an incomparable experience for all entrepreneurs.

The IE Center for Entrepreneurship and Innovation also collaborates with institutional partners to promote social entrepreneurship and social innovation. On 2014, IE hosted the final of the European Investment Bank’s Social Innovation Tournament. On 2015, IE was their academic partner, providing training and mentoring to their finalists during their Bootcamp in Area 31 and their final award event in Milan. Furthermore, in 2015, IE was the training partner of Fundación Biodiversidad with their program for Green Entrepreneurs.
IE Centre for Diversity in Global Management

Lead by Professor Celia de Anca

The Centre’s mission is to promote diversity management of gender, culture, personality and age as a competitive advantage in the corporate world, through reflection, creation of knowledge and the dissemination of know-how.

The Centre’s main aims are:

- To foster a greater understanding of the demand for and needs of corporate diversity, by analyzing the improvement in bottom line results and effectiveness of inclusion policies.
- To improve diversity in the corporate world by promoting training programs in management in minority groups both in western companies and developing countries, thus promoting the integration of women into the economic fabric.
- To generate debate and the exchange of experiences in the field of diversity.

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 2014 and 2015, the Center developed the following activities:

Education
The Mentoring Program “Take the driver’s seat” in collaboration with “Women in Business Club". 2014- 2015: The program aims at providing IE women students that are currently enrolled in a IE Master program the opportunity to receive a mentor support to help them focus in their professional lives. The mentoring Committee is currently integrated by: Celia de Anca, Margarita Alonso, Maria Llosent, Patricia de Thomas, Luis Hernandez y Hermógenes del Real.

Publications
See section III – Faculty Research and Publications.

Conferences
Apart from participating in conferences, workshops and summits, during 2014 and 2015, the Center itself organized the following events:

- Workshop tools for personal Branding: WIB (IE Women in Business Club) in collaboration with the center for Diversity. Introduction: Rachel Wilson (WIB) y Patricia de Thomas Center for Diversity. Table integrated by: Yolanda Ruiz, CEO de Yovijob.com, Marie Claire Pfeifer, Program mentor and General Director of VidCruiter Europe. February 2014
- “Creating an LGBT friendly work Space Professor Timothy V. Kane” With the US Embassy. 45 attendants. February 2014
- Aspire to Lead - the PwC women’s leadership series. PwC and IE Business School organized a debate on gender, leadership and transition from university to work. April 2014.
- Conference in SAP “Shine through the cloud, Diversity and Generation 360” 30 people attended. Margarita Alonso September 2014
- #elamormola, with Communication Club. 35 attendants. February 2015.
- IBM Always in the forefront. October 2015.

“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, 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

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 in 2014 and 2015 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.

- **Islamic Law and Finance**: a new module of Islamic finance, was presented and approved at the International Legal Masters at the IE Law School. The courses of 2014 and 2015 were composed of international students coming from the USA, Latin America, Europe and Asia, with 30% Spaniards. The module of Islamic Finance is also offered as elective every year at the Masters in Finance and at the Advance Masters in Finance. The professors that teach that course are Mariano Aldama and Celia de Anca.

- **Immersion Weeks.** Since 2012, students of the IMBA together with students from King Abdulaziz University have the opportunity to take an intensive course on Islamic Finance in Jeddah, Saudi Arabia to learn from the experiences from practitioners at the Islamic Development Bank, Saudi Economic Development Company and Islamic Research & Training Institute, and take part in an open debate about Islamic Finance versus traditional Finance. Also during 2015 students from King Abdulaziz University have the opportunity to leave in Madrid am Immersion week focused in entrepreneurship together with students of IE. This activity will continue in 2016.

**Publications and Articles**

See section III – Faculty Research and Publications.

**Lectures and Conferences**

Many Lectures and conferences are hosted by SCIEF every year. During 2015 some of this was the “Lecture by Prof. Rifaat on Short-term Islamic Financial Instruments”, on March 18th, in the framework of educative activities and outreach of Islamic finance in Europe. This lecture, held by Professor Datuk Rifaat Ahmed Abdel Karim, Chief Executive Officer of the International Islamic Liquidity Management Corporation, discussed the Short-term Islamic Financial Instruments. The aim of the lecture was to approach the functioning of the short-term Islamic financial instruments, which are a less known reality in the context of Islamic finance. Also in the context of the WIOT Competition, SCIEF held a “Conference on ethical finance” in 2015, in which the aim was to show unique successful experiences on ethical finance in several contexts such as banking, investment funds, and impact investors.

**Book publishing**

The Center has published 3 books and is working in the 4th one. During the final event of the 2015 WIOT Competition, the SCIEF had the chance to make the presentation of the third SCIEF book “Social Impact Finance” edited by Cristina Trullols and Faisal M. Atbani. Faisal M. Atbani introduced the book, which explores each of these non-conventional banking and financing mechanisms.

“**What is out there? Competition**” (WIOT Competition)

In 2015 the SCIEF run the competition ‘financing a better world: What is Out There? 2015’. Following the success of the first edition of the competition, the objective was to foster new ways of getting funds to run projects or initiatives, to understand the views of the youth on possible alternatives to the present financial practices, but also to help them look into new alternative ways that Islamic finance, ethical banking and other non-banking alternatives that can provide for their financial future. Projects from all around the world participated in this year’s edition, giving the competition the international awareness expected.

**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.
**Corporate Governance Center**

_Lead by Tomás Garicano_

In December 2008, the Corporate Governance Center was created by Bankinter, Iberdrola, IE Business School and PWC. This joint initiative highlights these corporations’ interests and concerns about everything related to best practices for Corporate Governance such as continuous and sustainable improvement, interests of the different stakeholders and markets, transparency, Corporate Responsibility and Corporate Reputation.

The Center for Corporate Governance aims to become a forum to facilitate the exchange of ideas & opinions, analysis & research, and teaching & disclosure featuring topics concerning Corporate Governance, Corporate Responsibility and Corporate Reputation. It will try to identify ideas and new trends coming up at the international environment, as well as to find answers for queries that arise.

**Publications and Articles**

See section III – Faculty Research and Publications.

**Events**

- In 2014, the Center organized an event to present the document “La relación con los accionistas: la Junta 365 días y La Reforma del Código penal: los modelos de prevención penal” at IE Business School. Speakers included Rafael García de Diego, Armando Ares, Michaela Zhirova, Georgina Marshall, Tomás Garicano, Mario Lara, Rafael Mateu de Ros, Antonio del Moral, José Manuel Maza and Rafael Piqueras.
- Press Breakfast to present the report “Las Mujeres en la Alta Dirección en España”. This event was organized by the Center and the Communication department of IE Business School. Speakers included Lorenzo Cooklin and Dulce Subirats, both from Mutua Madrileña.

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**The Human Resource Centre**

_Lead by Pilar Rojo_

IE Business School’s Human Resource Center is an initiative created to support directors and managers in this field by updating their professional skills. Its main objective is to become a forum for creating and sharing knowledge in different areas of Human Resources, with special emphasis on those emerging issues which could condition their management capacity in this area in the near future.

The Human Resource Centre focuses on three main projects:

1. The Human Resource Benchmarking Club, established with the aim of sharing experiences and comparing the effectiveness of different HR practices at all organizational levels. The Club offers networking and community building opportunities with HR professionals and managers currently representing 108 companies in Spain’s most strategic sectors.
2. The Human Resources Center together with the Spanish journal Expansion y Empleo offer the Expansion and Employment Award for Innovation in HR each year. The objective of the award is to recognize those companies that are innovating in the field of Human Resources and culminates with the presentation of a report which lists the most relevant aspects of the experiences presented by the study.
3. IE Business School, the magazine Human Capital (Capital Humano) and the consulting firm Inforpress have joined together to form the Observatory of Internal Communication and Corporate Identity, a think-tank of mutual knowledge and exchange of experiences in the sphere of internal communications essential for companies today. Through different activities in various Spanish cities and the publication of studies the Observatory promotes the development of this function in Spanish companies and delves into the actions and projects deemed most effective and innovative in this realm.
The Centre for Financial Sector PwC-IE is a unique institution in Spain, independent of credit institutions, which analyses the challenges facing the Spanish and international financial sector. It investigates and establishes itself as a benchmark for strategic aspects related to innovation in the sector, and remains active in the debate on the newest topics in regulation and supervision, which all contribute in prioritizing the changes that the industry must undertake in an increasingly competitive market.

The Centre promotes the organization of meetings and the publication of research to achieve an efficient and competitive financial system. The analysis of international trends, the regulatory framework, innovation and the changing environment, are the main focus of its activity. It was created with a clear vision: to contribute to the debate and provide solutions that help shape an efficient, competitive and sustainable Spanish financial sector in a global environment in constant transformation.

During 2014 and 2015, the Centre developed the following initiatives:

### Publications and Articles
See section III – Faculty Research and Publications)

### Events

- **Presentation of the report “El dinero en 2033. Cómo nos financiaremos y ahorraremos”:** On March 2015 the Center presented the report “El dinero en 2033. Cómo nos financiaremos y ahorraremos”. The event counted with key speakers such as Iñigo Fernandez de Mesa, Claudio Boada, Guillermo de la Dehesa, and Jesús Sáinz.
- **Presentation of the report “Descifrando el futuro. Las claves de la transformación de la banca en Latinoamérica”:** In 2014 the center presented the report in several public events with major financial institutions and regulation authorities in Panamá, Argentina, Uruguay, Colombia y Perú. The events counted with the participation of representatives of the most important banks of the region who had the opportunity to discuss about the challenges faced by the sector.

### CHAIRS

#### Human Resources Management Chair

**Lead by Cristina Simón**

The main objective of this Chair is to foster innovation and ongoing improvement in the Human Resources practices of the Inditex Group. This is essentially achieved through the development of applied research and knowledge transfer projects, studies of the state-of-the-art and the creation of interdisciplinary work groups that focus on current issues affecting the management or people in the fashion industry. Close coordination between the academic environment and professional practical experience within the company results in the design of specific Human Resources practices that are implemented within the companies of the group.

These practices are of interest, adopted by and ultimately constitute best practices to other companies in the industry. The activities developed by the Chair are the following:

- Professional update projects for the Human Resources Departments of the Inditex Group chains.
- Documentation projects: Review and selection of centers and sources of Human Resources information in the retail/fashion industry.
- Applied research.
TALENT AND CAREER DEVELOPMENT

Career Management Center

The mission of IE’s Career Management Center (CMC) is to develop Career Development Activities to increase employment opportunities for IE students and alumni. It focuses on:

Relations with companies

The CMC provides students with access to recruiting companies through corporate presentations, the Annual Careers Fair, on-line recruiting activities and networking events with NGO’s and International Institutions such as the World Bank, Intern American Development Bank, United Nations and its specialized agencies and organizations, the European Bank for Reconstruction and Development, World Economic Forum, European Climate Foundation, Transparency International, The Global Fund, KIVA and among others. More than 40 students during 2014 and 2015 landed an internship or job in this sector through the IE CMC. In addition, Companies such as J&J, Santander, Telefonica, 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.

- **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.

- **IE Talent Forum and Company Presentation**: As the careers in IOs and NGOs have become a very attractive career path for IE students, the CMC successfully attracted more attention of the organization in this industry. During 2014 and 2015, more than 10 International Organizations and NGOs, ICRC, UNFPA, ACH, Endeavor, World Bank, IADB, UN Volunteers, UNOPS, WFP, Dalberg, participated IE Talent Forum or conducted individual company presentation.

- **IE Talent Forum - Start-up Day**: With the huge success of the first IE Start up Day, in 2015, the CMC continued this initiative. The IE CMC dedicated a special afternoon of the IE Talent Forum only for start-ups, and around 20 institutions and companies on campus participated in this recruitment event. The goal is to facilitate the recruitment of IE students and recent Alumni from the MBA, MIM, specialized Masters programs and IE University.

- **Special Recruitment Programs for Women Candidates**: CMC, has collaborated with McKinsey, Accenture, AT Kertney, UBS, Credit Swiss, the most prestigious recruiters in the Consulting and Investment Banking industry on their special recruitment missions for women candidates.

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 CMC 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. For the first workshop, the CMC had the honor to have professionals from UNICEF Spain, Inter-American Development Bank Spain and Quijote Salvar el Mundo Haciendo Marketing to share their story with the students.

Resources for improving the search for employment

The CMC 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.
Internship opportunities 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:

**Internship – Ayuda en Acción:** The internship can take place during the summer break and the working language is Spanish. Last year the project consisted in exploring new sources of "collaboration" other than the current strategy of sponsoring a child in an underprivileged environment. The project was a mix of marketing and market analysis.

**Internship – Acción Contra el Hambre:** MBA students can do an internship within Acción Contra el Hambre (ACH), the Spanish division of Action Contre la Faim, a French NGO founded in 1979. MBA students have the opportunity to work at the Madrid headquarters for a period of 4 to 6 months immediately following their graduation. Internships offered are usually in HR, Marketing or the Finance departments.

**Fellowship Program – The Tony Elumelu Foundation’s African Markets Internship Program:** This is a leadership initiative designed to give MBA students a firsthand experience with business in emerging markets, develop essential skills, and build a network in the fields of professional entrepreneurship, business management and policy. Selected associates participate in a highly structured 10-week program in which they will gain, produce and contribute to knowledge, processes, and projects that can help to strengthen and grow the enterprise and contribute to job creation, economic growth and innovation. IE presents its students to this competitive selection process since 2012.

**Fellowship Program – MBA without Borders:** Since June 2013, IE collaborates with this program that matches talented MBA graduates with skills-based volunteer assignments in emerging and frontier markets around the world, with the graduates using their skills to provide pro bono consulting services in areas such as strategy, sales, finance, project management and human resources. In return, they receive a unique understanding of the challenges and opportunities inherent to these markets.

**KIVA Fellowship Program:** Kiva is the world’s first person-to-person micro-lending website. In 2007, Kiva started its Fellows Program. Individuals have the opportunity to put their skills to work in support of global microfinance. Applicants chosen for the program serve as Kiva’s eyes and ears on the ground, working directly with microfinance institutions (MFIs) and other field partners in over 80 countries around the globe, and with new initiatives such as Kiva U.S.

**The Office of Tony Blair:** The Africa Governance Initiative provides practical advice and support to help African leaders to bridge the gap between their vision for a better future and the capacity of their governments to achieve it. The Africa Governance Initiative (AGI) and Tony Blair Associates, two affiliated organizations to the Office of Tony Blair recruited at IE for their projects in Africa, Asia, and Latin America.

**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.

**Bizcorps Fellowship Program:** Bizcorps is an NGO which offers an unparalleled opportunity for recent business school graduates to immediately apply their skills and learning while gaining in-depth, practical experience relevant to careers in a variety fields, including management, investing, consulting and entrepreneurship. Since early 2015, IE CMC started the recruitment collaboration with Bizcorp, 2 IMBA graduates successfully got through the selection process, and currently working with Bizcorp companies in Columbia.

**ICat 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.
Talented Leaders Scholarship Program

Lead by Fundación IE

The IE and the IE Foundation have begun a program to support talent and excellence. For IE Foundation is top priority amongst proposed scholarship initiatives is the “2013-2017 IE Talented Leaders Scholarship Program” created to identify the most promising candidates and provide them with the financial assistance and individual mentoring they need to pursue their academic careers at IE.

The IE Talented Leaders Scholarship Program is a program designed to help search for and develop the best international talent via high-impact scholarships, excellent academic training and social commitment. This scholarship program is possible thanks to the support of alumni, executives, companies, foundations and other institutions that contribute to the training of excellent and talented students from very different economic, geographic and cultural backgrounds. In this way, we can help them to aspire to training that will contribute to their personal development.

During 2014 a total of 1,023 scholarships were awarded of which, 789 were allocated to new students in master’s programs and 234 scholarships for degree programs (33% Spanish and 67% for foreigners). In 2015, a total of 1,131 students were awarded (847 to Master’s programs and 284 scholarships for the degree programs). Within the awarded students, 36% were Spanish and 64% international students.

IE University Labs

Lead by Professor Isabel Sanchez

IE Labs are IE University’s alternative to traditional internships. Aimed specifically for first and second year students seeking high level internship placements, the IE Labs provide hands-on, internship-like experience on campus, working on projects for leading companies and institutions in a variety of sectors.

Students work in the IE Labs under the tutorship of professors, while experts provide training in areas like marketing, funding, strategy and legal aspects. IE Labs also include practical workshops throughout the year led by executives from participating organizations. In addition, students working in IE Labs have direct contact with the managers and directors of leading companies that they are working for, further extending their professional networks.

Among all the labs, it is worth mentioning the entrepreneurial spirit and social character of some of them:

Start-up Lab,

The Start-Up Lab is a platform that provides the training, resources and networks needed, through an organized and sequential way, that will help IE University students to start a business and establish their own company. The Lab provides seminars and training in areas like marketing, funding, strategy and legal aspects, as well as practical workshops throughout the year led by experts and entrepreneurs. Professors and experts work with the students to consolidate the different areas of their business plans so that they can then pitch their plan to investors and launch their businesses. More than 60 students have worked in their business ideas during 2014 and 2015.
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.

During 2014 and 2015, students 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, in 2014, 37 individuals were able to create their enterprises. The number of microentrepreneurs helped grew to 87 in 2015. Students also developed some financial literacy and business management courses though games for the kids of the community.

Social Impact Lab Ayuda en Acción, Bolivia
The aim of project during 2015 was to improve the economic situation of one of the poorest regions of Bolivia, San José de Chiquitos, through the promotion of tourism as a strategy for the overall development of the community. The region has an important Jesuit mission and other tourist attractions but has not been exploited so far by the lack of access by paved road that came two years ago.

The project involved the in situ analysis of the tourism infrastructure of the area that was made by students (hotels, restaurants, handicrafts, transport) and of the existing information (brochures, web agencies, tour operators worldwide, agreements, points information, etc.) to produce an assessment of the current situation and for the development of tourism strategy for the area, with a proposal for promotion, product / package to offer depending on the tourist profile, and with suggestions for infrastructure improvement. The strategy will be implemented by the municipality and the regional government with the help of the NGO Ayuda en Acción Bolivia. Additionally fundraising work was done during the academic year to provide a water well to one of the poorest communities in San José de Chiquitos.

Design Thinking Lab
The Lab works with companies who provide a "human capital challenge" related to the theme Flourishing Talent and Positive Organizational Solutions. Students work towards understanding clients’ needs by being immersed in the organizational culture, through interviews, and action research. Through a collaborative process with clients, students present proposals which are impactful, sustainable and innovative.

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, Landscares, and Eversheds.

“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.
Seminars

Lead by Professor Luisa Maria Barón

Microfinance a Tool For Development

Imported by Professors Maria Luque and Pablo Casadio

This seminar introduces microfinance principles and practices and examines key contemporary issues and debates. Topics covered include microfinance models and methodologies, targeting and outreach, impacts on poverty and the ‘empowerment’ of women, and the microenterprise sector in developing countries. Also examined is the controversial possibility of a trade-off between ensuring that microfinance programs are financially sustainable while maintaining a focus on the poorest clients. At the end of the course, participants should be able to:

- Understand the concept of sustainable microfinance in terms of principles and good practices as they are applied by worldwide institutions today.
- Identify issues that hinder the success of microfinance in developing countries.
- Get acquainted with the different types of MFIs, their lending practices, programs, clients, and overall organizational profile.
- Develop an understanding of the utility of microfinance – and its limitations – in addressing poverty.

