

# Electives Courses

A WIDE RANGE OF ELECTIVES COURSES  
TO PUT YOUR CAREER DIRECTION IN YOUR HANDS

## ADVANCED COMMUNICATION SKILLS

The objective of this practical, skill-based course is to prepare students to meet the challenges of modern communication. It teaches students the elements of effective and persuasive communication. Through class discussions and interactive exercises, participants will gain mastery of effective ways to communicate both internally and externally.

Communicating has always been at the heart of management and leadership. Without it, even the best strategies cannot be implemented. Therefore, in today's digital age, how and what leaders communicate is increasingly changing. Mastering the new styles of communication is a key executive skill.

## DIGITAL MARKETING

This course, Digital Marketing primarily focuses on understanding:

- How digital consumers behave and what are the most effective ways to digitally engage with them,
- How one creates digital marketing strategies and programs,
- What frameworks and metrics to apply where & when, and
- How one seamlessly combines digital with traditional off-line marketing strategies and programs.

## GLOBAL STRATEGY

Global Strategy is designed to sharpen a participant's skills and savvy in formulating and implementing corporate and business strategies in a global environment. The main goal of the course is to enhance student awareness about the complexity and challenges of managing a global business in today's turbulent times.

By taking this course, students will improve their analytical thinking and problem solving skills. The emphasis in the course will be on developing the competencies to become a more successful senior manager.

## PERFORMANCE MEASUREMENT AND CONTROL SYSTEMS

Performance measurement and management control systems are major ways by which managers in decentralized firms assure that business goals are effectively implemented. Elements of formal performance measurement and management control systems include resource allocation, budgeting, KPI systems, strategic performance measurement systems, transfer pricing, and evaluation and rewards. This course brings together the skills of strategic analysis, organizational design and behavior, and management accounting, as well as functional skills in order to provide an overview of the concepts, frameworks and tools used by managers to plan and control the firm's performance.

## SUSTAINABLE VALUE CREATION BY FIRMS

This course introduces and applies the innovative Sustainable Value approach that allows firms to determine their return on a bundle of economic, environmental and social resources instead of just focusing on the return on capital. This approach applies the established notion of opportunity cost thinking of financial management to the assessment of the efficient use of resources. The Sustainable Value approach allows for an assessment in monetary terms how much more or less return a company achieved with its economic, environmental and social resources compared to a benchmark. The approach has been applied to firms in several sectors, for instance in the automobile, pulp and paper, chemical sectors and in different geographical settings. The focus of this course lies on the practical application of the Sustainable Value approach for an integrated economic-environmental analysis of firms from selected sectors.



## VENTURE CAPITAL & PRIVATE EQUITY

The objective of this course is to understand the practices and to analyses in depth the activities of venture capital (VC) and private equity (PE) investors. Participants will be involved in the whole process of "the venture capital cycle".

The course will cover the different topics of the cycle: from fundraising, dealflow analysis, investing, monitoring, adding value and, finally, exiting from the portfolio company and, hopefully, making good returns for the investors. Furthermore, the course will present the challenge of valuing a start-up and reaching an agreement in price, in exchange for a percentage of the entrepreneurial venture. We will also review the important tasks of structuring the deal, negotiating key clauses and solving conflicting situations, both from the point of view of the management team and the investor.

All these topics will lead us to work in detail with fundraising documents, financial plans, valuation and contracts, especially the shareholders' agreement, corporate governance and the board of directors and, finally, to analyses the different exiting options to maximize the IRR of the investment.

## FROM INNOVATION TO CASH FLOWS

The general aims of this course are to enrich student awareness, knowledge and know-how about the importance of intellectual property rights when creating new business ventures. The specific aims of the course are to improve student skills in structuring and negotiating strategic alliances and joint ventures, particularly in the context of overseas market entry.

By participating in case discussion, participants will learn about different types of strategic alliances and their distinguishing contractual features. They will learn how to search, screen, and select alliance partners. They will observe how the purpose and objectives of an alliance often changes over its life cycle. Through case discussions, participants will sharpen their decision-making skills about selecting the appropriate form of entry vehicle (export, license joint venture, or direct foreign investment) when deciding how to enter a foreign market. They also will improve their ability to appraise the risks and benefits of various alliance options for different kinds of industries and markets. Finally, they will learn the basic principles of how to value an alliance using a variety of methods.

## INTERNATIONAL CORPORATE GOVERNANCE FOR STRATEGIC THINKING

This course aims to introduce students to key theoretical concepts in corporate governance, and use these concepts to first understand the different economic, legal, social and political contexts across advanced industrial and emerging economies. Second, this course also illustrates how corporate governance is a core element of competitive advantage for any firm, and how important it is for firm to deploy the most effective governance practice.