Africa: The New Growth Frontier

Imported by Professor Grace Obado

Africa’s economy has been growing steadily at about 4% for the last decade, with some countries registering even double digit growth. The projections for the next 3 decades is very promising irrespective of headwinds such as Ebola, violent insurgencies, lower commodity prices mainly because of the population growth, increased production in agriculture, more investment in infrastructure and more primary and secondary enrolment with special emphasis on the . This seminar is aimed at providing better insight into Africa, beyond poverty and conflicts, to explaining the source of the current economic growth and also looking at its sustainability. The purpose of this seminar is to provide a better understanding about Africa’s Economic growth by analyzing the key drivers. And help students to distinguish reality from perception on Africa, identify business opportunities on the continent and be able to place Africa’s economic growth in a global context.

Human Rights Risk Management for Business. Asia and Latin America

Imported by Professor Marleen Rueda

The seminar give students an overview of the current human rights challenges for multinational enterprises and explore how the new international framework has placed increased responsibilities on MNCs. Students will discuss and analyse a number of case studies in Latin America and Asia to understand the different strategies used to deal with actual and potential impacts on human rights. Are Multinational Enterprises responsible for the human rights impact of their operations? Is there a common legal framework regulating that responsibility? How do MNCs manage potential and actual negative impacts on human rights? Are there any international obligations in this respect?

The seminar provide students with an overview of the recent international debate on enterprise and human rights that has given rise to new international instruments – the UN Guiding Principles on Business and Human Rights- establishing responsibilities for enterprises to respect human rights. Students will learn the nature of the current human rights challenges for MNCs in various regions and how enterprises are dealing with them in the light of the international framework.

Social Entrepreneurship

Imported 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 combines both individual participation and group work through a practical, hands-on, case study approach.

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 introduces students to the core concepts of social entrepreneurship, innovation, measuring social impact, sustainability and scaling of a social enterprise. Special attention is 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.
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.
Helps students from the Net Impact Club to raise funds for the Social Responsibility Forum facilitating them shirts and notebooks with pen to sell.
Collaborates since 2012 with WWF and Editorial IE to enable the reforestation of the Doñana National Park.

IE Library
Lead by Amoda 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 collaboration with Financieros sin Fronteras in the Art and Books Market in 2014 and 2015. IE library donated books to the market to help IE Students from the Social Impact Lab to raise funds to help a very poor rural community in Ghana with microcredits.
Often collaborates with the IE Cares initiative. In November 2014 IE Library participated in the “Movember Movement” to raise money for prostate cancer and in 2015 helped them to raise donations for Aldeas Infantiles SOS.
The library also participated during the month of January 2015 in “La nariz roja de Payaso” an initiative from the Spanish headquarters of Theodora Children’s Trust Foundation, to help raise funds for children with cancer.

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 2015, 35 students of different IE master programs donated €18,000 to the project “100 Empresas por los Bosques”, an environmental initiative run by the NGO WWF, which consists on the reforestation of an area within Doñana National Park. The students had the opportunity to get actively involved by planting 115 trees with their own hands.

#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. In 2014, 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 2015, 10% of the IE annual Winter Ball benefits were donated to Theodora Foundation, old cell-phones were collected to support StopSanFilippo Foundation and students gave blood to Red Cross during a blood-drive campaign. In October IE wore pink as part of Breast Cancer Campaign aimed to increase awareness of the disease and to raise funds for its research, prevention, diagnosis, treatment and cure. A Toy Drive was organized at the end of the year in order to collect funds and buy gifts for 70 kids from an orphanage in Madrid and give them something to smile about.
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 6 years (2012-2017), 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.

Research in Ethiopia

Represented by Professor Gayle Allard
Gayle Allard has been a professor of Managerial Economics for IE Business School since 2014 and recently has focused her research into development issues, particularly in Africa and in relation to China.

She leads with IMBA Benedict Faver a group of IE MBA students on a volunteer and research trip to Ethiopia each summer about doing business at the bottom of the pyramid. During their two weeks in the town of Zway, the students volunteer in a summer English program run by Salesian nuns, while visiting businesses to learn about the local environment and draft a business proposal for the region. Among the many surprises awaiting the students during the trips was how many business opportunities they detected in a region where the average income is $1 a day and much basic infrastructure is nonexistent; and how rewarding it can be to 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.

In 2015, Puentes Global launched Helix, a project in which IE students support micro-entrepreneurs by consulting and accompanying them with training and support from Puentes Global. Helix goals are twofold. On the one hand, we aim to strengthen entrepreneurship skills of people with difficulties to access the labor market, by accompanying them in evaluating and, eventually, launching their business projects. On the other, Helix boosts the students’ entrepreneurship skills by taking part in the development of these projects. Puentes Global support the work of students and micro-entrepreneurs by offering them one on one advice and access to management tools specifically designed for Helix.

Instant Karma

Lead by Professor Manuel Rincón
Instant Karma enables Non-Profits to create their own profiles on Instant Karma’s platform and begin posting projects with which they need help. Volunteers create similar profiles that describe their skills and interests. Companies with active Corporate Social Responsibility programs also join the community to promote causes and opportunities to their professionals. By unifying these three groups on a single platform, Instant Karma delivers the power of internet connectivity and data analytics to identify, filter, and match the appropriately skilled volunteers with the jobs most suited to them. Specific skills, interests, geo-location, schedule, and other criteria drive the fulfillment of both Non-Profits and individuals’ needs – both in onsite work as well as the newly trending field of virtual volunteerism.
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 2014 and 2015 include the following:

IEU Entrepreneurship Club
The IEU Entrepreneurship Club brings together students with a passion an interest for entrepreneurship. Amongst their current activities lay the development of workshops featuring guest speakers on interesting topics, like Pedro Claveria, from Rocket Internet, Manuel Zabra from Telefónica, or Joe Haslam, one of the founders and current board member of HoT, a leading mobile application. Also, Some of its members have been sponsored by different private companies to attend events, which represent unique opportunities for them and for the club, since the experiences are shared later in open workshops. Latest example of this initiative is the sponsorship of 3 students by Telefónica to attend the renowned Mobile World Congress in Barcelona, considered the world’s premier mobile industry events.

IEU Greenway Society
This club wants to make people at IE University more aware of environmental issues by having meetings with internal and external speakers and having discussions afterwards. By doing this they promote the improvement of existing business ideas with environmental aspects, as well as creating new businesses focused on the environment. In 2014 and 2015 they worked in 4 main areas where they aimed to make a difference within the IE community.

- To transform IEU into a green university, which takes care of the environment. In order to achieve this, they started recycling campaign.
- To get students in contact with the environment and animals. In order to do this, the club provided students with the opportunity to work in Segovia’s Center for Animal Adoption.
- Making people aware of how important and beneficial it is to have an eco-friendly lifestyle (eating habits and contact with the environment). In order to achieve this, the club provides the IE Community with tips and tricks on the how and why to hold a more environmentally-friendly daily routine.
- To plan nature related escape trips into the mountains, where people can get in contact with nature, away from technology, while doing some exercise.

IEU Humanitarian Club
This group wishes to promote university spirit to help others and organizes fundraisers and other events. The club’s campaign “Valentine Day’s fundraising campaign” during 2014 focused on the sale of a selection of Valentine’s goods. The money raised was donated to the Spanish Cancer Association. The Club also launched an initiative in partnership with the Caritas NGO in order to receive donations from all IEU Student. The IEU Humanitarian Club placed a number of boxes around Campus for students to leave all those personal belongings that they had accumulated through time and no longer find useful in those boxes.

During 2015, apart from continuing initiatives launched in 2014, the Humanitarian Club decided to start collaborating also with the Segovian nonprofit association ESPAVILA Formación y Desarrollo Social, so that all students interested in collaborating as volunteers can help make a difference all year around on different realms. Another highlight of this club was the #HeforShe Campaign launch by the IE Student Zainnab Al-kurdi, to support gender equality.

IEU Philanthropic Club
The mission of our club is to find ways of involving each member in social activities with the express goal of helping to improve the daily lives of people who are in need. Among their activities in 2014 and 2015, its possible to find the smart nominations – a facebook initiative that tries to implicate students to do random acts of good to those in need, post a video on facebook and nominate somebody else to do the same – multiplying the good using this online social network, or the co-organization.

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”.

Clubs & Communities
IEU Debate Club
This club wishes to maintain the long established tradition of debate in IE University, participating in various tournaments and meeting with a coach for regular debates on campus on a wide variety of topics. The intent is to improve and refine debating and argumentation techniques while having a good time. During 2014 and 2015 participated and won various prizes for their performance, such as the prestigious IE-Complutense Debate Tournament in Madrid, the Debate Exhibition with ACART in Segovia, the Debate Tournament of the Universidad Francisco Vitoria, and the Tournament ACART/IEU/UVA in Segovia.

IEU Finance & Investment Club
This professional club wants all members to know more about the stock market by using a simulator, organizing conferences and discussions regarding current issues, strategies and helping with the portfolios of club members. In 2014 they had a very successful conference with Morgan Stanley and brought several speakers to give talks to students. Among the speakers invited it is worth mentioning the corporate lawyer Luis Roquette Geraldes, founder of Team Genesys, which provides legal services in the areas of entrepreneurship and innovation, or Goldman Sachs speaker who gave a talk about investment in developing countries vs developed ones (The Gravity Principle).

IEU International Relations Club
A professional club that meets regularly and organizes events to inform students about different aspects of international relations. In 2014, the club held a conference in conjunction with the MIR International Relations Club having Professor Haizam Amirah an expert in political Islam, as guest speaker. Professor Haizam Amirah spoke on the causes of the Arab Awakening and how they have developed over the past four years. The club also collaborates with NGOs in humanitarian campaigns. Among their events, it is worth mentioning the Walk-A-Thon fundraising initiative to help refugees through a donation to ACNUR.

IEU Consulting Club
This club wishes to gain experience in business strategy design and to create relationships with top world companies. In 2014 4 students from the BBA attended the Hult Prize Competition in Dubai, in which they were named within the Top 4. During 2015 the club organized workshops aimed better preparing students for real-case scenarios and provide them with as many tools as possible to know how to better solve challenging situation. Some of these workshops have been managed by IE professors like in the case of David Millan, Strategic Management teacher for BBA students, who taught students how to better approach a case, as well as laying out some guidelines of what is expected from the students when solving a case study.

IEU Law Society
The mission of this club is to create a community for law students at IE University, providing social, educative & career opportunities. This student group is very active and has organized several successful professional and networking activities during 2014 and 2015 with representatives from some of the strongest law firms in Spain. The IEU Law Society also organizes annually a Mock Criminal Trial Workshop and other series of online seminars, like the ones related on how to become a lawyer in the UK.

IEU Psychology Club
This professional club seeks to share with the IE University community the studies of psychology applied to different fields such as marketing, business, communication and many others. In 2014 they organized the first “Psychology Conference with the participation of various experts as speakers, such as Carlos Piera Serra from Delivering Happiness, Ellen Hamilton Newman, Ph.D. in Developmental Psychology from the University of Michigan, Lee Newman, Ph.D in Psychology and Computer Science, Dean of IE’s School of Social & Behavioral Sciences, and Tara Wernsing, Ph.D expert in Organizational Behavior.

IEU Rotaract 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.

IEU Exchange Society
The Exchange Society works to favor the integration of exchange visitors into the IE community. They not only organize events but also promote initiatives where foreign students can get to know their IEU peers. The IEU Exchange Society since its creation organizes cultural visits around Spain. Some of the cities visited include Toledo, declared a World Heritage Site by the UNESCO and Segovia.
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 suppling 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.

EcológIE
EcológIE is an arm of the IE Net Impact Club that is focused on promoting environmental sustainability. Previous achievements of the group have included IE campus using recycled printing paper and supporting Global Village with the supply of 100% recycled disposable materials. The team is conceptualizing opportunities to: save energy through an “Energy Saving Day” encouraging students to avoid elevators and take the stairs and use Blackle, an energy saving Google-search; sell reusable tote bags; and encourage waste reduction through a market day for outgoing students to sell unwanted items to incoming students.

IE Diversity Club
The IE Diversity Club strives to promote diversity management of gender, culture, personality and age as a competitive advantage in the corporate world, through reflection, creation of knowledge, and the dissemination of know-how. The work of the club is done through four pillars: education, leadership, advocacy, and community.

IEOut Club
IEOut, the “Gay & Lesbian IE Network”, wants to be a reference for Lesbians, Gays, Bisexuals, Transgender (LGBT) and their friends at IE. This network aims to promote and spread respectful attitudes towards the Gay community and to foster the best practices to integrate them in the academia and in the workplace. 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 a toy drive to in order to buy Christmas gifts to 70 children from an orphanage in Madrid.
IE Women in Business Club
IE’s Women in Business Club is dedicated to supporting the advancement of women in business and women’s professional development in the interest of gender equality. The club encourages membership from both men and women to advance women’s development in the workplace through mentoring, networking and sharing experience. The Club collaborates with the IE Centre for Diversity in a Mentoring Program open to all IE students, interested in being mentored by a business leader in Madrid, during their time at IE. The program was launched in 2013.

IE Venture Capital & Private Equity Club
IE Venture Capital & Private Equity club is a platform for members of the IE Community who are interested in the Venture Capital or Private Equity industries and want to deepen their understanding, share their knowledge and experience, network with like-minded people and industry players or pursue a career in the field. Together with IE Net Impact club they run a Conscious Business and Impact Investment Speaker Series, which aims to bring speakers who can share their knowledge of conscious business and impact investment.

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.

IE Football Club
The IE Football Club consists of the IE Men and the Women Football teams and the club participates in different tournaments, such as Tackle Africa in London, Spring Games in Barcelona, MBA Tournament in Paris and Grass Root Soccer Cup of IE organized by the club in Madrid. Each year the club organizes IE GrassRoot Soccer Tournament, where teams from various top business schools in Europe met in Madrid to compete against each other. The money raised from the tournament is donated to Grassroot Soccer Organization, who uses the power of soccer to educate, inspire, and mobilize communities to stop the spread of HIV.

Student-Led Extracurricular Events – IE Business School

IE Social Responsibility Forum
Lead by IE Net Impact Club
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.

In 2014 IE Net Impact Club held the 9th edition of the forum, themed “Action, Impact, Change!” The conference was celebrated on the 21st and 22nd November and welcomed more than 250 attendees, including more than 40 speakers. The forum, which took place at Mutua Madrilenia and IE Business School, included keynote from Denielle Sachs, Director of Social Impact, McKinsey & Company and Ana Andueza, Public Sector Partner, Deloitte Spain, as well as nine panels on diverse topics such as ‘Impact Investing’ and ‘Education in the 21st Century’. There were numerous interactive components including case studies led by E&Y, Emzingo and McKinsey & Company, discussing topics from the new electric F1 car to mining in South Africa, as well as a Design Thinking Challenge based on the Hult Prize’s current competition.

On 27 and 28 November of 2015 the IE Net Impact Club welcomed more than 150 attendees, including more than 30 speakers, to its 10th edition, which took place at Caixa Forum and IE Business School, included keynotes, Alberto Andreu, Global Head of Organizational Development & Corporate Culture, Telefónica, Robert Rubinstein, CEO, TBLL Group, Sebastian Mazzuri, Director of FSG, Sofia Benjumea, Head of Campus, Madrid, Google, and Arnaud Raskin, Co-founder of Streetwise & Mobile School, as well as nine panels on diverse topics such as “Responsibility in the Energy Industry”, “Corporate Social Responsibility”, “Systems of Support for Social Entrepreneurship” and “Technology and Innovation in the Social Sector.”
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. Speakers during 2014 and 2015 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 30 countries 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 its past 10 editions, 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. Both 2014 and 2015 editions welcomed more than 600 students of all the different programs at IE.
Impact Weekend  
**Lead by IE Net Impact Club**

Impact Weekend is a 60-hour, hands-on, innovative experience that brings together students from IE and other business schools with social entrepreneurs from across Spain to share ideas and develop socially responsible business plans. Its role is to leverage IE’s business savvy and strong culture of entrepreneurship to empower both social entrepreneurs and students with the tools to create a more socially and environmentally sustainable world through business. The ultimate goal of each venture should be to reach impact.

In **2014**, IE Net Impact Club celebrated the 4th edition of IE Impact Weekend, where students presented creative and socially responsible ideas that were then evaluated based on audience votes. The club collaborated with IE Venture Lab and Area 31 in organizing the event, and the participants included speakers, mentors and jury from Telefonica, Ashoka, Gawa Capital, Creas, UnLtd, Emzingo and others.

In **2015**, IE Net Impact Club organized the 5th edition of the event along with IE Venture Lab and Area 31. The participants of this edition included speakers, mentors and jury members from Emzingo, Bluemove, Bolsa Social, Creas and Unltd among others.

The winning teams of the two editions were awarded mentorship and coaching sessions with top professionals in the sector as well as the option to directly enter into IE’s Venture Lab, a 6-month startup accelerator that culminates with a pitch to international investors.

Diversity Coffee Chats  
**Lead by IE Diversity Club in coordination with IE Center for Diversity**

The Coffee Chat Series is the Centre’s and IE Diversity Club’s newest initiative, launched in 2015, through which students can obtain a special certification issued by the Centre for attending a specific number of events focused on the development and promotion of the Centre’s mission.

LGBT@Work  
**Lead by IEOut Club**

LGBT@Work is an conference lead by IEOut Club, which aims to discuss best inclusion practices for LGBT Diversity at work and in academia. The 8th edition of LGBT@Work took place on the 20th of November, 2014, and was sponsored by IBM. The Ambassador to the United States in Spain, James Costos, honored IE Business School by officially opening the event along with Dean Santiago Iñiguez and Nieves Delgado from IBM. The speakers of the 8th edition included representatives from SAP, IBM and Human Rights Campaign, among others.

The 9th edition, celebrated on November 19th, 2015, was sponsored by IBM, and included speakers from Community of Madrid, IBM and Procter & Gamble, among others. The goal of 2015 conference was to prompt the free exchange of ideas and stress the benefits that an open and diverse workplace has on companies and employees. A diverse workplace has benefits for productivity, work product and employee retention and having a safe and respectful workplace for LGBT employees is an important way of fostering diversity.

IE GrassRoot Soccer Tournament  
**Lead by IE Football Club**

IE GrassRoot Soccer Tournament is an annual soccer cup held by IE Football Club in Madrid for European top business Schools. The money raised from the tournament is donated to Grassroot Soccer Organization, who uses the power of soccer to educate, inspire, and mobilize communities to stop the spread of HIV. The 5th edition of IE GrassRoot Soccer Tournament took place on October 11th and 12th, 2014, and included participants from IMD, LBS, IE and IESE. On October 17th and 18th 2015 at Golf Canal, IE Football Club organized the 6th edition of the tournament, which welcomed more than 100 students from various European top business schools.

Conscious Business and Impact Investment Speaker Series  
**Lead by IE Venture Capital & Private Equity Club and IE Net Impact Club**

Launched in 2015, Conscious Business and Impact Investment Speaker Series run by IE Net impact and IE Venture Capital and Private Equity Clubs are inviting speakers to talk about conscious business and impact investment.

IE Energy Day  
**Lead by IE Energy Club**

IE Energy day is annual event, reactivated in 2015, that brings key energy industry players, observers and policy makers together with top international talent from one of Europe’s elite business schools to explore the challenges and opportunities facing the energy industry. The last edition was celebrated on September 9th, 2015, and aimed to discuss how to balance energy needs of a growing and changing world, and how to lever the supply side and the demand side in a sustainable way.
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 2014, 33 students from the IMBA, MCC and MIM travelled to South Africa, Brazil and Peru and the number of students grew to 39 in 2015. Students collaborated with institutions such as Artist Proof Studio, Behold SA, Dignity International, Play Africa Children’s Museum, African Leadership Institute, Red Cross Peru, WWF, Yaqua, Nanga Vhutshilo, Marang House, Semanye Consulting, Umuzi Photo Club 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 2014, 10 students participated in this Project, 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 2015, 36 students participated in this project, collaborating with Viva Rio, Crea+, Kantaya, Planeta Oceano, Fundacion Peruana de Cancer, African Parks and Edgegrowth.
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 40 open Impact Hubs to date, more than 20 Impact Hubs in the making and more than 7,000 members all around the world. [http://www.impacthub.net](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.
SECTION II

STUDENT COURSEWORK
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.
Dual Degree in Business Administration and International Relations

Core Course: Aid, Development and Social Entrepreneurship
This course provides students an understanding of international development and aid. Drawing on the historical record and more recent case studies, students develop an in-depth understanding of the complexities embedded within development discourse in the international aid context. The course puts particular emphasis on the actors in international development (the state, international organizations, multinational corporations, and civil society organizations) and aims to deepen the student’s understanding of the processes of development (or underdevelopment) and the main actors, mechanisms, and dilemmas in the contemporary aid system.

Core Course: Entrepreneurship
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: 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
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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.

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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.
Graduate Studies

International MBA (IMBA)

Core Course: Ethics Workshop  
Imparted by Professor Marie Jose Christine Garot
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  
Imparted by Professor Jeffrey Frank Timmons
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.

Leadership Lab – Assessment & Development  
Imparted by Juan Carlos Pastor Gilarranz
This lab has been specially designed to give students the opportunity to grow as a team player and/or a leader. With the support of a learning team, students are encouraged to initiate a learning process in which they become more aware of their strengths and weaknesses and prepare a plan for the development of their own competencies. This lab is the common thread for all other skill development programs and seminars. The objectives are to help students to become familiar with personal assessment and ongoing improvement as a critical variable for professional performance, to learn how to define their own individual development starting line situation and to design and follow up a personal development plan.

Leadership Lab – Workgroup Skills  
Imparted by Custodia Cabanas
The main objective of the program is to build leadership skills considered as fundamental by organizations in the 21st century. With this course, students acquire those skills through a combination of academic rigor and learning based on practical application. This Lab provides a space to reflect, experiment and evolve, designed so that students can participate in different workshops rooted in a practical and interactive methodology. It presents a unique opportunity to questions, experiences and beliefs, how we construct mental frameworks that condition how we see others and ourselves. On the other hand, it provides the perfect context to experiment with new forms of leadership that transcend comfort zones, to stop worrying about failure and learn from experiences in order to keep innovating.

Leadership Lab – Leader Vision  
Imparted by Jill Waymire Paine
In their effort to catalyze change, transformational leaders must be able to create and communicate visions for the future state of their organizations. It is particularly critical that they understand how to close the gap between inspiration and implementation. This workshop is designed to cultivate this understanding and provide students with the tools and skills to develop and implement a vision for an organization or for their personal life. The purpose of this workshop is to provide students with tools and skills necessary to develop, deliver and implement a vision throughout future organizations, divisions and teams. Moreover, the framework utilized will enable students to determine the vision for the next phase of their own life or for a future endeavor.

Leadership Lab – Transformational Leadership  
Imparted by Rebecca Fanger Feliciano
The main objectives of this workshop are to build awareness on what it means to be a transformational leader, help students to explore emotions as the basis of transformation for self and others through experiential exercises and to develop and articulate their leadership stand.

Core Course: Leading People at Work  
Imparted by Professor Monika Hamori
This course focuses on advancing students’ 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.
Core Course: Leading People & Teams  
Imparted by Professor Jill Waymire Paine
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  
Imparted by Professors Gayle Allard, Daniel Fernandez Kranz, Patricia Gabaldon, Gonzalo Garland, Henrik Lumholdt, Rafael Pampillos
This course provides 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  
Imparted by Professors Amrou Awaysheh, Fabrizio Salvador, Daniel Corsten, Ángel Díaz Matalobos, Antti Tenhiala
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: Supply Chain Management  
Imparted by Professors Daniel Corsten, Amrou Awaysheh, Ángel Díaz, Antti Tenhiala
This course is designed to provide students with a basic understanding of the problems related to supply chain management. Students are introduced to a number approaches than have been successfully applied to address such problems. The course focuses on managing material and information flows across organizational boundaries, and thus emphasizes the challenges of managing across both functional and firm boundaries. Behavioral issues (e.g., misaligned incentives and change management) and operational execution problems that form barriers to integrating supply chains will also be presented in the cases. Supply chain management practices also has an impact on societal concerns such as labor and safety standards, accountability and risk management in supplier relationships. During the course, students also discuss particular issues, challenges, and responsibilities involved in doing business between developed and developing nations, where it is put emphasis on corporate social responsibility within a supply chain management framework.

Core Course: Marketing Strategy  
Imparted by Professor Fernando Cortiñas
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  
*Imparted by Professor Gayle Allard*

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 offers students an opportunity 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: Research Project: Clean Tech Industry Analysis  
*Imparted by Professor Taiyuan Wang*

Clean technology includes recycling, renewable energy (e.g., wind power, solar power, biofuel, hydropower), electric motors, and other environmentally friendly appliances. Knowledge gained in this research project can help facilitate the development of the clean-tech industry, where environmental issues are solved through economically viable means. Through the elective participants obtain a first-hand experience in this industry and open new career opportunities, given that this industry is one of the fastest growing segments in most economies. The objective of this research project is to answer at least one of the following research questions, depending on the interest of the participant: major financing sources, financial performance and the evolution of the clean technology industry.

Elective: Corporate Governance in Practice  
*Imparted by Professor Roy Richards, Jr.*

During this course students explore and debate the many challenges of corporate governance in the mid to large private company. Students complete the course with a toolkit of essential strategies for addressing the most common governance issues and assuring long-term shareholder stability. It is a highly practical approach to private company governance, rather than an academic treatment of the subject. The course focuses on presenting the personal experience of the course professor and the lessons-learned from 35+ years of public and private company board service. Private equity investment, family-controlled public companies, and other closely held firms are also considered, together with observations about each. This course is about real world governance challenges and how successful leaders deal with them.

Elective: Strategic Foresight: Navigating Uncertainty  
*Imparted by Professor Alexander Van de Putte*

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: Sustainable Business Models  
*Imparted by Professor Jose Alonso Gomez*

Sustainable Development (SD) and Corporate Social Responsibility (CSR) are two very important topics that have gained much traction recently. In the past, businesses have looked at their environmental or social performance as another cost center, more regulation that they need to adhere to, or public relations. The majority of businesses thought that their only objective is to maximize the “bottom line” (financial performance). The course helps students to understand:

- The Triple Bottom Line (TBL) and its three dimensions: environmental, social, and financial;
- The tradeoffs between different dimensions of the TBL, and trying to find a balance between them within the context of the business environment;
- Future technologies and business process innovations that will impact the sustainability of firms;

After the course, students are able to form effective business strategies that will help firms improve their performance across all dimensions of TBL.

Elective: Advanced Negotiation Workshop  
*Imparted by Professor Enrique Ogliastri*

This course is aimed at helping IE students to evaluate different options for carrying out negotiations and their own personal effectiveness in complex negotiations. It also helps them to further develop their skills to create and distribute value in negotiations and to gain insights about international negotiations cultures.
Elective: Exemplary Leadership Practices
Imparted by Professor Sandra Comas
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: High Impact Coaching for Leadership
Imparted by Professor Teresa Recio y Ana García Villas-Boas
Coaching is unlocking people’s potential to maximize their own performance. It is an extremely powerful tool for improving persona results and those of the people around us. Managers who use the principles of coaching get the job done to a higher standard and are able to develop their people simultaneously. They become leaders. The difference between a manager and a Leader Coach is the ability to inspire others and to motivate the people who work for them. The purpose of this course is therefore to introduce students to the methodology of coaching and to allow them to experience it in a practical setting. Students will coach and be coached by others, while learning more about themselves and their leadership style. The emphasis of the course relies on helping students to acquire key coaching skills, as well as an understanding of the key principles of awareness and responsibility that allows the students to use them in the future in their professional environment.

Elective: Leadership, Power & Influence
Imparted by Professor Fernando Bartolomé
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. To achieve this, during the course students analyze cases and films and the participant’s own thinking and behavior through exercises and role plays conducted in class.

Elective: Managing People in Global Organizations
Imparted by Professor Sully Taylor
This course helps students to develop an understanding of how global organizations and global managers implement international strategies through effective management of people. The course identifies how basic management practices (e.g., recruiting, selecting and developing global talent; leading and motivating people; and leading and working in teams) are affected by the cultural, socioeconomic and regulatory differences that multinational firms encounter in working across borders. It also helps students to knowhow to identify and locate the global workforce a firm needs, the organizational challenges of offshoring labor, and how to integrate knowledge creation across borders. The course examines the social, economic and environmental issues that responsible global companies must balance when designing their global human organization and what it means to be a global leader, and how firms and individuals can develop the global mindset which is so desired by all international firms today.

Elective: International Finance and Emerging Markets
Imparted by Professor Juan J. Fernandez-Ansola
This course offers the students a comprehensive guide to analyzing the role of international financial markets in emerging economies through the perspectives of private and public sector capital, and credit market participants. Specifically, it explores investment potential; the pros and cons of attracting direct investment and portfolio flows; the peculiarities of global capital movements; the roles of credit agencies and the IMF in facilitating access to international lenders and investors; the importance of currency and maturity mismatches; the effectiveness of controls on capital flows; and the relationship between capital flows, over-indebtedness and sovereign debt defaults. A key emphasis in the course will be to understand the economic environment today and—based on Dr. Fernández-Ansola’s first-hand experience—discern the short term prospects and trends in investment potential and fund flows to emerging markets.

Elective: Going for Growth: How to Expand a Company Internationally
Imparted by Professor Miguel Aguirre Uzquiano
During this course students analyze the international environment in the 3rd millennium, and uncover business opportunities for companies and countries. They also find the business tools that will enable their company to become more agile in constantly changing markets, and help them adapt their strategies to those of providers and clients geographically scattered. These strategies include: the importance of a financial offer in a supply market; negotiating an international contract as a risk-management tool; the international trade finance in short, medium and long-run operations; financial tools and other alternative instruments of coverage and financing: factoring and confirming; and understand the business structure in operations involving long-term payment.
Elective: Emerging Markets & the International Economy
Imparted by Professor Simon Commander
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: International Finance & Emerging Markets
Imparted by Professor Juan José Fernandez Ansola
Following financial globalization, capital flows have played an increasingly important role in emerging markets. This positive development has also posed policy challenges for emerging economies that found themselves without proper institutions and frameworks to deal with a flood of funds into their economies. Any business operating in international markets today needs to understand the challenges—and possible policy responses—that capital flows pose for emerging markets; and the opportunities that financial globalization presents to them. The purpose of this course is to provide students with the essential vocabulary, analytical tools, practical applications, and economic policy aspects of international finance in emerging markets. Students considering careers in business, finance, consulting, and other fields will benefit from acquiring background and hands-on understanding of international finance.

Elective: Winning in Emerging Markets
Imparted by Professor Enrique Cortés
It is no longer true that, in order to understand the World of Management as a whole and the International Economy in particular, it is only necessary to study American or European Companies or Strategies. There are different and new practices and management ideas that have been developed and implemented in Developing Markets better than any other place. This course aims to provide students with a constructive, enlightening and practical framework as well as practical tools and skills for implementing effective strategies when trying to produce (products or services) in Emerging Markets to sell abroad, sell in Emerging Markets from Developed Markets and Produce in Developing Markets to sell in Developing Markets.

Elective: Efficient Problem Solving with Creativity & Design
Imparted by Roland A. Pfister
In this interactive seminar, the students learn how they can overcome their problems and challenges in a creative manner - whether alone or in a group - even under time pressure. On the basis of the latest findings in creativity and visualization research, they learn simple and at times counter-intuitive principles and techniques for creative problem solving and the development of original and useful ideas in everyday- and professional life. Impressive success stories will let them get to know how good ideas can be systematically induced. They also learn what creative inventors, researchers and explorers such as Einstein, Edison, Fleming or Da Vinci have in common and how everybody can cultivate such talents in themselves. In an assignment - based on their own problems - they also learn how creative blockages can be cleverly switched off and how they can use subtle communication to lead others to better ideas.

Elective: Intercultural Management Communication
Imparted by Roland A. Pfister
The course on intercultural management communication introduces students to one of the most frequent asks in management leading effective dialogues in global business contexts. The class provides an overview on theories of intercultural managerial communication, particularly in knowledge intensive, complex situations, and sensitizes students to the challenges of management communication, ranging from leading interdisciplinary global teams, giving feedback, asking the right questions to spark innovation, to interacting with potential clients or conducting negotiations. The main goals of the course are thus to build a solid, theoretical understanding of the key mechanisms that shape effective managerial communication across cultures and understand its potential pitfalls, as well as to learn about effective practices of leading communication on an interpersonal, group and organizational level. The course covers both, seminal theoretical contributions to the field, as well as practical skill building activities.

Elective: Doing Business in Latin America: Cultural Matters
Imparted by Cezar Perez
This course discusses some structural factors in Latin American markets that impact the ability of international firms interested in doing business in/those markets. In addition to legal, political and financial factors, the course also focuses on the relationship between cultural elements and business practices in Latin America. This is a managerial-oriented course for students interested in developing skills essential for being an effective manager, either in Latin America, or with firms that do business with that region.
Elective: Business at the Bottom of the Pyramid  
*Imported 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. The subject has four main objectives:

- Introduce the concept of Business at the BOP as a key business tool, both as income generator and as a development strategy.
- Understand the key success factors of the microfinance industry, the only industry as such, developed up to now in this market and extract lessons learned to other industries.
- Review real success and failure ventures at the BOP, and Key Success Factors in this market.
- Analyze the concept of impact investment, what J.P. Morgan has called a “new asset class” along with its particularities and problems. Understand success metrics and evaluation tools and the main problems when measuring social impact.

Elective: Motivation Science: Making Motivation Work for You  
*Imported by Torry Higgins*

There is one thing that all Chief Executives agree on—whether their organization is business, military, sports, academia—there is nothing more important to being successful in their job than to be successful in motivating others. But how can we make motivation work? For the answer, students first need to know how motivation itself works. This course is designed for students to learn both how motivation works and how they can use it to work for them. The class sessions are a combination of class lectures and discussions, readings, and in-class exercises and the course has two general objectives: First, help students to learn about how motivation works from recent conceptual and empirical advances in psychological science and second, to teach them how to use this knowledge to make motivation work for them—in their own performance, but, especially, as a motivator of others.

## IE Brown Executive MBA

### Core Course: Positive Leadership & Behavioral Fitness  
*Imported by Professor Lee Newman*

The course is intended for a broad audience of future managers, marketers, consultants, entrepreneurs, or anyone seeking a better understanding of judgment and decision making from a behavioral perspective. After participating in this course, students should expect to:

- Learn to identify the types of situations that pose challenges to our ability to reason and make good decisions.
- Recognize important cognitive, emotional and social biases and fundamental limitations that can influence how we reason and decide.
- Understand a range of our default, “quick and dirty” (heuristic) approaches to decision making and the situations in which these lead to good, bad, and decidedly ugly outcomes.
- Learn how we can reason and decide more effectively by limiting or avoiding our biases, default approaches, and limitations.
- Understand how behavioral concepts from the course apply to business contexts such as consumer marketing, financial investing, consulting, and general management.

### Immersion Week

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 Economies 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.

### Workshop: 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: Entrepreneurial Management  
**Imparted by Professor Taiyuan Wang**

The objective of the course is to provide participants with a high-level view of the key ingredients, processes, and good practices for value creation through ventures or entrepreneurship projects. By doing so, they will be able to draft a project to an extent which allows to evaluate the derived opportunity and get potentially developed throughout the Venture Lab course. Thus, it is intended to grasp the importance of using an agile and iterative development model when developing entrepreneurship projects, the existing interdependence among the elements that are part of such projects, the design and use of basic tools to support their development and the executive summary and pitch, as tools for project communication to a potential investor and the role of the business plan in the process.

Core Course: Competitive & Corporate Strategy  
**Imparted by Professor Nestor Miranda**

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

Core Course: Leading People in Organizations  
**Imparted by Professor Tara Wernsing**

The purpose of the course is to learn the range of leadership styles used to lead groups and organizations. The aim is to help students to learn the worldviews that shape expectations of leadership, and realize “effectiveness” can be gained with a variety of styles depending on the context and goals, to enhance awareness of motivations (needs, values, goals), and strengths related to leadership social influence processes and to assess your own strengths and weaknesses in the skills needed to lead people and organizations.

Core Course: Human Capital Management  
**Imparted by Professor Jose Maria Sanchez-Alarcos Ballesteros**

This module aims to provide students with a broad view of fundamental HR management tools that will enable them to fulfil their role as leaders within practice. The course examines what HR is and how it can benefit the student’s practice, and considers each aspect of the HR Lifecycle in turn to understand how they fit together consistently and as a mutually supporting progression. Whilst it is not expected that students will learn technical or hands-on aspects of HRM, nevertheless they should learn to demonstrate an understanding of the broader concepts of HR and their own responsibilities within that field as managers of people and teams.
Core Course: Teambuilding
**Imparted by Professor Pablo Martinez-Arroyo Martinez**

How to create effective teams is a challenge in every organization. Work environments tend to foster rugged individuals working on personal goals for personal gain. Typically, reward, recognition, and pay systems single out the achievements of individual employees. Appraisal, performance management, and goal setting systems most frequently focus on individual goals and progress. Promotions and additional authority are also bestowed on individuals. The workshop focuses in the information, tools and techniques students need to effective work in teams in any organization or project. In a teamwork environment, people understand and believe that thinking, planning, decisions and actions are better when done cooperatively. People recognize, and even assimilate, the belief that “none of us is as good as all of us”. Managing the team relationship; but also the 1:1 relationship with all our collaborators; and last but not least, being able to manage yourself; will be the most important factors for success. Therefore, the main goal of the course is to reflect on the behaviors, but also the attitudes that move these behaviors; that will students to work with other people; and apply all these elements to their interactions with their colleagues in the master.