## BUSINESS TRANSFORMATION, AI & IOT ENABLING TECHNOLOGIES

This course approaches the main strategic elements and best practices to understand the paradigm shift driven by the Internet of Things (IoT) toward the Fourth Industrial Revolution and the development of Industry 4.0 strategies.

The course will guide the participants through the process of analysis, planning and implementation of innovative digital business and operation strategies from a practical business point of view. Throughout this course, we will deal with strategic dimensions of digital business transformation by analysing the most recent cases, especially in the manufacturing sectors, which underpin the Fourth Industrial Revolution.

## MONETIZATION: HOW TO TURN STRATEGY INTO LASTING REVENUE

The objective of the course is to equip you with the necessary confidence and skills to design and execute a superior pricing strategy, irrespective of job description or professional orientation. We will introduce new approaches and useful frameworks for solving the most pressing contemporary pricing problems. The course pushes well beyond the mechanics of setting a price and the approach is more one of general management than standard marketing. While pricing anything certainly involves an element of “running the numbers,” there is much more to cover.

## INTERNATIONAL PORTFOLIO MANAGEMENT

This core course is an introduction to the global asset management industry from the point of view of an equity investor. In this short course, we shall strive to understand how the world's leading equity investment funds pursue their different investment goals in order to meet the needs of their investors. You will learn about how institutional investors manage mutual funds, exchange traded funds (ETFs), and funds of funds. You will explore how investors go long and short a stock and make use of the “securities lending” market to borrow shares. You will learn about the investment decision process and new ways to view risks and returns.





## UNDERSTANDING AND INFLUENCING CONSUMERS

This elective will improve your ability to predict and influence consumer behavior by increasing your understanding of how the consumer mind works. Based on insights from psychology, economics, and statistics, you will learn to analyze consumers based on theory and empirical evidence, rather than personal experience or intuition. Although the course emphasizes managerial problems related to customer acquisition, development, and retention, it will also improve your ability to execute other organizational functions, and more generally, to be more successful in life.

## HEDGE FUNDS

This course surveys a broad range of hedge fund trading strategies with an emphasis on understanding their fundamental investment process. Students will gain practical knowledge in regards to creating and implementing such trading strategies. There will be particular focus on the theoretical justification for the existence of inefficiencies or risk premium and the successful extraction of them.

## POWER AND INFLUENCE

This is a course about learning to use power and influence as effective tools for both understanding your surroundings and achieving your goals. It is a course about getting things done in the real world, where politics and personalities can often seem to hinder rather than help you. It is a course for those of you who want to make things happen, despite the obstacles that might stand in your way.

## STRATEGIC SALES MANAGEMENT

In this course we will explore the strategic dimensions of Sales Management, and by strategic we mean the dimensions that impact the company's revenue creation capacity and its ability to create and develop a competitive advantage. Companies are relying on their sales forces as engines of economic growth and profitability, yet the sales role has never been more difficult, as products and services become more complex, customers more sophisticated and demanding, and competitors more aggressive. As new people enter sales roles and experienced ones leave them, sales organizations are struggling to help salespeople reach competence quickly, and to provide the leadership and support necessary for them to perform well. Not surprisingly, senior executives often lack confidence in their sales force's ability to execute their strategies; they tend to be disappointed in their results.

## MERGERS & ACQUISITIONS

This course is designed to give participants an introduction to the complex world of strategic alliances seen as an integrated process rather than watertight compartments of finance, business policy and human resources. By the end of the course, participants should have grasped the complexity of such operations and be well aware of the risks they entail: more than 50% of operations generate no profit for shareholders. They should also have learnt how to increase the success factor of the operations they take part in.

## LEADER AS COACH

Using Emotional Intelligence to Develop and Motivate Others: The course teaches core coaching skills to enable managers to have constructive coaching conversations across a variety of coaching situations, including Coaching for Skill Improvement, Coaching for Future Development and Coaching for Performance Improvement. Integrated into the program are the latest techniques and theory related to emotional intelligence, learning styles, self-directed learning, human motivation and positive organizational psychology.

## TECHNOLOGY STRATEGY AND THE MANAGEMENT OF INTELLECTUAL PROPERTY

This course will teach you how to translate firm strategy into an IP strategy, and vice versa. How to talk to lawyers and jointly make decisions about technology management. And also how to use the tools offered by the IP law in order to achieve competitive advantage. Ultimately, it is about the challenges managers and innovators face when it comes to protecting the value they create.

## GEOPOLITICS

In such an environment, it is desirable for MBA participants to understand the ramifications of global events, to learn to analyze the complexities that exist in other parts of the world and to cope with them if the need arises in the future. This course will endeavor to help participants to understand prevailing trends in geopolitical arenas, to think more in a global context and to try to anticipate future developments.