Workshop: Stress Management
**Imparted by Professor Tara Wernsing**

The learning objectives of the workshop are not only to help students become familiar with the symptoms and sources of stress and learn ways to alleviate it, but also to help them develop their own stress management action plan and learn how to evaluate their immunity to change.

Workshop: Change Management
**Imparted by Professor Daniel Mayoral Palanca**

The workshop’s objective is to help students to be more effective in both their work and their personal life changes. Nowadays is too common not to reach personal objectives or to do it with an excessive price to pay. We don’t have time for all the activities we wish to do; and stress and tension grow every day. In this workshop, students discuss and share ideas about the best practices that is possible use to set and reach personal important objectives; starting with the factors that have to do with personal organization and moving to the ones related with relationships with other people. Leading a change needs to start with personal change processes, and then move to manage other’s change, in the case of leaders of a team. The course covers knowledge about change, organizational aspects of the change process, and abilities and attitudes related to change.

Workshop: Ethics
**Imparted by Irene Sanz González**

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.
Executive MBA (EXMBA)

Core Course: Entrepreneurial Management  
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Core Course: Economic Environment and Country Analysis  
*Imparted by Professor Javier Carrillo Hermosilla*
The economic environment is crucial for business. Expansion or economic recession bring a number of implications, either directly or through policies implemented by governments, especially on productive activities and trade. In this context it is very important for entrepreneurs and those who advise them not only understand the logic behind economy but also to be able to predict what policies are more likely to be followed by the government to adjust their behavior. The course’s main objective is the analysis of macroeconomic theory, with particular emphasis the effects on business activity. At the end of the course students will be able to handle the concepts and tools of economic analysis, and will have a more formal vision of why and how apply different fiscal, monetary, trade and labor policies. Students will also be able to evaluate macroeconomic implications of different contexts in different countries and to anticipate policies.

Core Course: Strategic Human Capital Management  
*Imparted by Professor Jose Maria Sanchez-Alarcon Ballestros*
The objective of the course is not to be entering into technical details in Human Resources function but trying to get a full view of global management, thinking about which are the critical factors and analyzing the connection of them with the business policy. Specifically, the course has three main objectives: to help students to developing a full vision to understand the strategic value of People Management, to teach them general parameters of main processes that have to be combined to get a right People Management policy and to offer them new scopes for those with managerial responsibilities in any functional area whose role requires an active part in People Management as well as the key factors in the development of these people.

Core Course: Managing Individuals and People  
*Imparted by Professor Diego Vicente Cortés*
The purpose of this course is to present practical concepts that the students can use to understand the internal organization of the company and the individuals and groups who work in it. The ultimate goal is to help students develop their skills in the field of the management of people. At the end of the course students will have developed some ability to analyze and understand typical situations that people face in their daily work in relation to their own duties and responsibilities, with superiors and subordinates, with colleagues and with the company as an organization. This capability will help students not only to manage others, but also to manage their own behavior and performance at the company.

Core Course: Teambuilding  
*Imparted by Professor Pablo Martinez-Arroyo Martinez*
How to create effective teams is a challenge in every organization. Work environments tend to foster rugged individuals working on personal goals for personal gain. Typically, reward, recognition, and pay systems single out the achievements of individual employees. Appraisal, performance management, and goal setting systems most frequently focus on individual goals and progress. Promotions and additional authority are also bestowed on individuals. The workshop focuses in the information, tools and techniques students need to effective work in teams in any organization or project. In a teamwork environment, people understand and believe that thinking, planning, decisions and actions are better when done cooperatively. People recognize, and even assimilate, the belief that “none of us is as good as all of us”. Managing the team relationship; but also the 1:1 relationship with all our collaborators; and last but not least, being able to manage yourself; will be the most important factors for success. Therefore, the main goal of the course is to reflect on the behaviors, but also the attitudes that move these behaviors; that will students to work with other people; and apply all these elements to their interactions with their colleagues in the master.

Workshop: Ethics  
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Executive MBA (EXMBA)

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Global MBA (G MBA Spanish and English, Blended)

Core Course: Leading People and Teams  
Imparted by Professor Diego Vicente Cortés  
The purpose of this course is to present practical concepts that the students can use to understand the internal organization of the company and the individuals and groups who work in it. The ultimate goal is to help students develop their skills in the field of the management of people. At the end of the course students will have developed some ability to analyze and understand typical situations that people face in their daily work in relation to their own duties and responsibilities, with superiors and subordinates, with colleagues and with the company as an organization. This capability will help students not only to manage others, but also to manage their own behavior and performance at the company.

Core Course: Teambuilding  
Imparted by Professor Pablo Martínez-Arroyo Martínez  
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Virtual Leadership  
Imparted by Professor Mark Fritz  
Leading and working in virtual teams & organizations is becoming more important for all levels of managers, and this requires a different style of leadership in order to be successful. This course shares why the power of ownership is key in leading today’s organizations (especially across distances and cultures). A real life case study will help the attendees to apply the learnings to real life situations. This course helps students to recognize that leading virtual organizations begins with having the right mindset, learn that influence in a virtual environment is gained with understanding ourselves first, to understand the key aspects of a successful virtual environment (culture, etc.) and to learn how to apply the learnings in a real-life case study.

Core Course: Managing People at Work  
Imparted by Professor Sergey Gorbatov  
The HR function is evolving and transforming and the pace of the business speeds up. It takes a dedicated effort to stay up to date and tuned into the life of a company. Getting a "seat at the table" does not equal keeping it forever: HR must remain business savvy, trustworthy, contemporary and passionate about people. This course gives students a comprehensive overview of actual topics and key watch-outs so that students are able to ask the right questions to arrive at the right people decisions.

Core Course: Entrepreneurial Management  
Imparted by Professor Taiyuan Wang  
The objective of the course is to provide participants with a high level view of the key ingredients, processes and good practices for value creation through ventures or entrepreneurship projects. By doing so, they will be able to draft a project to an extent which allows to evaluate the derived opportunity and get potentially developed throughout the Venture Lab course. Thus, it is intended to grasp the importance of using an agile and iterative development model when developing entrepreneurship projects, the existing interdependence among the elements that are part of such projects, the design and use of basic tools to support their development and the executive summary and pitch, as tools for project communication to a potential investor and the role of the business plan in the process.
Business, Government and Society

Imparted by Professor Laura Maguire

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 introduces the systematic analysis of the political, societal, 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. The first part of the course explores the roles of markets, governments, and society in a market economy, including market failures, and government interventions in the economy. In the second part students apply and develop insights from the first part towards the analysis of two cases. The first case examines issues pertaining to political risk and lobbying while the second turns the attention to the role of business in society and the matter of strategic corporate social responsibility.

Workshop: Working in Teams

Imparted by Professor Laura Maguire

How to create effective teams is a challenge in every organization. Work environments tend to foster rugged individuals working on personal goals for personal gain. Typically, reward, recognition, and pay systems single out the achievements of individual employees. Appraisal, performance management, and goal setting systems most frequently focus on individual goals and progress. Promotions and additional authority are also bestowed on individuals. The workshop focuses in the information, tools and techniques students need to effective work in teams in any organization or project. In a teamwork environment, people understand and believe that thinking, planning, decisions and actions are better when done cooperatively. People recognize, and even assimilate, the belief that “none of us is as good as all of us”. Managing the team relationship; but also the 1:1 relationship with all our collaborators; and last but not least, being able to manage yourself; will be the most important factors for success. Therefore, the main goal of the course is to reflect on the behaviors, but also the attitudes that move these behaviors; that will students to work with other people; and apply all these elements to their interactions with their colleagues in the master.

Workshop: Ethics

Imparted by Irene Sanz González

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.
ICD MBA

Core Course: Entrepreneurial Management  
*Imported by Professor Taiyuan Wang*

The objective of the course is to provide participants with a high level view of the key ingredients, processes and good practices for value creation through ventures or entrepreneurship projects. By doing so, they will be able to draft a project to an extent which allows to evaluate the derived opportunity and get potentially developed throughout the Venture Lab course. Thus, it is intended to grasp the importance of using an agile and iterative development model when developing entrepreneurship projects, the existing interdependence among the elements that are part of such projects, the design and use of basic tools to support their development and the executive summary and pitch, as tools for project communication to a potential investor and the role of the business plan in the process.

Core Course: Teambuilding  
*Imported by Professor Pablo Martinez-Arroyo Martinez*

How to create effective teams is a challenge in every organization. Work environments tend to foster rugged individuals working on personal goals for personal gain. Typically, reward, recognition, and pay systems single out the achievements of individual employees. Appraisal, performance management, and goal setting systems most frequently focus on individual goals and progress. Promotions and additional authority are also bestowed on individuals. The workshop focuses in the information, tools and techniques students need to effective work in teams in any organization or project. In a teamwork environment, people understand and believe that thinking, planning, decisions and actions are better when done cooperatively. People recognize, and even assimilate, the belief that “none of us is as good as all of us”. Managing the team relationship; but also the 1:1 relationship with all our collaborators; and last but not least, being able to manage yourself; will be the most important factors for success. Therefore, the main goal of the course is to reflect on the behaviors, but also the attitudes that move these behaviors; that will students to work with other people; and apply all these elements to their interactions with their colleagues in the master.

Core Course Virtual Leadership  
*Imported by Professor Mark Fritz*

Leading and working in virtual teams & organizations is becoming more important for all levels of managers, and this requires a different style of leadership in order to be successful. This course shares why the power of ownership is key in leading today’s organizations (especially across distances and cultures). A real life case study will help the attendees to apply the learnings to real life situations. This course helps students to recognize that leading virtual organizations begins with having the right mindset, learn that influence in a virtual environment is gained with understanding ourselves first, to understand the key aspects of a successful virtual environment (culture, etc.) and to learn how to apply the learnings in a real-life case study.

Core Course: Leading People and Teams  
*Imported by Professor Diego Vicente Cortés*

The purpose of this course is to present practical concepts that the students can use to understand the internal organization of the company and the individuals and groups who work in it. The ultimate goal is to help students develop their skills in the field of the management of people. At the end of the course students will have developed some ability to analyze and understand typical situations that people face in their daily work in relation to their own duties and responsibilities, with superiors and subordinates, with colleagues and with the company as an organization. This capability will help students not only to manage others, but also to manage their own behavior and performance at the company.

Core Course: Managing People at Work  
*Imported by Professor Sergey Gorbatov*

The HR function is evolving and transforming and the pace of the business speeds up. It takes a dedicated effort to stay up to date and tuned into the life of a company. Getting a “seat at the table” does not equal keeping it forever: HR must remain business savvy, trustworthy, contemporary and passionate about people. This course gives students a comprehensive overview of actual topics and key watch-outs so that students are able to ask the right questions to arrive at the right people decisions.
Business, Government and Society

Imparted by Professor

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 introduces the systematic analysis of the political, societal, 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. The first part of the course explores the roles of markets, governments, and society in a market economy, including market failures, and government interventions in the economy. In the second part students apply and develop insights from the first part towards the analysis of two cases. The first case examines issues pertaining to political risk and lobbying while the second turns the attention to the role of business in society and the matter of strategic corporate social responsibility.

Workshop: Ethics

Imparted by Irene Sanz González

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 entangled 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.

Master in Management (MIM)

Core Course: Social Marketing

Imparted by Professors Teresa Serra, Dilney Goncalves

The objective of this course is to introduce students to the concepts, analyses, and activities that comprise marketing management and to provide practice in assessing and solving marketing problems. The course is designed to further develop students’ critical thinking skills. They develop improved decision-making skills, including the ability to analyze problems, evaluate alternatives, and make better decisions. The course incorporates aspects of social responsibility and the relevance for marketing decision making. Social marketing, the use of marketing concepts to influence individuals’ behavior to improve their well-being and that of society, is gaining increasing importance due to the shift from transaction based to relationship based marketing. The course also includes marketing strategy for the Base of the Pyramid.

Elective: Microfinance, a tool for development

Imparted by Professor Marco Trombeta

This workshop introduces students to the principles and practices of microfinance and examines the key contemporary issues and debates. It is based on a combination of theoretical considerations for understanding the microfinance industry in general and practical experience in a developing country: Ghana. After the sessions, participants are able to understand the concept of sustainable microfinance in terms of principles and best practices, become familiar with the different types of MFIs, its lending practices, programs, customers and the general profile of the organization and identify the problems that hinder the success of microfinance in developing countries.

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

Microfinance Area, Lead by Professors Marco Trombeta, Pablo Casadio, Armando Muriel, Elsa Martin and Alvaro Garcia Soto.

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 Adriana Medrano

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 asked 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.
Master in Finance (MIF)

Core Course: Islamic Finance  
*Imparted by Professor Celia de Anca Ramos*  
The Islamic investment trends of the last decade are in some aspects similar with current trends in the Western Capitals Markets; in concrete, it can be compared with the Sustainable Responsible Investment (SRI) movement represented in the widespread of funds in the European financial markets. These funds as well as the Islamic equivalent intend to link financial results with ethical concerns. The course of this course is to bring students an understanding of Islamic Economics and how they differ from the economies of Islamic, to strengthen participants’ competencies on how to use Islamic Instruments and how these compare with western equivalents, to explore the new openings in the world financial markets that these new financial instruments can provide and foster participants’ abilities in dealing with current financial issues in Islamic and western financial markets.

Core Course: Behavioral Finance  
*Imparted by Professor Gordon Kevin Spellman*  
The recent economic period and the events leading up to it provide evidence that alternative, non-traditional, methods of analyzing financial decisions is relevant and needed in order to better understand market prices and decisions made by investors, corporate managers, and other individuals. This course provides participants with a comprehensive understanding of common biases in decision-making. It also provides participants with knowledge of how to incorporate an understanding of these biases into investments, corporate, and everyday decisions. The course is divided into three sections: Discussion of various behavioral biases, review of how to biases impact investments and corporate finance, and (time permitting), and analysis of the arguments for and against traditional finance theories.

Core Course: Financial Inclusion  
*Imparted by Professor Eloy Garcia Alvarez*  
The objective of this course is to provide the necessary grounding for a basic but challenging and enlightening course in Financial Inclusion, where we define financial inclusion as the delivery of financial services to those that populate the lower social classes, i.e., the bottom of the pyramid. It aims to introduce students to this rapidly growing and successful component of the financial markets as well as to its critical connection with the process of economic development and growth that is driven by the individualist capitalist-market system model.

Elective: Microfinance, a tool for development  
*Imparted by Professor Marco Trombetta*  
This workshop introduces students to the principles and practices of microfinance and examines the key contemporary issues and debates. It is based on a combination of theoretical considerations for understanding the microfinance industry in general and practical experience in a developing country: Ghana. After the sessions, participants are able to understand the concept of sustainable microfinance in terms of principles and best practices, become familiar with the different types of MFIs, its lending practices, programs, customers and the general profile of the organization and identify the problems that hinder the success of microfinance in developing countries.

Final Project: Ad-Honorem Technical Assistance to Ghanaian Microfinance Institutions.  
*Imparted by Professors Marco Trombetta, Pablo Casadio, Armando Muriel, Elsa Martin and Alvaro Garcia Soto*  
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 institution under analysis, 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.
Employability in Finance

*Imparted by the IE Career Management Center*

The objective of this course is to make students aware of the importance of managing and leading a professional career with a proactive approach. This course offers a wonderful opportunity to develop the management skills and competences required to improve students “employability” as well as their “market value”, given that this is the best time to take control and responsibility of their personal and professional development. The Employability in Finance Course is conducted by members of the Career Management Centre (CMC) with the collaboration of external partners such as career counselling consultants, recruitment professionals and HR managers and headhunters across a wide range of companies within the Finance sector in Spain and abroad.

Core Course: Ethics Workshop

*Imparted by Professor Maria Fernandez de Mesa*

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.

Masters in Advance Finance (MIAF)

Core Course: Islamic Finance

*Imparted by Professor Celia de Anca Ramos*

The Islamic investment trends of the last decade are in some aspects similar with current tendencies in the Western Capitals Markets; in concrete, it can be compared with the Sustainable Responsible Investment (SRI) movement represented in the widespread of funds in the European financial markets. These funds as well as the Islamic equivalent intend to link financial results with ethical concerns. The course of this course is to bring students an understanding of Islamic Economics and how they differ from the economies of Islamic, to strengthen participants’ competencies on how to use Islamic Instruments and how these compare with western equivalents, to explore the new openings in the world financial markets that these new financial instruments can provide and foster participants’ abilities in dealing with current financial issues in Islamic and western financial markets.

Core Course: Behavioral Finance

*Imparted by Professor Gordon Kevin Spellman*

The recent economic period and the events leading up to it provide evidence that alternative, non-traditional, methods of analyzing financial decisions is relevant and needed in order to better understand market prices and decisions made by investors, corporate managers, and other individuals. This course provides participants with a comprehensive understanding of common biases in decision-making. It also provides participants with knowledge of how to incorporate an understanding of these biases into investments, corporate, and everyday decisions. The course is divided into three sections: Discussion of various behavioral biases, review of how to biases impact investments and corporate finance, and (time permitting), and analysis of the arguments for and against traditional finance theories.

Core Course: Financial Inclusion

*Imparted by Professor Eloy Garcia Alvarez*

The objective of this course is to provide the necessary grounding for a basic but challenging and enlightening course in Financial Inclusion, where we define financial inclusion as the delivery of financial services to those that populate the lower social classes, i.e., the bottom of the pyramid. It aims to introduce students to this rapidly growing and successful component of the financial markets as well as to its critical connection with the process of economic development and growth that is driven by the individualist capitalist-market system model.
Elective: Microfinance, a tool for development
Imparted by Professor Marco Trombetta
This workshop introduces students to the principles and practices of microfinance and examines the key contemporary issues and debates. It is based on a combination of theoretical considerations for understanding the microfinance industry in general and practical experience in a developing country: Ghana. After the sessions, participants are able to understand the concept of sustainable microfinance in terms of principles and best practices, become familiar with the different types of MFIs, its lending practices, programs, customers and the general profile of the organization and identify the problems that hinder the success of microfinance in developing countries.

Final Project: Ad-Honorem Technical Assistance to Ghanaian Microfinance Institutions.
Imparted by Professors Marco Trombetta, Pablo Casadio, Armando Muriel, Elsa Martin and Alvaro Garcia Soto.
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 institution under analysis, 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.

Employability in Finance
Imparted by the IE Career Management Center
The objective of this course is to make students aware of the importance of managing and leading a professional career with a proactive approach. This course offers a wonderful opportunity to develop the management skills and competences required to improve students “employability” as well as their “market value”, given that this is the best time to take control and responsibility of their personal and professional development. The Employability in Finance Course is conducted by members of the Career Management Centre (CMC) with the collaboration of external partners such as career counselling consultants, recruitment professionals and HR managers and headhunters across a wide range of companies within the Finance sector in Spain and abroad.

Core Course: Ethics Workshop
Imparted by Professor Maria Fernandez de Mesa
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.
**Executive Master in Finance (EXMIF)**

**Core Course: Leading People and Teams**  
*Imparted by Professor Diego Vicente Cortés*

The purpose of this course is to present practical concepts that the students can use to understand the internal organization of the company and the individuals and groups who work in it. The ultimate goal is to help students develop their skills in the field of the management of people. At the end of the course students will have developed some ability to analyze and understand typical situations that people face in their daily work in relation to their own duties and responsibilities, with superiors and subordinates, with colleagues and with the company as an organization. This capability will help students not only to manage others, but also to manage their own behavior and performance at the company.

**Elective: Islamic Finance**  
*Financial Management and Accounting Area. Imparted by Professor Celia de Anca Ramos*

The Islamic investment trends of the last decade are in some aspects similar with current tendencies in the Western Capitals Markets; in concrete, it can be compared with the Sustainable Responsible Investment (SRI) movement represented in the widespread of funds in the European financial markets. These funds as well as the Islamic equivalent intend to link financial results with ethical concerns. The course of this course is to bring students an understanding of Islamic Economics and how they differ from the economies of Islamic, to strengthen participants’ competencies on how to use Islamic Instruments and how these compare with western equivalents, to explore the new openings in the world financial markets that these new financial instruments can provide and foster participants’ abilities in dealing with current financial issues in Islamic and western financial markets.

**Elective: Microfinance, a tool for development**  
*Financial Management and Accounting Area. Imparted by Professor Marco Trombetta*

This workshop introduces students to the principles and practices of microfinance and examines the key contemporary issues and debates. It is based on a combination of theoretical considerations for understanding the microfinance industry in general and practical experience in a developing country: Ghana. After the sessions, participants are able to understand the concept of sustainable microfinance in terms of principles and best practices, become familiar with the different types of MFIs, its lending practices, programs, customers and the general profile of the organization and identify the problems that hinder the success of microfinance in developing countries.

**Final Project: Ad-Honorem Technical Assistance to Ghanaian Microfinance Institutions**  
*Microfinance Area. Lead by Professors Marco Trombetta, Pablo Casadío, Armando Muriel, Elsa Martin and Alvaro Garcia Soto*

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 institution under analysis, 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
Workshop: Ethical Dilemmas in Finance  
*Imparted by Professor Ignacio Magro Rodríguez*  
The purpose of these sessions is reflect on the importance of ethics and the implications of acting according to values. Act according to principles should be easy, then, why do we find often with cases of corruption, misuse of confidential information, conflict of interest, agency problems or fraud? The main objective of the program is to reflect on the following questions: What are the core values that should underpin our financial decisions and business?, are we facing a crisis of values in our society?, will this crisis help us to regain some lost values? or what questions may arise us some financial decisions?.

Workshop: Teambuilding  
*Imparted by Professor Pablo Martinez-Arroyo Martínez*  
How to create effective teams is a challenge in every organization. Work environments tend to foster rugged individuals working on personal goals for personal gain. Typically, reward, recognition, and pay systems single out the achievements of individual employees. Appraisal, performance management, and goal setting systems most frequently focus on individual goals and progress. Promotions and additional authority are also bestowed on individuals. The workshop focuses in the information, tools and techniques students need to effective work in teams in any organization or project. In a teamwork environment, people understand and believe that thinking, planning, decisions and actions are better when done cooperatively. People recognize, and even assimilate, the belief that “none of us is as good as all of us”. Managing the team relationship; but also the 1:1 relationship with all our collaborators; and last but not least, being able to manage yourself; will be the most important factors for success. Therefore, the main goal of the course is to reflect on the behaviors, but also the attitudes that move these behaviors; that will students to work with other people; and apply all these elements to their interactions with their colleagues in the master.

Workshop: Networking  
*Imparted by Professor Jolleine Mude*  
The workshop encourages discussion among students about the importance of networking through the analysis of their networks. This methodology is reinforced by case analysis. The objectives of the workshop are to illustrate the impact of strategic networking in the students’ performance and ability to lead, teach students the key networking parameters and how they can be used to improve their positioning in the market or develop their businesses or professions and to help students analyze the structure of their current network and develop an action plan to achieve their objectives.

Workshop: Employability in Finance  
*Imparted by the IE Career Management Center*  
The objective of this course is to make students aware of the importance of managing and leading a professional career with a proactive approach. This course offers a wonderful opportunity to develop the management skills and competences required to improve students “employability” as well as their “market value”, given that this is the best time to take control and responsibility of their personal and professional development. The Employability in Finance Course is conducted by members of the Career Management Centre (CMC) with the collaboration of external partners such as career counselling consultants, recruitment professionals and HR managers and headhunters across a wide range of companies within the Finance sector in Spain and abroad.

Workshop: Ethics  
*Imparted by Irene Sanz González*  
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.
Global Master in Finance (GMIF)

Selective: Islamic Finance
Imparted by Professor Celia de Anca Ramos
The Islamic investment trends of the last decade are in some aspects similar with current tendencies in the Western Capitals Markets; in concrete, it can be compared with the Sustainable Responsible Investment (SRI) movement represented in the widespread of funds in the European financial markets. These funds as well as the Islamic equivalent intend to link financial results with ethical concerns. The course of this is to bring students an understanding of Islamic Economics and how they differ from the economies of Islamic, to strengthen participants’ competencies on how to use Islamic Instruments and how these compare with western equivalents, to explore the new openings in the world financial markets that these new financial instruments can provide and foster participants’ abilities in dealing with current financial issues in Islamic and western financial markets.

Selective: Microfinance, a tool for development
Imparted by Professor Marco Trombetta
This workshop introduces students to the principles and practices of microfinance and examines the key contemporary issues and debates. It is based on a combination of theoretical considerations for understanding the microfinance industry in general and practical experience in a developing country: Ghana. After the sessions, participants are able to understand the concept of sustainable microfinance in terms of principles and best practices, become familiar with the different types of MFIs, its lending practices, programs, customers and the general profile of the organization and identify the problems that hinder the success of microfinance in developing countries.

Final Project: Ad-Honorem Technical Assistance to Ghanaian Microfinance Institutions.
Lead by Professors Marco Trombetta, Pablo Casadio, Armando Murriel, Elsa Martin and Alvaro Garcia Soto.
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 institution under analysis, 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.

Workshop: Teambuilding
Imparted by Professor Pablo Martinez Arroyo Martinez
How to create effective teams is a challenge in every organization. Work environments tend to foster rugged individuals working on personal goals for personal gain. Typically, reward, recognition, and pay systems single out the achievements of individual employees. Appraisal, performance management, and goal setting systems most frequently focus on individual goals and progress. Promotions and additional authority are also bestowed on individuals. The workshop focuses in the information, tools and techniques students need to effective work in teams in any organization or project. In a teamwork environment, people understand and believe that thinking, planning, decisions and actions are better when done cooperatively. People recognize, and even assimilate, the belief that “none of us is as good as all of us”. Managing the team relationship; but also the 1:1 relationship with all our collaborators; and last but not least, being able to manage yourself; will be the most important factors for success. Therefore, the main goal of the course is to reflect on the behaviors, but also the attitudes that move these behaviors; that will students to work with other people; and apply all these elements to their interactions with their colleagues in the master.

Workshop: Employability in Finance
Imparted by the IE Career Management Center
The objective of this course is to make students aware of the importance of managing and leading a professional career with a proactive approach. This course offers a wonderful opportunity to develop the management skills and competencies required to improve students “employability” as well as their “market value”, given that this is the best time to take control and responsibility of their personal and professional development. The Employability in Finance Course is conducted by members of the Career Management Centre (CMC) with the collaboration of external partners such as career counselling consultants, recruitment professionals and HR managers and headhunters across a wide range of companies within the Finance sector in Spain and abroad.

Workshop: Ethics
Imparted by Irene Sanz González
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.
Master in Islamic Finance & Leadership Development

Core Course: Change Management & Innovative Leadership
Imparted by Professor Daniel Mayoral Palanca
The workshop’s objective is to help students to be more effective in both their work and their personal life changes. Nowadays is too common not to reach personal objectives or to do it with an excessive price to pay. We don’t have time for all the activities we wish to do; and stress and tension grow every day. In this workshop, students discuss and share ideas about the best practices that is possible use to set and reach personal important objectives; starting with the factors that have to do with personal organization and moving to the ones related with relationships with other people. Leading a change needs to start with personal change processes, and then move to manage other’s change, in the case of leaders of a team. The course covers knowledge about change, organizational aspects of the change process, and abilities and attitudes related to change.

Core Course: Mindfulness & Positive leadership
Imparted by Professor Lee Newman
The course is intended for a broad audience of future managers, marketers, consultants, entrepreneurs, or anyone seeking a better understanding of judgment and decision making from a behavioral perspective. After participating in this course, students should expect to:
- Learn to identify the types of situations that pose challenges to our ability to reason and make good decisions.
- Recognize important cognitive, emotional and social biases and fundamental limitations that can influence how we reason and decide.
- Understand a range of our default, “quick and dirty” (heuristic) approaches to decision making and the situations in which these lead to good, bad, and decidedly ugly outcomes.
- Learn how we can reason and decide more effectively by limiting or avoiding our biases, default approaches, and limitations.
- Understand how behavioral concepts from the course apply to business contexts such as consumer marketing, financial investing, consulting, and general management.

Core Course: Leading People and Teams
Imparted by Professor Diego Vicente Cortés
The purpose of this course is to present practical concepts that the students can use to understand the internal organization of the company and the individuals and groups who work in it. The ultimate goal is to help students develop their skills in the field of the management of people. At the end of the course students will have developed some ability to analyze and understand typical situations that people face in their daily work in relation to their own duties and responsibilities, with superiors and subordinates, with colleagues and with the company as an organization. This capability will help students not only to manage others, but also to manage their own behavior and performance at the company.

Workshop: Teambuilding
Imparted by Professor Pablo Martínez-Arroyo Martínez
How to create effective teams is a challenge in every organization. Work environments tend to foster rugged individuals working on personal goals for personal gain. Typically, reward, recognition, and pay systems single out the achievements of individual employees. Appraisal, performance management, and goal setting systems most frequently focus on individual goals and progress. Promotions and additional authority are also bestowed on individuals. The workshop focuses on the information, tools and techniques students need to effective work in teams in any organization or project. In a teamwork environment, people understand and believe that thinking, planning, decisions and actions are better when done cooperatively. People recognize, and even assimilate, the belief that “none of us is as good as all of us”. Managing the team relationship; but also the 1:1 relationship with all our collaborators; and last but not least, being able to manage yourself; will be the most important factors for success. Therefore, the main goal of the course is to reflect on the behaviors, but also the attitudes that move these behaviors; that will students to work with other people; and apply all these elements to their interactions with their colleagues in the master.

Workshop: Employability in Finance
Imparted by the IE Career Management Center
The objective of this course is to make students aware of the importance of managing and leading a professional career with a proactive approach. This course offers a wonderful opportunity to develop the management skills and competences required to improve students “employability” as well as their “market value”, given that this is the best time to take control and responsibility of their personal and professional development. The Employability in Finance Course is conducted by members of the Career Management Centre (CMC) with the collaboration of external partners such as career counselling consultants, recruitment professionals and HR managers and headhunters across a wide range of companies within the Finance sector in Spain and abroad.

Workshop: Ethics
Imparted by Irene Sanz González
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.
IE LAW SCHOOL

Undergraduate Studies

Bachelor in Laws

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.

Elective: Professional Deontology
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: 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.

Dual Degree in Laws and International Relations

Core Course: Aid, Development and Social Entrepreneurship
This course provides students an understanding of international development and aid. Drawing on the historical record and more recent case studies, students develop an in-depth understanding of the complexities embedded within development discourse in the international aid context. The course puts particular emphasis on the actors in international development (the state, international organizations, multinational corporations, and civil society organizations) and aims to deepen the student’s understanding of the processes of development (or underdevelopment) and the main actors, mechanisms, and dilemmas in the contemporary aid system.

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.
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
Imported 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
Imported 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
Imported 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
Imported 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
Imported 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 provides students an understanding of international development and aid. Drawing on the historical record and more recent case studies, students develop an in-depth understanding of the complexities embedded within development discourse in the international aid context. The course puts particular emphasis on the actors in international development (the state, international organizations, multinational corporations, and civil society organizations) and aims to deepen the student’s understanding of the processes of development (or underdevelopment) and the main actors, mechanisms, and dilemmas in the contemporary aid system.

Core Course: Interpersonal Skills  
*Imparted by Professor Paloma Martinez De Velasco Helain*
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  
*Imparted by Professor Gustavo Castel*
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: Professional Deontology  
*Imparted by Professors Emma Hooper & Ambassador Roberto Toscano*
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.

Graduate Studies

Master in International Relations (MIR)

Course: Management and Corporate Social Responsibility  
*Imparted by Professor Mark Esposito*
Corporate Social Responsibility (CSR) can be defined as a concept and a process that integrate social and environmental concerns in an organization’s operations and interactions with its multiple stakeholders. In today’s global environment, issues related to social responsibility and sustainability are ever more prevalent. In this course, students will learn that business goals are inseparable from the societies and environments in which they operate and that the failure to account for longer-term social and environmental impacts of certain business practices could affect the sustainability of the enterprise. Students will understand that including social environmental and social concerns in the bottom line can only benefit the organization as a whole.

Course: Global Leadership  
*Imparted by Professor Juan Carlos Pastor Guillarranz*
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*
This course examines the key actors and political dynamics shaping global environmental politics. Environmental challenges involve issues of power, sovereignty, social justice and political action. Special attention will be given to the political and societal challenges of sustainability.
Core Course: Project Management

Araceli García de Soto Area: Humanities

This course analyzes the theoretical frameworks and the basics when applying Project Cycle Management in international work: needs assessment, formulation, implementation, result-based assessments, with an emphasis on M&E (Monitoring and Evaluation). Since the initial steps (setting up the indicators that define the goals), it considers regulations and protocols in Humanitarian Work, focusing on health, gender and education. It also includes critical approaches to Development and Emergency programs, introducing alternative participatory, community and human rights based approaches, in diverse international conflict scenarios. The main goal of this course is three-fold: (1) to provide the participants/students with an overview of the basic protocols and regulations in international work, and with knowledge about collective actions in international peace and conflict scenarios, (2) to share the initial tools that will allow them to further advance their own analysis and critical thinking about the main transversal aspects in specific international programs (gender, psychosocial, evaluation, etc.) in emergency and development situations, and (3) to learn the basic steps about Project Management Cycle with an emphasis on M&E.

Core Course: The Base of the Pyramid Workshop

Imparted by Professor Waya Quiver Area: Humanities

This course aims to discuss and explore innovative business solutions and products for the world’s 4 billion poorest and underprivileged people living at the Base of the Pyramid. The Base of the Pyramid represents the poorest segment of the world’s population, a segment often excluded by markets, banks and multinationals. Yet these 4 billion people represent a market of several trillion dollars. The course seeks to answer how can we develop products and services for this segment and reintegrate them both in the economy and society. It is a dynamic and interactive course that focuses on creativity and social innovation. Students listen to basic theory on Social Entrepreneurship and the Base of the Pyramid and work in small groups on cases focusing on Water, Consumer Products, Energy, Healthcare, Eyecare.

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: Gender Inequality

Imparted by Professors Patricia Gabaldón and Celia de Anca

This course focuses 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 tries 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.

Workshop: Ethical Leadership

Based on the premise that ethical leadership and management skills can be learned, students will examine various theoretical constructs as a means of becoming better leaders whether they are leading a team or leading an entire organization. Students will also explore ways of improving leadership skills in others.

Seminar: Ethics

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 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.

Graduate Studies

Master in Architectural Management and Design

Core Course: Building Information Modelling
*Imparted by Professor Roberto Molinos Esparza*
This course focuses on the enabling and transforming role BIM is playing in today’s architectural practices, where coordination and collaboration between teams and specialists is supported and buildings are virtually constructed and exist before any real work is done. The course focus in the BIM tools basics, the practical implications, the need for specific work- flows and decision scheduling and the raise and need of management approaches inside the average office in order to take advantage of every opportunity BIM brings.

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

Core Course: Design and Business Communication
*Imparted by Professor Peter Murray*
This course gives students an understanding how branding, marketing and communications can assist architectural practices to meet their design and commercial goals. It looks at the tools that are available to professionals to communicate with their market place and how these should be used to respond to the very specific needs of the professional firm. It looks at the relationship between the market, the marketing process and the architectural strategies that particular firms may wish to pursue. This course will help students to understand the role that marketing can play in assisting architectural practices to achieve their goals. How marketing relates to other parts of the business: design, office organization and delivery. Branding and how it relates to architects and architecture. The difference between sales, marketing and public relations.
Core Course: Economic Environment
*Imparted by Professor Jose Ignacio Conde Ruiz*

The objective of this course is to give students the basic tools of analysis to understand the economic situations that surround the macroeconomic environment and the global context in which companies operate and develop a framework that they can use to analyze new situations or countries that they are unfamiliar with in their future professional life. This course begins with the basic microeconomic model of supply and demand and then moves on to the key indicators and evaluate how changes in these variables affect business prospects. It also looks at international trade, exchange rates, the balance of payments and the processes of economic integration to explore the costs and benefits of different situations and how they affect the business environment. In the process, we will encounter an explanation for the Great Contraction that occurred beginning in 2008, and will be able to understand how the crisis will change our economic lives and the prospects for designers and architects in the global market.

Core Course: Entrepreneurial Management
*Imparted by Professor Joe Haslam*

The objective of the course is to provide participants with a high level view of the key ingredients, processes and good practices for value creation through ventures or entrepreneurship projects. By doing so, they will be able to draft a project to an extent which allows to evaluate the derived opportunity and get potentially developed throughout the Venture Lab course. Thus, it is intended to grasp the importance of using an agile and iterative development model when developing entrepreneurship projects, the existing interdependence among the elements that are part of such projects, the design and use of basic tools to support their development and the executive summary and pitch, as tools for project communication to a potential investor and the role of the business plan in the process.

Core Course: Human Resources
*Imparted by Professor Katherine Marks*

This module aims to provide students with a broad view of fundamental HR management tools that will enable them to fulfil their role as leaders within practice. The course examines what HR is and how it can benefit the student’s practice, and considers each aspect of the HR Lifecycle in turn to understand how they fit together consistently and as a mutually supporting progression. Whilst it is not expected that students will learn technical or hands-on aspects of HRM, nevertheless they should learn to demonstrate an understanding of the broader concepts of HR and their own responsibilities within that field as managers of people and teams.

Core Course: Leadership and Coaching
*Imparted by Professor Rebecca Fanger Feliciano*

Leadership styles are evolving from being purely task oriented to modeling behaviors. This change requires leaders to become more involved in people development by adopting a different approach far from the traditional directing style to one in which coaching plays an important role. Coaching is one of the key skills required in a leader’s repertoire since it identifies barriers that impact performance and allows for behavioral alignment with the corporate culture for professional growth. This course will focus on the key concepts and skills required for increased employee performance through coaching by:

- Understanding the impact and benefits of coaching for behavioral change and improved performance.
- Analyzing the key competencies to be an effective coach and reflect on your own coaching style to identify strengths and areas for development.
- Identifying the key steps in the coaching cycle Discussion of coaching business case.
- Conducting a videotaped coaching practice session.