## SPORT BUSINESS MANAGEMENT

The Sports Industry, which accounts for 1.5%-2% of the worldwide GDP, has a high public profile. Yet many fans of teams, leagues, athletes and competitions are unaware of the full scope of the global sports industry and its major drivers of growth and revenue, as well as the professional and investment opportunities it offers. This course will provide a detailed overview of the global sports sector, including its main levers and stakeholders and their interrelationship and evolution, as well as possible areas of future growth and professional development. Furthermore, the course will offer students an opportunity to put their learnings into practice through a final project, as well as to begin identifying possible career paths, all while developing a clear idea of the value that they can bring to the sector.

## ACTION LEARNING CONSULTANCY PROJECTS

This is a three-week project where you'll work in a team of 3 to 5 people who share your passion to solve the same problem. The challenges provided by companies can be in any functional area: HR, Corporate Strategy, Marketing, Finance, Innovation. Matching will be made between provided challenges and students interest. The ALCP project will be conducted with ESADE faculty coordination and coaching to support a consultancy style solution.

## ENTREPRENEURIAL FINANCE

The objective of this course is to understand the practices and to analyse in depth the challenges facing those entrepreneurs when looking for financing, whether it be in the seed or start-up stage, when growing their venture or when the managers of a company decide to buy the business from their current owners (Management Buy Outs). The course will cover different topics. First, it will start analysing how to obtain financing, alternative sources of financing and their characteristics. Among these sources are business angels, venture capital and other capital, both public and private. Furthermore, the course will present the challenge of valuing a business and reaching an agreement in price, to exchange a percentage of the entrepreneurial venture for money.

## NEGOTIATION MASTERY

The ability to negotiate favorable agreements with customers, partners, investors, suppliers, and colleagues is a vital skill for leaders and executives. This course is designed for people want to take their negotiation skills to the next level.

At its core, the course is designed to help you lead at the bargaining table by sharpening your negotiation skills and become the central person when it comes to resolving conflicts both in and outside the company, communicating with difficult clients or partners, and executing the most crucial and complex deals for your organization.



## GLOBAL ECONOMY DEBATES

This course takes a look at selected ongoing debates about the global economy evolution, prospects and policies. The objective of the course is to use economic analysis to highlight and understand the economic perspective of the debates.

## IN SEARCH OF PRINCIPLES FOR A LIFE PHILOSOPHY

The purpose of this course is to provide students with a time and a space for humanistic growth and learning. It is our belief that humanistic learning leads to the improvement of our professional capabilities. A variety of subjects (economics, art, business, literature) will be discussed, both as ends in themselves (humanistic knowledge) and as means towards a deeper level of learning: reflecting on a set of principles we can carry with us to help us navigate life's dilemmas and uncertainties.

## ARTIFICIAL INTELLIGENCE

This course provides an overview of AI technologies, and explains how they can be used in practice. Specific focus will be given to Machine Learning (ML) and Recommender Systems that are being successfully applied to disrupt many industries. This course is designed to acquire a deep understanding of the main AI techniques from a business point of view.

## CONSUMER DATA ANALYTICS

This "Marketing Analytics" course will equip you with practical tools to leverage consumer and market data to implement marketing strategies and to aid you in making strategic decisions. Participants will develop a strong working knowledge of marketing data analytics, develop a familiarity with the language of marketing analytics, and understand how to leverage consumer data to generate valuable insights about their markets.

## DEVELOPING NEW PRODUCTS INNOVATION & CREATIVITY: DEVELOPING NEW PRODUCTS AND SERVICES THROUGH DESIGN THINKING

The main objective of this course is to help students develop their creative thinking skills and their ability to move from conceptual thinking to taking action. The skills practiced in the course include the ability to gain deep insights about users, to use these insights for defining and reframing problems into actionable statements, and to generate ideas and create alternative solutions and approaches to the identified problem.



## OMNICHANNEL STRATEGIES: THE GO-TO-MARKET STRATEGY AUDIT

This course then intends to provide the FT MBA participants with the knowledge and the tools to develop and implement omnichannel strategies. The context of this course will not just be limited to retailing or FMCG, where omnichannel strategies have appeared more frequently, but to any industry and context (B2C and B2B). Finally, this course will take a "learning-by-doing" approach, as it will ask the participants to audit, judge and propose strategies for different business.

## MANAGING DIGITAL BANKING AND FINTECH

Upon completion of this elective, students will be able to: understand what is a bank; and the evolving role of digital technologies. Understand the role of digital platforms and its role of different types of fintech (payments, lending, capital, risks management, insurance and novo-banks), learn how banks can pursue opportunities and confront challenges in the complex digital global marketplace, develop Case Studies regarding best practices in the field.

## BRAND STRATEGY

The management of intangible assets is becoming one of the main sources of differentiation against competition. Among all intangible assets, the brand is considered to be one of the most important assets as it is said that the value of a company resides in the mind of consumers and that the only way to own "the market" is through the development and growth of strong brands. For the consumer, the brand is an identification agent with whom to establish relationships based on trust and loyalty. For the company, brands represent intangible assets that could be used to build differentiation and to develop positioning, growth and internationalization strategies.