Core Course: Project Management
*Imparted by Professor Jonathan Paul Blasby*

This course takes a holistic view of what a ‘project’ actually is, focusing on the issues that are important to our clients and therefore fundamental for the Architect to consider. It also touches on key project management techniques that an Architect may need to deploy during the various stages. An Architect who can understand the real drivers behind a project and manage the various aspects of the project efficiently is one who can devote more time to the design process and produce a building that satisfies the client’s requirements. The course objectives aim to help students to understand the managerial issues surrounding any typical project that the Architect may become involved in and understand the implications of each and to be able to manage these issues effectively and efficiently to enable and promote the design and design process.
Core Course: Strategic Design

Imported by Professors Javier Perez Herreras and Francisco Javier Quintana de Uña

Strategic design is the application of strategic and contextual research within the Design Process in order to establish the contextual relevance of any program of work. Architects are increasingly using Strategic Analysis to understand the Political, Environmental, Social, Technological and Economic Context within which they are Designing – recognizing that Architectural programs at many scales play a vital role in achieving Strategic aims. The course objectives aim to help students to understand a range of strategic models that can be used for decision making, apply appropriate models, strategies and tactics for differing situations, use the tools and techniques to develop Strategic plans, and learn how to communicate strategic plans effectively.

Core Course: Strategy Fundamentals

Imported by Carl Kock

This introductory course to the area of strategic management aims to provide students with a thorough understanding of the internal and external factors that shape a firm’s ability to create value. Students will be familiarized with tools to analyze industries, firm resources and competitive interactions, both on the individual business and the corporate level. Perhaps most importantly, the course strives to instill a strategic mindset that will enable students to go beyond a simple application of tools to derive a deep understanding of firm competitive behavior in order to enhance their own firm’s performance in any given situation.

Workshop: Teamwork

Imported by Professor Laura Maguire

The globalization and the new economy present new challenges to organizations that now face an environment in continuous change and more competitive. To respond to these demands, many organizations are replacing the traditional pyramidal and hierarchical structures for other more horizontal and flatter organizational forms. In these new structures, teams are the principal axis around which most organizational processes are designed. In this context, the success of the executive lies in his or her capacity to create, design and develop effective work teams. Turning a group of people into a well performing team is not an easy feat to accomplish. Even in the best of scenarios, numerous and pervasive challenges must be overcome. This workshop is designed to provide theory and practice on building and leading winning teams.

Core Course: Virtual Collaboration

Imported by Professor Mark Fritz

Leading and working in virtual teams & organizations is becoming more important for all levels of managers, and this requires a different style of leadership in order to be successful. This course shares why the power of ownership is key in driving collaboration in today’s organizations (especially across distances and cultures). A real life case study helps the attendees to apply the learnings to real life situations. The course help the students to recognize that collaborating in virtual organizations begins with having the right mindset, understand the key aspects of a successful virtual environment (culture, etc.) and how to apply the learnings in a real situation.

Workshop: Personal Strategy

Imported by Professor Daniel Mayoral Palanca

The workshop’s objective is to help students to be more effective in both their work and personal life. Nowadays is too common not to reach our objectives or to do it with an excessive price to pay. We don’t have time for all the activities we wish to do and stress and tension grow everyday. The course discusses and shares ideas about the best practices that can be used to set and reach our important objectives; starting with the factors that have to do with our personal organization and moving to the ones related with our relationship with other people, as learning how to market ourselves in becoming more and more important. The objectives are to help students to stop and reflect about their life, change what they need to change to be more effective and efficient, Share ideas, experiences and questions and prepare a Personal Strategic Plan.

Workshop: Presentation and Communication

Imported by Professor Javier Bernad Santa Olalla

Presentations today are mostly nothing to write home about. But what you say, how you say it, and how you make it relevant to the audience, can turn an idea into a power horse. And many ideas are dumped daily because their originators do not present them in a dynamic and convincing way. Presentation skills rank among the most practical for service professionals: nothing will give you a more immediate competitive edge than the ability to communicate orally in a fluent and confident manner. With this course students learn under the camera and by watching themselves and their instructor act. Nothing changes owns performance faster than seeing oneself on video, under the guide of a professional public speaking coach. You will also benefit from seeing your colleagues present.
Master in Work Space Design

Core Course: Transversal Unit A: Sustainability and Social Responsibility
This transversal unit is involved with the rest of modules of the program, and has been designed to help students become aware of all the concerns related to sustainability and workspace design, not only from a “green” point of view but also from a social and political point of view. Every subject of the module will pay specific attention to these matters so that instructors will have to detect and analyze the major concerns that affect each of the disciplines. Students will then have to take into account sustainability issues, not as a singular input in design processes, but as a core and substantial fact that has to underlie every aspect of workspace design.

Core Course Work Space Design + User
Imparted by Jeremy Myerson Area: Architecture
In this course, students analyze the user as the center of gravity of the work environment, considering aspects such as ergonomics and organizational behavior. This module leverages on social knowledge to improve design skills, considering workspace as a social transformer. It covers the following areas: Sociology of Work Space, Work Space as Experience, Work Space and the User, Work Space Research Techniques, Observation, Information, Fieldwork and Work Space as a Social Transformer.

Workshop: 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.
IE SCHOOL OF SOCIAL AND BEHAVIORAL SCIENCES

Undergraduate Studies

Bachelor in Information Systems Management

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 entangled 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.

Bachelor in Psychology

Core Course: Diversity and Individual Competencies
Imparted by Professor Borja Paredes Sansinenea
The main purpose of the course is to contribute to the development of certain basic competencies all psychologists should have, and those are the understanding of the human mind and behavior through a differential approach, not forgetting how important it is to have a critical scientific mindset when it comes to learn and interpret the results of researches in this field, In other words, the importance of this course focuses on understanding a scientific discipline that has as its goals describing, measuring, predicting and explaining psychological differences between subjects and groups, taking into account variables that belong to the individuals, to the situation and to the interaction between both.

Core Course: Personal Skills
Imparted by Professor Paloma Martínez de Velasco
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: General Ethics
Imparted by Professor Francisco Mata Andrades
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 entangled 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.
Graduate Studies

Master in Market Research and Consumer Behavior (MRCB)

Core Course: Positive Leadership
**Imparted by Professor Lee Newman**
The course is intended for a broad audience of future managers, marketers, consultants, entrepreneurs, or anyone seeking a better understanding of judgment and decision making from a behavioral perspective. After participating in this course, students should expect to:

- Learn to identify the types of situations that pose challenges to our ability to reason and make good decisions.
- Recognize important cognitive, emotional and social biases and fundamental limitations that can influence how we reason and decide.
- Understand a range of our default, “quick and dirty” (heuristic) approaches to decision making and the situations in which these lead to good, bad, and decidedly ugly outcomes.
- Learn how to reason/decide more effectively by limiting/avoiding biases, default approaches, and limitations.
- Understand how behavioral concepts from the course apply to business contexts such as consumer marketing, financial investing, consulting, and general management.

Core Course: Communication Effectiveness and ROI
**Imparted by Professor Sara Michel**
The focus of the course will be to use a proprietary methodology called MCA for Market Contact Audit™, widely regarded as the best practice in the field, as a way to tackle the above-mentioned issues and propose effective ways to address them. Students are be trained on this methodology and then confronted with real business cases to anchor this new set of skills. By the end of the course, students are able to understand the issues surrounding marketing effectiveness in the industry, work comfortably using the MCA methodology, understand the challenges of building an integrated communication plan and ways to address them and to apply these principles and concepts to a real business case.

Core Course: Communication Skills. Presentations
**Imparted by Professor Javier Bernad Santa Olalla**
Presentations today are mostly nothing to write home about. But what you say, how you say it, and how you make it relevant to the audience, can turn an idea into a power horse. And many ideas are dumped daily because their originators do not present them in a dynamic and convincing way. Presentation skills rank among the most practical for service professionals: nothing will give you a more immediate competitive edge than the ability to communicate orally in a fluent and confident manner. With this course students learn under the camera and by watching themselves and their instructor act. Nothing changes owns performance faster than seeing oneself on video, under the guide of a professional public speaking coach. Students also benefit from seeing their colleagues present.

Core Course: Consumer Behaviour and the Marketing Mix
**Imparted by Professor Jakob van het Kaar**
In order to provide the future marketing professionals a solid foundation, the objective of the course is to train students in improving their skills from different angles (depending on their future projection):
- From the point of view of a researcher/consultant: How to contribute to the growth of their clients business (going beyond a correct interpretation of the consumer).
- From the point of view of the client: How to use research in a way that is productive for the business.

Instead of reviewing theories and models, students work with case studies where the student can practice and improve their skills. This allow them to understand how to obtain consumer insight “in real life” and to develop the ability to sense how and when the interpretation of consumer behavior can lead to business growth.

Core Course Innovation, Creation and Entrepreneurship
**Imparted by Professor Joseph Pistrui**
The course provides a forum for the examination of the mindset, methods and managerial activities that make up the entrepreneurial process. As such the course covers a range of issues focused on the opportunity framing process. While the most tangible outcome of this course will be the framing of a business opportunity in so doing you will be participating in a team based process that draws from the core tenants of the lean startup methodology. The aim of the course is to facilitate a hands on and highly applied learning experience - one which will enable them to experiment with tools vital in today’s business world. As such this course has relevance whether students aspire to be independent entrepreneurs or corporate manager. By focusing the course on the interface between tools and practice the course requires you to experience the early stages of the entrepreneurial process first hand.

Workshop: From Insight to Reality
**Imparted by Professor Christopher Todd Lombardo**
This is a hands-on and very practical workshop that provides tools and techniques for the students to obtain insights from primary and secondary data, and then to bring those insights into the design of a product or service. Topics include: Design Thinking & Design Research, Design mindset & Customer centricity
Core Course: Personal Branding, Networking and Employability

*Imparted by Professor Juan Díaz-Andreu García*

The objective of this course is to make students aware of the importance of managing and leading a professional career with a proactive approach. This course offers a wonderful opportunity to develop the management skills and competences required to improve students “employability” as well as their “market value”, given that this is the best time to take control and responsibility of their personal and professional development. The Employability Course is conducted by members of the Career Management Centre (CMC) with the collaboration of external partners such as career counselling consultants, recruitment professionals and HR managers and headhunters across a wide range of companies within the Finance sector in Spain and abroad.

Workshop: Working in Teams

*Imparted by Professor Laura Maguire*

How to create effective teams is a challenge in every organization. Work environments tend to foster rugged individuals working on personal goals for personal gain. Typically, reward, recognition, and pay systems single out the achievements of individual employees. Appraisal, performance management, and goal setting systems most frequently focus on individual goals and progress. Promotions and additional authority are also bestowed on individuals. The workshop focuses in the information, tools and techniques students need to effective work in teams in any organization or project. In a teamwork environment, people understand and believe that thinking, planning, decisions and actions are better when done cooperatively. People recognize, and even assimilate, the belief that “none of us is as good as all of us”. Managing the team relationship; but also the 1:1 relationship with all our collaborators; and last but not least, being able to manage yourself; will be the most important factors for success. Therefore, the main goal of the course is to reflect on the behaviors, but also the attitudes that move these behaviors; that will students to work with other people; and apply all these elements to their interactions with their colleagues in the master.

Workshop: Ethics

*Imparted by Professor Krystina Marie Dos Santos*

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.

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**Executive Master in Positive Leadership and Strategy (EXMPLS)**

**Core Course: Positive Leadership: Behavioral Decision Making**

*Imparted by Professor Lee Newman*

The course is intended for a broad audience of future managers, marketers, consultants, entrepreneurs, or anyone seeking a better understanding of judgment and decision making from a behavioral perspective. After participating in this course, students should expect to:

- Learn to identify the types of situations that pose challenges to our ability to reason and make good decisions.
- Recognize important cognitive, emotional and social biases and fundamental limitations that can influence how we reason and decide.
- Understand a range of our default, “quick and dirty” (heuristic) approaches to decision making and the situations in which these lead to good, bad, and decidedly ugly outcomes.
- Learn how we can reason and decide more effectively by limiting or avoiding our biases, default approaches, and limitations.
- Understand how behavioral concepts from the course apply to business contexts such as consumer marketing, financial investing, consulting, and general management.
IE SCHOOL OF COMMUNICATION

Undergraduate Studies

Bachelor in Communication

Core Course: Freedom of Speech
Imparted by Professor María José Ferrari Sánchez
This course provides an introduction to Freedom of Speech from a legal and philosophical perspective. It aims to foster a deep understanding of the role and functions of Free Speech in modern societies, both in Democratic and non-Democratic countries. The course covers the main theoretical approaches to Free Speech as used in the different legal systems and is devoted to the analysis and discussion of present cases, such as Wikileaks or the Snowden incident, the Mohammed Cartoons controversy, or the political protests taking part in different world regions.

Core Course: Cross-Cultural Communication and Development
Imparted by Professor Vincent Doyle
This course takes a critical, multi-disciplinary, approach to cross-cultural communication in both its theoretical and practical dimensions. It examines a variety of issues related to communication between individuals and groups of different cultural backgrounds and explore their implications in the context of globalization. The first two sections of the course serve as a general introduction to the field, after which we will focus on three sub-fields ranging from the ethnography of communication, to critical studies of the representation of cultural differences, to post-colonial approaches. Class activities include guided discussions, lectures, screenings, and working together in teams during exercises, simulations, and group projects.

Core Course: Interpersonal Skills
Imparted by Professor Paloma Martínez de Velasco
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
Imparted by Professor Francisco Mata Andrades
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 entangled 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: Professional Deontology
Imparted by Professor Cosme Ojeda Puig
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: Breakthrough Innovation
Imparted by Professor Ana Rumschisky Terminiello
Creativity and innovation are the key drivers for success for many of today’s leading companies. Bringing new alternatives to the market will represent sources of value that may come from products, services or processes. This value should create sustainable competitive advantage allowing any company to establish a winning marketing strategy.
Graduate Studies

Master in Corporate Communication (MCC)

Core Course: Entrepreneurship
Imparted by Professor Enrique Cortes Alonso
This course aims to provide students with the essential knowledge, skills and tools required to plan, create and manage a new entrepreneurial venture. Entrepreneurship can be the art of business. Try to think of the business plan and the business operation as your canvas. Entrepreneurship takes creativity, innovation and perseverance. Entrepreneurship is a way of thinking and acting. The course provides insight into the entrepreneurial process from conception to birth of a venture. It concentrates on attributes of entrepreneurs, searching for opportunities, gathering resources to convert opportunities into businesses. Students learn how to evaluate entrepreneurs and their plans of new businesses and work in teams to write a business plan for a new venture that they have conceived. In this course you will acquire a greater understanding of the entrepreneurial process, which is a process of opportunity recognition, resource marshalling and team building driven by communication, creativity and leadership.

Core Course: Corporate Social Responsibility
Imparted by Professor Maria Itziar Castello Molina
The course combines a theoretical approach to business corporate responsibilities in the context of globalization and the network society with ‘real life’ case studies in which students will engage first hand in the debates that they will undoubtedly face as future managers in business. It explores how corporate social responsibility is becoming both a condition for business and a potential competitive advantage and will challenge current mainstream theories of the firm opening to the students a new understanding of the firm and its duties, scopes and management tools. The course approaches the issue of corporate responsibility in three main steps: First, by briefly understanding the challenges of globalization and the increase politicization of the role of the firm, second, by looking at how firms have been dealing with corporate social responsibility: reporting, press, crisis management and third, by deconstructing the influence of media in society and analyzing the transformative power of social media and its influence in policy and business.

Core Course: Design Thinking
Imparted by Professor Andrew Peter Wallace McCarthy
Design thinking describes the process of applying the design cycle and mindset to problem-solving. The design cycle typically comprises diverse teams working through interconnected phases of empathic user-centered research, creative thinking, proto-typing, testing and implementing or returning to any of the other phases to re-focus. This practical course aims to answer those questions, and, in the process, demystify the faddish glamour which may currently obscure much of the value of design thinking. Design thinking can help business professionals improve their organization’s innovation equation, help design professionals use their skills to manage teams and generate profit centers, and help normalize expectations on both sides. Though designing as a craft requires years of dedicated education and talent to master, design thinking, as a problem solving approach, does not. However, the human-centered focus, and the rigor and creativity required to maintain that focus over the entire course of a project, sets design thinking apart from other methods of problem solving.
Core Course: Positive Leadership
Imparted by Professor Lee Newman

The course is intended for a broad audience of future managers, marketers, consultants, entrepreneurs, or anyone seeking a better understanding of judgment and decision making from a behavioral perspective. After participating in this course, students should expect to:

- Learn to identify the types of situations that pose challenges to our ability to reason and make good decisions.
- Recognize important cognitive, emotional and social biases and fundamental limitations that can influence how we reason and decide.
- Understand a range of our default, “quick and dirty” (heuristic) approaches to decision making and the situations in which these lead to good, bad, and decidedly ugly outcomes.
- Learn how we can reason and decide more effectively by limiting or avoiding our biases, default approaches, and limitations.
- Understand how behavioral concepts from the course apply to business contexts such as consumer marketing, financial investing, consulting, and general management.

Core Course: Coaching
Imparted by Professor John Guzik

Coaching is one of the key skills required in a leaders repertoire since it identifies barriers that impact performance and allows for behavioral alignment with the corporate culture for professional growth. This course will focus on the key concepts and skills required for increased employee performance through coaching:

- Understanding the impact and benefits of coaching for behaviour change and improved performance,
- Analyzing the key competencies to be an effective coach and reflect on your own coaching style to identify strengths and areas for development,
- Identifying the key steps in the coaching cycle Discussion of coaching business case,
- Conducting a videotaped coaching practice session.

Core Course: Communication Abilities
Imparted by Professor Daniel Mayoral Palanca

In this Program students work in their communication abilities and attitudes, as how they relate with their colleagues, bosses, collaborators, friends, etc. will definitely be an important part of somebody’s success. The objective of the course are to identify the competencies that individuals need to take in account to be more effective in their communications, practice the most important abilities, identify their needs for development and get ideas to be more successful.

Core Course: Networking in Professional Career
Imparted by Professor Jorge Cachinero Sanchez

Networking is considered to be the business of trading favors with strangers for business reasons while cultivating relationships and sharing ideas, information and resources. It is a two-step and a two-way process by which one has, firstly, to let people know what one does and, secondly, why anyone should be one’s connection in order to improve his/her career prospects and opportunities. The practical learning of doing Networking the right way and the effective way is key to be seen as a trustworthy, cooperative and need-to-know member of the network. At the end, the goal must be to create an honest environment which would be conducive to “win-win” situations where all the parties involved benefit from the exchange, whether immediately or sometime in the future. This Networking Workshop is fundamentally a participative and an interactive experience and therefore, it is expected from the students to come to class with an open mind, eager to break up with deep-rooted cultural conceptions and paradigms.

Workshop: Working in Teams
Imparted by Professor Laura Maguire

How to create effective teams is a challenge in every organization. Work environments tend to foster rugged individuals working on personal goals for personal gain. Typically, reward, recognition, and pay systems single out the achievements of individual employees. Appraisal, performance management, and goal setting systems most frequently focus on individual goals and progress. Promotions and additional authority are also bestowed on individuals. The workshop focuses in the information, tools and techniques students need to effective work in teams in any organization or project. In a teamwork environment, people understand and believe that thinking, planning, decisions and actions are better when done cooperatively. People recognize, and even assimilate, the belief that “none of us is as good as all of us”. Managing the team relationship; but also the 1:1 relationship with all our collaborators; and last but not least, being able to manage yourself; will be the most important factors for success. Therefore, the main goal of the course is to reflect on the behaviors, but also the attitudes that move these behaviors; that will students to work with other people; and apply all these elements to their interactions with their colleagues in the master.

Workshop: Ethics and Corporate Governance
Imparted by Professor Stelios Zyglidopoulos

The purpose of this course is to familiarize students with the main debates in the fields of Corporate Governance, Stakeholder Management and Business Ethics and enable them to think critically about these matters. Moreover, this course aims at supplying students with some tools to be used in dealing with issues of corruption in corporations. The course takes a global perspective, which is deemed appropriate in today’s global economy.
**Core Course: Positive Leadership**
**Imparted by Professor Lee Newman**
The course is intended for a broad audience of future managers, marketers, consultants, entrepreneurs, or anyone seeking a better understanding of judgment and decision making from a behavioral perspective. After participating in this course, students should expect to:

- Learn to identify the types of situations that pose challenges to our ability to reason and make good decisions.
- Recognize important cognitive, emotional and social biases and fundamental limitations that can influence how we reason and decide.
- Understand a range of our default, “quick and dirty” (heuristic) approaches to decision making and the situations in which these lead to good, bad, and decidedly ugly outcomes.
- Learn how we can reason and decide more effectively by limiting or avoiding our biases, default approaches, and limitations.
- Understand how behavioral concepts from the course apply to business contexts such as consumer marketing, financial investing, consulting, and general management.

**Core Course: Advocacy Campaigns and Digital Media**
**Imparted by Professor Miguel Castro Carpintero**
Public, governmental and non-governmental institutions, or even individuals working in service of the public interest, continuously propose solutions to their most pressing concerns. Aiming at promoting either development, human rights or socio-political change, all of them are faced with the need to convince others, bring people on board with a cause, shift perceptions or change attitudes on specific issues. Advocacy campaigning relies on digital media, communications tools and strategies for social and political change. It leverages any and all emerging communications media to pressure and persuade others.

This course offers a strategic framework through which narrative forms, digital storytelling, social media, or any other form of digital media that can help bringing about social change and will discuss the global context in which advocacy takes place and the needs of those working in organizations that want to promote change. Students learn lessons from different fields, such as public relations or branding and commercial best practices in a way that the public and third sector has not done before.

**Core Course: Coaching**
**Imparted by Professor John Guziak**
Coaching is one of the key skills required in a leader’s repertoire since it identifies barriers that impact performance and allows for behavioral alignment with the corporate culture for professional growth. This course will focus on the key concepts and skills required for increased employee performance through coaching by:

- Understanding the impact and benefits of coaching for behavioral change and improved performance,
- Analyzing the key competencies to be an effective coach and reflect on your own coaching style to identify strengths and areas for development,
- Identifying the key steps in the coaching cycle Discussion of coaching business case,
- Conducting a videotaped coaching practice session.
Core Course: Creative Project Management  
**Imparted by Professor Martin Rodriguez Juga**
This course is aimed at providing students the knowledge required to efficiently manage projects, especially creative ones. To reach this goal, the course begins by focusing on general project management concepts and tools in order to provide students with the fundamentals. These tools and methodology are then applied to manage creative projects, and in particular digital content ones. The course is designed to help students the development of creative thinking, analysis, problem solving and soft skills in project management and in creative project contexts.

Core Course: Emotional Design  
**Imparted by Professor Marco Van Hout**
Emotions are crucial for the design discipline because of their influence on both purchase and usage behavior: if it does not feel good, people will not buy it nor use it. One might state that these emotions are hard to manage, because of their subjective nature. However, there are universal principles in the way that (product/service) design evokes emotions. Once a designer understands these principles, he or she is able to strategically design for a specific emotional impact. This class covers various aspects of emotional design, including theory, measurement (field research), and practice. The focus is on emotion-driven design theory and methodology: design processes with a predefined (and specified) intended effect on the emotions and well-being of the users. Students will deepen their knowledge of how design evokes (and can evoke) emotions. They will use research techniques that focus on user emotions and gain hands-on experience with formulating design intentions that include effects on the emotions of users and conceptualize designs that fit with these intentions.

Core Course: Entrepreneurial Management  
**Imparted by Joe Haslam**
This course on Entrepreneurial Management provides a forum for an integrated examination of the mindset, methods and managerial activities that make up the entrepreneurial process, covering a range of issues from opportunity recognition to business modeling. The fifteen sessions that compose the course aim to give the student an integrated learning experience - one which will enable them to better understand the skills and tools vital in today’s fast moving world of creativity based entrepreneurship and innovation. The frameworks and concepts students are exposed will serve as a backbone to a range of hands-on experiences through discussions, workshops, team work, and individual creative activities.

Final Project: Entrepreneurial Project  
**Communication Area. Imparted by Professors Begoña Gonzalez Cuesta, Beatriz Hernández-Canut Lofuente and Andrew Peter Wallace McCarthy**
The final project is a team-based entrepreneurial creative project designed and executed over the course of the entire program with the assistance of academics and professionals in the field. This is the integrative core of the Master’s experience. The project is structured in three stages, each to be carried out in one term: a creative project, a consulting project and an entrepreneurial project.

- During the first term students are taught how to approach each stage of developing a creative project: from investigation, to ideation, to implementation. They work on a case study about a visual communication challenge in a specific company, as a way to learn the concepts, methodology, and processes to develop a creative project.
- During the second term, students are assigned a consulting project in which they will work with a client to solve a real-world visual communication problem. Students will work through the process of defining the problem, gathering and analyzing data, designing an appropriate and ethical strategy, formulating and evaluating options and making recommendations to address the problem.
- The third term work will consist on conceiving a comprehensive visual communication entrepreneurial project that has the potential to become a commercial or social entrepreneurial product or a service. The creative and the business sides of the project will be developed. It will be an in-depth practical project, which involves investigation, ideation and implementation.
Workshop: Networking in Professional Career  
Imparted by Professor Jorge Cachinero Sanchez  
Networking is considered to be the business of trading favors with strangers for business reasons while cultivating relationships and sharing ideas, information and resources. It is a two-step and a two-way process by which one has, firstly, to let people know what one does and, secondly, why anyone should be one’s connection in order to improve his/her career prospects and opportunities. The practical learning of doing networking the right way and the effective way is key to be seen as a trustful, cooperative and need-to-know member of the network. At the end, the goal must be to create an honest environment which would be conducive to “win-win” situations where all the parties involved benefit from the exchange, whether immediately or sometime in the future. This Networking Workshop is fundamentally a participative and an interactive experience. Therefore, it is expected from the students to come to class with an open mind, eager to break up with deep-rooted cultural conceptions and paradigms.

Workshop: Representation and Ethics  
Imparted by Professors Begoña Gonzalez Cuesta  
Creative professionals need to be aware of the process of meaning making through representations, and its ethical implications. This course is conceived as a reflection about an essential aspect of contemporary societies: cultural representation. More specifically, this course introduces 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. Throughout the course, students work on a creative audiovisual project developed in teams, in which they will be expected to apply the theoretical concepts touched upon in class. Students also have to prepare an analytical individual essay about a case of creative representation that implies ethical issues.

Workshop: Working in Teams  
Imparted by Professor Laura Maguire  
How to create effective teams is a challenge in every organization. Work environments tend to foster rugged individuals working on personal goals for personal gain. Typically, reward, recognition, and pay systems single out the achievements of individual employees. Appraisal, performance management, and goal setting systems most frequently focus on individual goals and progress. Promotions and additional authority are also bestowed on individuals. The workshop focuses in the information, tools and techniques students need to effective work in teams in any organization or project. In a teamwork environment, people understand and believe that thinking, planning, decisions and actions are better when done cooperatively. People recognize, and even assimilate, the belief that “none of us is as good as all of us”. Managing the team relationship; but also the 1:1 relationship with all our collaborators; and last but not least, being able to manage yourself; will be the most important factors for success. Therefore, the main goal of the course is to reflect on the behaviors, but also the attitudes that move these behaviors; that will students to work with other people; and apply all these elements to their interactions with their colleagues in the master.

Master in Big Data and Analytics

Core Course: Analytics for Financial Services  
Social and Behavioral Science Area. Imparted by Professor Jorge Caballero Rodriguez  
Currently, financial institutions face a rapidly changing market, to which they must react fast:

- After a period of strong growth driven by the economic housing boom, banks have shifted to a greater focus on risk management, capital raising and the generation of new sources of income.
- The excess of commercial capacity and the need to reduce costs make necessary for institutions to evolve towards a multi-channel strategy and the use of more effective and less expensive commercial strategies.
- Increasingly transparent, online offers and even more sophisticated customers create a pressure over price in negotiations with clients with few links with financial institutions.

In this situation, the development of client management capabilities is the best competitive advantage for financial institutions. The management capabilities of the client learnt in this course will allow students working in financial institutions to innovate so as to lead the changes in their markets and commercially react to the movements of their competitors.
Core Course: Entrepreneurship
Imparted by Professor Ignacio Laru Martinez
Investments in Big Data startups dominated the venture capital landscape in 2013, a trend predicted to continue until 2016, providing a viable and lucrative career option for data scientists worldwide. This course examines the established knowledge base for entrepreneurship and Big Data identifying the entrepreneurial mindset and process trying to distinguish art from science. The course examines entrepreneurship as a process of innovation and value creation, rather than the single event of opening a business or writing a business plan. In the course, students navigate through the entrepreneurial journey from the initial opportunity recognition and assessment to the final business scaling reflecting on important aspects like innovation management, disruptive technologies and customer development processes. The course focus in the development of Big Data and Business Analytics startups and the challenges faced by entrepreneurs in these areas from the initial conception to the implementation of its idea.

Core Course: Giving winning presentations
Imparted by Professor Lola Martinez Rodriguez
The ability to communicate one’s ideas is extremely important. Studies show a high correlation between successful business and political leaders and their ability to successfully present information. Great orators may possess innate public speaking talent, but many more have learned the art of communication through training and experience. The objective of this course is to teach students the elements of effective and persuasive communication to enable them to achieve concise, effective communication in all modes, especially presentations and public speaking.

Core Course: Influence and Persuasion
Imparted by Professor Balvinder Singh Powar
The objectives of this practical course in workshop style, regarding Influence and Persuasion, are to share first-hand knowledge and experience regarding these topics. To be a successful leader, one has to know how to make an Impact. Although a person may be strong technically/conceptually, being effective in communicating vision & ideas is key in an ever competitive and changing work market. The sessions of the course are a workshop, which involve active participation from students, with the goal of creating a productive, fresh, experiential and stimulating scenario to learn and develop strategies to enhance, stimulate, and inspire greater personal/leader/team/company performance. The workshop aims to provide an innovative and effective approach to middle and senior management and all leaders.

Core Course: Running Innovation & Creation Processes
Imparted by Professor Alejandro Ruyra Andrade
Innovation is at the core of successful organizations and now more than ever companies are in need of professionals who understand how innovation and creative processes work. This course trains students in several innovation process frameworks and how to exploit your creativity abilities. The objective is to help students to be comfortable in choosing, selecting and developing innovation ideas by applying different methodologies. Help students to prepare the Big Data Startup-Challenge and use some of the skills and knowledge learnt in previous workshops: Working Effectively in Teams, Influence & Persuasion and giving winning presentations. This course focuses on the methodology that can be followed for typical knowledge discovery processes, taking into account existing methodologies that provide guidance during the knowledge discovery process (from well established ones to more recent agile processes).

Final Project - The Startup Challenge
Imparted by Professor Miguel Iza Moreno
Entrepreneurs create startups to put in place ideas that seemed crazy at first stage but at the end are in everyone’s daily basis: Google, Facebook, Twitter, Dropbox, Paypal, LinkedIn, hundreds of startups have started with a challenge based in solve something that customers want, work fast and with little money and use the technology to accelerate the time to market.

In this challenge the focus is on understanding each of the components that an elevator pitch must have – with a focus on the investor’s day and how to sell an idea or product to this audience. Objectives: The course is intended for future entrepreneurs that are interested in developing a pitch ready for an investors round. After this challenge students will have developed a higher knowledge of startups and obtain the following abilities: Effective presentation, Pitch Structure, Business Model, Marketing for Startups and Pitching, Pitching and Pitching.
EXECUTIVE EDUCATION PROGRAMS

OPEN PROGRAMS

Corporate Social Responsibility Management  
**Lead by Professor Juan Alfaro**
This 6-month Advanced Program provides a strategic, integrated and multidisciplinary vision of Corporate Responsibility, offering the knowledge to integrate responsible activities throughout the value chain of the organization. The program encompasses the transversal application of a Corporate Responsibility strategy throughout the firm, the elements of appropriate management, and finally the tools for its appropriate application.

International Executive Program: The Global Renewable Energy Business  
**Lead by Professor Carlos García Suarez**
Our economic future is going to be supported by an energy system that will be increasingly and significantly based on renewable energy technologies. Much of it will be based on renewable electricity but there also will be a significant growth of second and third generation biologically produced liquid fuels for transportation applications. Some countries have advanced more in this field than others, but renewable energy projects are no longer just in the realm of developed and wealthy countries. This trend is already creating major business opportunities in all six continents. The Global Renewable Energy Business Program aims to help participants gain the business, regulatory and technological background on renewable energy to facilitate their entry or growth in this thriving, environmentally beneficial sector.

International Executive Program: Global Leadership for Women  
**Lead by Professors Margarita Mayo, Mary Jo Bos and Gaudenz Assenza**
As the workforce in global organizations gets more diverse and gender-balanced, more and more women find themselves in leadership roles that present to them both challenges and opportunities. The roles require honing the necessary skills to drive change, communicate with confidence, and influence others, and also provide a window for women to leverage on their natural strengths and abilities. Global Leadership for Women is designed for talented female executives and aims to enhance their core leadership skills: gain a heightened sense of self-awareness, know how to empower both themselves and others, and lead cross-cultural teams. Participants will be exposed to breakthrough principles, case studies, and technological tools, plus benefit from a mentoring and accountability program following the course to ensure the program’s immediate and effective application in the executives’ day-to-day.

International Executive Program: Women on Boards  
**Imparted by Professors Ana García, Dorie Clark, Javier Bernad, Mari Cruz Taboada, Virginia Bombin, Simon Gifford and Joseph Pistrui**
This executive program is aimed at preparing female executives in Nigeria for positions on Boards by harnessing their soft and hard skills and unleashing their full potential as leaders. For this program, IE partnered with Women in Management, Business & Public Service (WIMBIZ), a Nigerian non-profit organization formed in 2002 to help elevate the status of women and their contribution to nation building. It aims to inspire and empower women with high potential to attain leadership positions through formation programs and networking opportunities.

International Program for Financial Institutions Executives: Future Challenges of Development Banking  
**Imparted by Professors Eloy García, Doris Herrera Pol, Guillermo Fernández de Soto, Olga Schiv scia, Pedro Rapallo, Jesús Ibáñez, Jacques Rogozinski, Francisco López Lubian and Gayle Allard**
The current changing international context, defined by an economic reality which is in constant evolution, requires a deep reflection of financial development institutions and their added value within the global economy. An analysis the role that has been developed for these institutions in recent years, as well as their response to new economic challenges, is vital for clarifying its validity, necessity, and added value to the system. At the same time, these institutions are faced with new challenges coming not only from a transformation in the banking sector, but also in the final client needs or in the implications of the new regulation. This Program is a space for reflection among representatives from these institutions, where these current topics and their challenges to be met will be dealt with and examined in a practical way with the aim of identifying general and valid conclusions that will serve as a future guide.

International Program for Financial Institutions Executives: Investing for Growth  
**Imparted by Fernando Fernandez, Celia de Anca, Germán Ríos, Juan José Fernández Ansola, Juan Carlos Estepas, Gonzalo Garland and Doris Herrera**
This program aims to provide participants with an integrated and strategic vision of the financial sector, create an environment that favors a shared vision and exchange of ideas and experiences, provide up-to-date management knowledge and tools to face problems and possible threats to the sector and facilitate excellence in the management of international financial entities. The program is for executives of public entities dedicated to development and economic promotion on a global or local level. It is also for professionals working in international or multilateral organizations, local and regional financial institutions and international agencies.
TOP MANAGEMENT PROGRAMS

Governance of Family Businesses
Imported by professor Manuel Bermejo

We live in a changing society. The coincidence in space and time factors such as globalization and digitization have been an extraordinary revolution. Business management is becoming particularly effective today. Family businesses of XXI century must adapt to new environments to be sustainable and competitive. Under these assumptions, the family businesses must build their efficient corporate governance, strategic thinking real watchtowers from which to address their business challenges family. Challenges include maintaining family cohesion, creating a common project and shared values. In addition, it is now necessary to develop leadership and entrepreneurial culture. Family business leaders equipped with a global vision will be able to understand what happens and how they affect a perimeter of widening influence, identifying new business opportunities, and innovating to implement the necessary strategic decisions that requires a more dynamic competitive environment.

Making Business in China
Imported by Professor Ramiro García Arnaiz

The course begins with an introduction to the political, economic, geographical and cultural environment, which focuses on the economic and political relations China World and other business opportunities in China. Other areas of the course include: China To buy, sell, implantation, Access-ways, Consumidor Chinese and Segmentation, costs of establishment, Intellectual property, system Banking and Finance and the Human Resources in China.

Marketing in developing countries
Imported by Professor Rolando Arellano

This course wants to make an adaptation of the management science, the specific conditions of the less wealthy countries to increase their efficiency. This will allow participants to see how they must adapt classic marketing tools, common situations in PEE but rare in developed countries, economic instability, informal trade, parallel markets, counterfeiting of trademarks and products, but also - while in some cases they further growth. Product strategies, price, promotion and advertising and distribution will be at the center of analysis of the course.

Positive Leadership
Imported by Professor Stephen Adamson

The course is intended for a broad audience of future managers, marketers, consultants, entrepreneurs, or anyone seeking a better understanding of judgment and decision making from a behavioral perspective. After participating in this course, students should expect to identify the types of situations that pose challenges to our ability to reason and make good decisions, recognize important cognitive, emotional and social biases and fundamental limitations that can influence how we reason and decide, understand a range of our default, “quick and dirty” (heuristic) approaches to decision making and the situations in which these lead to good, bad, and decidedly ugly outcomes, learn how we can reason and decide more effectively by limiting or avoiding our biases, default approaches, and limitations and Understand how behavioral concepts from the course apply to business contexts such as consumer marketing, financial investing, consulting, and general management.

Elective: Social Entrepreneurship
Imported 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: Entrepreneurial Management
Imported by Professor Manuel Bermejo

The objective of the course is to provide participants with a high level view of the key ingredients, processes and good practices for value creation through ventures or entrepreneurship projects. By doing so, they will be able to draft a project to an extent which allows to evaluate the derived opportunity and get potentially developed throughout the Venture Lab course. Thus, it is intended to grasp the importance of using an agile and iterative development model when developing entrepreneurship projects, the existing interdependence among the elements that are part of such projects, the design and use of basic tools to support their development and the executive summary and pitch, as tools for project communication to a potential investor and the role of the business plan in the process.

Corporate Diplomacy and Reputation Management Elective
Imported by Professor Jorge Cachinero

Reputation has become the critical management tool of the 21st century, and is an excellent value creation lever for companies, financial institutions, and even nations. This situation is the result of six changes of paradigm that we have experienced during the transition from the 20th to the 21st century, and can be summarized as the emergence of the Five Profit & Loss Account (P&L) rather than the model of a single economic-financial P&L of the twentieth century. The new paradigms of the Society of Change in the world of business, executive management and value generation in companies and financial institutions, through and around reputation, require new styles of Leadership based on Corporate Diplomacy.
SECTION III

FACULTY RESEARCH AND PUBLICATIONS
**FACULTY RESEARCH**


The performance of MSEs is important for both, the economic and social development of Ghana. Data from the Registrar General indicates that 90% of companies registered are micro, small and medium enterprises. This target group has been identified as the catalyst for the economic growth of the country, as they are the major source of income and employment. The main research question is “what factors, determine the impact of FNGOs in Ghana to facilitate the growth of the Micro enterprises into Small enterprises?” Other research questions, will be related with a) Are FNGOs the first ring of financial inclusion of the MSE?, b) Do FNGOs and the general business environment in Ghana cover the needs of micro enterprises facilitating their growth into small enterprises?; c) What factors account for microenterprises’ different growth trajectories?, and d) how much MSEs are adding to the development of the country?


This paper extends existing issue anchored frameworks (e.g. Baron 2003) for nonmarket analysis by introducing and integrating the critical role of issue framing. We argue that nonmarket issues do not exist independent of how they are framed and that complex public policy issues can engage multiple frames in each focusing attention on different dimensions. As issues can be framed and reframed, they are often not static over time. Moreover, as firms and other nonmarket actors are often involved in how issues are framed, issues should not be regarded as exogenous to firm behavior. Indeed, through active and strategic framing firms can shape the structure of the nonmarket environment surrounding an issue and, ultimately, whether or not the issue is resolved in their favor. We illustrate the different pathways through which this occurs through a series of mini cases covering a variety of industrial and geographic contexts. Furthermore, we build on these cases and the extant literature on framing in management, political science, sociology and cognitive linguistics to identify factors that increase the likelihood of framing success. We conclude that framing is an essential tool of nonmarket management that is most effective when used in conjunction with a firm’s broader nonmarket strategy.


Research addressing how gendered space is experienced in the workplace, how accounting operates as a gendered and gendering technology and how it impacts identity formation and gender performance is sparse. This paper examines the relationship between accounting and lived experience in the gendered workplace. We articulate a theoretical framing that examines gender producing processes and how accounting functions as a gendering gaze at work. We then offer an overview of some key studies that have examined accounting and gender in the workplace. We argue that the construction of gendered identity in the workplace is about how individuals perform gender in an imaginatively produced space for the purposes of control and domination. We identify three main themes that deserve the attention of future researchers: a) how the human gaze produces gender divisions at work; b) how accounting functions as a gaze and produces gender divisions in the workplace while noting the scope for resistance; and c) how gendered accounting technologies reaffirm existing gender divisions.

Women's access to boards appears to be fragmented in research silos from a variety of areas, lacking a comprehensive view that provides instruments to overcome the barriers hindering the access of women to corporate boards. More in particular, this paper has found very little scientific analysis to understand what instruments can be the most efficient in eliminating barriers for women to reach boardrooms given different cultural environments.


Do firms gain environmental legitimacy when they conform to external expectations regarding the natural environment? Drawing on institutional logic and signaling theory, we investigate sources of heterogeneity in the impacts of environmental actions on environmental legitimacy. Longitudinal data (1997–2001) about 325 publicly traded U.S. firms in polluting industries support the notion that environmental actions help firms gain environmental legitimacy. However, some actions instead can harm this legitimacy if environmental performance deteriorates and the firm is subject to intense scrutiny from nongovernmental organizations. Thus, an important contribution of this research is to identify conditions under which greenwashing can backfire.


This work investigates the role of university and PRO-oriented seed funds (USFs)—VC funds with an explicit mission to make investments in academic spin-offs and support technology transfer—as instruments for addressing funding gaps and facilitating the commercialization of academic technologies. We first offer an overview of USFs in Europe, highlighting their heterogeneity and principal characteristics. Second, we exploit a unique data set of 1,497 start-ups (including 733 USF-backed start-ups and another 764 start-ups backed by other VC funds) to analyze how USF-backed companies perform in terms of exit rates, staging, and syndication levels when compared with non-USF-backed companies. Empirical evidence suggests that USF-backed companies perform better in staging and syndication but worse in exit rates. Moreover, our analyses show that, within the group of USF-backed companies, the ones that can attract more follow-on funding and investors are those financed by USFs that are internally managed by a universities/PROs and are linked to universities with high scientific rankings.


We provide evidence of corruption in allocation of public procurement and assess its efficiency. Firms with procurement revenue increase tunneling around regional elections, whereas neither tunneling of firms without procurement revenue, nor legitimate business of firms with procurement exhibits a political cycle. Data are consistent with the corruption channel - cash is tunneled to politicians in exchange for procurement contracts - and inconsistent with alternative channels. Using the strength of correlation between procurement revenue and tunneling around elections as a proxy for local corruption, we reject the "efficient grease" hypothesis: in more corrupt localities, procurement contracts go to unproductive firms.


In 2001, the RAND Corporation’s Science and Technology Policy Institute created an Index of Science and Technology Capacity for the World Bank, which ranked 150 countries on their potential to innovate and collaborate with more scientifically advanced nations. At that time, the African nation that ranked highest on the list was Mauritius, at number 59, and of the bottom 20 countries, 14 were African. In the ensuing years, some African nations have posted their highest growth rates in several decades, and institutional change has begun to take its root in some parts of the continent. Have these changes had any effect on the scientific and technological capacity of African nations? This paper replicates the RAND Index to 2011 to answer this question, and suggests which African nations might be best poised to move forward technologically in coming decades.


In this study we provide evidence that firms considering entering new markets are more likely to appoint directors with experience in those markets; and subsequently, we show that directors' market experience increases the likelihood of new-market entry. Moreover, we explore the presence of constraints in both, acquiring experienced directors and utilizing their experience. Specifically, we find that experienced directors are less likely to join firms with financial restatements in the recent past as well as firms with a lower status than the firms where they currently serve. In addition, we find that interlocking directors' experience is less likely to lead to new-market entry for firms that lack new-product development experience and that exhibit a high level of market overlap with interlocked firms.


Using data from Spanish Social Security records, we investigate the returns to experience for female workers in different flexible work arrangements. Our model consists of four random-effects equations simultaneously estimated using Markov Chain Monte Carlo techniques. We find a large negative wage effect of working part-time (PT), which differs by motherhood status and contract type. We also find that working PT involves lower returns to experience than standard full-time employment and thus a substantial negative wage effect accumulates over time for those employed PT. Finally, our simulations reveal that working PT also raises the probability of working under a fixed-term contract.


Although many cross-cultural leadership studies have been conducted in the past decade, relatively little attention has been paid to leadership in Latin America. Perceptions concerning the characteristics of outstanding leaders and differences in leadership preferences across countries in the region present important issues for organizations. This paper presents a detailed analysis of the leadership findings from the seminal GLOBE Project for this region, plus the addition of the country Peru. Findings indicate that there are region-wide as well as country-specific expected leadership behaviors. Our results help managers identify how different behaviors may be perceived across countries in Latin America.

We reevaluate the female underperformance hypothesis by challenging the assumption that female-owned ventures are more likely to fail. Instead of equating exit with failure, we draw on exit literature and feminist theories to argue that female entrepreneurs are actually more likely than males to exit voluntarily. We argue for further gender differences by using an even more fine-grained conceptualization of entrepreneurial exit (failure, exit for personal reasons, and exit for other professional/financial opportunities). Post-hoc analyses also point to within-gender heterogeneity depending on family status. A sample probe of 219 Spanish entrepreneurs who had exited their business supports our overall reasoning.


Relationships and networks are important for a range of entrepreneurial outcomes. However, gender scholars’ efforts to compare networks across genders rarely extend to provide empirical evidence for the link between networks and performance. Building on expectation states theory and network perspectives, we examine between- and within-gender differences in the network size–performance relationship, highlighting the conditions under which some females leverage their relationships for firm performance better than others. Using data collected from microcredit entrepreneurs in Kenya, we find that the number of within-group ties positively influences firm performance but more positively for male entrepreneurs. For female entrepreneurs, this relationship is contingent on both their individual and their group’s characteristics. We discuss implications and future research directions for the gender, networks, and microcredit literatures.


Building on social comparison theory, we posit that a firm’s pay dispersion affects its innovation through employee participation and voluntary turnover. By analyzing data collected at both employee and organizational levels from 1419 firms, we found that pay dispersion had an inverted U-shaped effect on employee participation, which in turn enhanced innovation. Pay dispersion had a positive effect on voluntary turnover, which in turn impaired innovation. These findings contribute to research on economic inequity by revealing the mediation mechanisms of employee participation and voluntary turnover in the relationship between pay dispersion and organizational innovation.


This paper conducts an empirical study as to whether family firms are more socially responsible than their nonfamily counterparts and explores the conditions in which this difference in social behavior occurs. We argue that family firms, given their socioemotional wealth bias, have a positive effect on social dimensions linked to external stakeholders, yet have a negative impact on internal social dimensions. Thus, family firms can be socially responsible and irresponsible at the same time. We also suggest that institutional and organizational conditions act as catalysts in the relationship between firm type and corporate social responsibility (CSR). General support for our thesis that family firms neglect internal social dimensions came from the study of a sample of 598 listed European firms over a period of 4 years. Moreover, while national standards and industry conditions influence the degree of CSR in nonfamily firms, these factors do not affect family firms. However, family firms’ social activities are more sensitive to declining organizational performance.


Recent corporate governance literature on gender diversity within boards has linked the effect of an increase in gender diversity to the firm’s corporate reputation. This paper analyzes the media impact of appointing new directors of Spanish companies at a particularly significant moment, during the period from 2007 to 2010, just a year before and 3 years after the Gender Equality Act was passed. By analyzing female and male board nominations in Spanish IBEX-35 companies, the paper examines whether appointing a female does have greater visibility than appointing a male, and thus a potential signaling effect for corporate stakeholders and an effect on the firm’s reputation. Results indicate that the effect on press visibility of appointing a female versus a male is negligible, although there is significant media visibility for new executive directors, in particular for the case of the only woman nominated as an executive director during the period. The paper contributes to the existing literature on gender diversity in corporate governance, specifically its effect on corporate reputation. The paper also offers information relevant to policy making and in particular to the current debate over quotas for women on boards.

We build on the literature on categorization to develop and test a model of input-level spillover effects. Our model predicts that, when one firm suffers an accident with a particular input, investors will punish other users of that input by discounting their stocks, and that the magnitude of the negative spillover can be predicted by the non-responsible firm’s level of input usage. We also hypothesize that the magnitude of the punishment will be moderated by intermediaries’ assessments of the input: Ex ante regulatory sanctions on the input will amplify negative spillovers, while the presence of input-level associations will weaken these effects. Finally, we predict that similarity between the responsible and non-responsible firm in terms of two peripheral attributes—input portfolio and geographic location—will amplify the negative effect of input usage. We find strong support for our predictions in an event study that examines the stock market valuations of 270 non-responsible manufacturing firms triggered by 78 industrial accidents involving a toxic chemical. We highlight our study’s theoretical and empirical contributions to the categorization and spillover literatures.


Family businesses abound with emotions. How emotions affect strategic decision making in family business remains little understood. The articles featured in this special issue break new grounds in exploring the role and impact of emotions in family business strategy. The purpose of this article is to synthesize the content featured in the special issue and to provide a comprehensive and unified foundation for subsequent studies by offering specific suggestions for developing a future research agenda.


This study examined measurement invariance of the 12-item psychological capital survey across 12 national cultures (Brazil, China, Germany, India, Italy, Mexico, Poland, South Africa, Sweden, Turkey, the United Kingdom, and the United States), representing a cross-section of all major world cultures corresponding to the GLOBE research project. Analysis of data from 56,363 employees confirms the configural second-order hierarchical factor structure for psychological capital in all national cultures. However, more stringent levels of metric equivalence were supported only with a simplified three-factor structure proposed in this research as a cross-cultural nine-item instrument. Implications for comparing means for psychological capital across national cultures are discussed.

Mathias Tietz: Emprendimientos Internos de la Empresas y la Creación de Valor compartido

The project focuses on how internal developments withing businesses (processes by which activities within organizations generate new businesses, new products or innovations), end up in the development of business strategies, that while profitable, are capable of generating sustainable and tangible (creating shared value) social benefits. In particular, the research focuses on the economic impact of these internal projects for Spanish companies and the social value provided by these types of ventures into Spanish society. This project is funded by the Ministry of Economy and Competitiveness of Spain.

Martina Pasquini. Entre los Valores Sociales y el Desempeño Rentable: El caso de las B-Corporations

The project investigates the nature and characteristics of public corporations as a new model of social enterprise that aims at achieving overall benefits for society (so-called B-Corporations), the interactions of the entrepreneurs of such organizations with the communities, and the impact of this interaction when accessing information, generating loyalty and motivations for consuming. It finally analyzes strategies and motivations of such entrepreneurs to develop long-term interactions with the community that are sustainable over time. This project is funded by the European Commission.

Margarita Mayo Cuéllar. Potenciando las Políticas Sociales para la Conciliación de la Vida Personal y Laboral con Liderazgo Positivo. Una Perspectiva Multi-Nivel

Social policies aimed at achieving balance between work and personal life can be a vital element in the competitive strategy of the company and also enable the organization to harmonize the growing diversity in lifestyles and the increase in dual-income families. However, there is little empirical evidence on the consequences of applying alternative working methods for employees and the organization. To address this gap, the purpose of this research is to answer the following research questions: (1) Are reconciliation policies able to reduce the work-family conflict of employees? And (2) Does a work-family conflict reduced help to improve the identification and job performance of the employee and, in turn, improve outcomes at the enterprise level?. This project is funded by the Ministry of Economy and Competitiveness of Spain.

CHAPTERS

- De Anca, C. and Aragon, S. (2014). Diversity and Tribal Thinking in the Collaborative Organization, In Turner (Eds.). Reinventing the Company in the Digital Age. BBVA.

PUBLICATIONS

IE Centre for Diversity in Global Management
Lead by Celia de Anca

• De Anca, C. Aragón, S. Diversity and Tribal Thinking in the Collaborative Organization, In Turner (Eds). Reinventing the Company in the Digital Age: 175-194 BBVA
• “Cinco rasgos de una empresa que te ayudan a crecer.” http://www.cnneexpansion.com/mi-carrera/2015/04/08/5-rasgos-de-una-empresa-que-te-ayudan-a-crecer
• “Desmitificando la Consultoría con Accenture.” Margarita Alonso. 23 March 2015
http://news.imba.ie.edu/2015/03/desmitificando-la-consultoria-con-accenture/
• “The thousand faces of diversity” Revista Ideas. Mujer y liderazgo conferencias pro-bono a los grupos de mujer de Alcoa, SAP y CNIO.
Saudi-Spanish Centre for Islamic Economics and Finance (SCIEF)

Lead by Professor Celia de Anca

Articles and Lectures presented in Academic Conferences:
- Hayat, R. and de Anca, C. (2014). “Do stock returns react to an Islamic label?” Presented on June 23rd at 16h00 at Lancaster University Management School who hosted the 4th Islamic Banking and Finance Conference. Our student Raphie Hayat was selected to present a paper at this conference.
- De Anca, C. (2014). Money and Identity in within the EU framework, Building up an EU-based payment system. Learning from the past to address the challenges ahead. Department of Business and Law of the University of Siena. October 2014.

Research Publications:
- Islamic Finance in Western Higher Education - Developments and Prospects Authors: Cristina Trullols, Ahmed Belouafi (IEI) and Abderrazak Belabes (KAU).
- Why Islamic Finance is important for MBAs?, Author: Celia de Anca. The independent UK – August 2012.
- Finanzas Islámicas, viables en occidente? (In English: Islamic Finance, viable in the West?), Authors: Alfredo Cabellos & Celia de Anca. Ejecutivo Día, Mexico – April 2012-12-20.
- Islamic Finance, Author Celia de Anca. Svoy Business - Russia’s leading corporate magazine - October 2013.

PWC and Financial Center

La Unión Bancaria: ahora empieza de verdad, 2014
The basis of the Banking Union are set. And the skeleton of its structure around a single supervisor - already in vigor, and a single resolution mechanism seems solid. However, the path towards a de facto banking union has only just started. The report, prepared by the Financial Sector of PwC and IE Business School Center, discusses the challenges facing this process, and the functioning and operational impact it will have on financial institutions.

Descifrado el futuro. Las claves de la transformación de la banca en Latinoamérica, 2014
Although Latin American banks have shown greater capacity to absorb the impact of the global financial crisis than in previous episodes, the disturbing economic and financial scenario effect has important implications for their activity that can be ignored. The report cracking the future. The keys to the transformation of banking in Latin America, prepared by the Financial Sector of PwC and IE Business School Center, discusses how the shock of the crisis, in combination with other factors such as the technological revolution, puts banks in a position to make a qualitative leap in its expansion and its business model.

La Unión Bancaria, un proceso irreversible en marcha, 2014
The launch of the Banking Union carries major implications for entities such as the reduction of financial fragmentation, greater resilience to future banking crises or better comparability with other European banks. The paper makes a detailed analysis of the four pillars on which the new legislation (Single Supervisory Mechanism, Single Resolution Mechanism, Network Security and only regulation) is based and identifies two types of impacts to financial institutions, depending the timing of the entry into force of the legislation: in short, until 2016, and in the medium and long term, thereafter.

Los medios de pago, un paisaje en movimiento, 2015
The document examines how the new means of virtual payment-Flash payment, contactless, mobile applications, mobile payments (wallets) - are emerging in Spain, although the market is still marked by the predominant use of cash, debit cards and credit transfers . The key findings of “Means of payment, a landscape in motion”, drawn up by the Financial Sector of PwC and IE Business School, were presented with the participation of Javier Rodríguez Zapatero, CEO of Google Center Spain.

El dinero en 2033. Cómo nos financiaremos y ahorramos, 2015
From where the money will come in 2033? How will our economy be financed? What companies will be the key players? Will our companies continue with their addiction to bank financing or they will start a new search of alternative sources of finance? Will the MAB be an established market? How Spanish households will save and use their savings? How we will finance infrastructure? The report tries to give answers to all these questions.
Corporate Governance Center

Publications

- Códigos de Buen Gobierno para sociedades no cotizadas: comparativa Europea. Dr. Pablo Hafner.

CONFERENCIAS