## MARKETING TRANSFORMATION FOR THE DIGITAL ERA

This class is focused on strategy, on what every senior manager should know about the new marketing. We will provide the necessary tools to define and implement the new strategy in the areas of go-to-market, product management, and consumer engagement.

Throughout the course, we will explore the fascinating subject of how technology is reshaping consumer behavior and redefines marketing strategy. We will look into recent academic research, industry best practices and cases. The goal of the class is to help you connect the dots in this new digital world and provide the frameworks that will enable you define and evaluate the new marketing strategies.

## DATA-DRIVEN TRANSFORMATION

The course is oriented towards participants willing to increase their skills to become catalysts of the analytical transformation. This course focuses more specifically on the infrastructure required to integrate and manage large volumes from a variety of structured and unstructured data sources, such as internal transactions, market and consumer related data, sensors, weather, social networks etc.

## SOCIAL ENTREPRENEURSHIP AND IMPACT INVESTING

The main goal of this course is to introduce and explore how social entrepreneurship can help find, implement and scale solutions to the major social challenges facing our society, and how impact investing can fund and support such solutions.

## BEHAVIORAL ECONOMICS

In this course you will learn the main findings of behavioral economics in topics including choice under uncertainty, other regarding preferences, time discounting, game theory, learning, bounded rationality, emotions and neuroeconomics. You will not only learn how this findings came to be but also how to design, conduct and analyze your own experiments so that organizations can benefit from your knowledge and achieve better decision making based on causal evidence. Additionally, through participating in class experiments, you may also learn more about yourself that you are currently prepared to know!

## CBI-CHALLENGE BASED INNOVATION

Challenge Based Innovation (CBI) is a project-based course, in which multidisciplinary student teams and their instructors collaborate with researchers at CERN (a world leader in the development of new technologies and in the field of particle physics) to discover novel solutions for the future of humankind. The projects are an elaborate mixture, where the technologies derived from research at CERN meet societal, human-driven needs.

The schools involved are ESADE, IED, and UPC who combine their numerous and varied disciplines to great effect, from industrial design, electrical and mechanical engineering, economics, business, architecture and robotics.

## SUSTAINABLE MANAGEMENT AND THE SDGS

This course will discuss contributions to sustainable development through the prism of the SDGs (Sustainable Development Goals). This Agenda 2030, fostered by the UN and adhered by almost 200 states, encompasses a set of 17 Goals tackling the most important challenges of the current world. In this context, leveraging the role of the Private sector its crucial for their achievement. For this reason future leaders and managers have to be familiar with the Agenda 2030 and its 169 targets.

## LEADING FROM A NEW PARADIGM: COMPLEXITY SCIENCE

This course is an invitation to reflect on the key elements of leadership. Starting from the self, the course will evolve to how to lead teams and leadership organizations in times of constant and accelerated change.

The objective of the course is to help participants understand the essence of leadership, which, starts from within the individual and then projects on towards others through behaviors (leadership inside-out). For this reason, we will work through 5 levels (self, individuals, team, organization and impact on society).





## BRAND-DRIVEN STRATEGY MANAGEMENT

This course integrates theoretical models and competences from business strategy, marketing, and innovation to provide to the participants a strategic understanding on how to build strong brands to achieve profitable sustainable growth. The main objective for most companies is sustained profitable growth.

This course will show how companies can achieve this by aligning their business, brand and innovation strategies. This is essential, but unfortunately, most companies do not have corporate strategy frameworks that allow them to holistically first plan and then manage their business, brand and innovation strategies.

## IMPACT INVESTOR IN TRAINING

The main goal of this course is to introduce and explore the concept of impact investing and understand how this investment philosophy can contribute to finding solutions to the major social challenges facing our society and the environment. This is a very practical course. Hence participants will acquire the basic knowledge necessary to source and analyse investments, which help generate economic and social and/or environmental value simultaneously, and are economically viable in the long term.

The course also places a strong focus on methodologies and skills. We will also sharpen our critical thinking ability and strive to develop our own opinions about controversial issues and question our own assumptions.

The course strives to be eminently practical and applicable to a variety of contexts. For this reason we will analyse cases referring to different types of impact investments, in different sectors and continents, addressing varied challenges in various ways, and displaying the main challenges faced by social entrepreneurs and investors in different development phases.

## GLOBAL SUPPLY CHAIN MANAGEMENT

This module will provide students with an overview of the field of SCM. The first topic, Introduction to Supply Chain Management, includes sessions on the historical development of the supply profession, the factors driving change and a framework for judging the contribution of supply chain management to corporate strategy.

The next topic, Supply Chain Performance includes sessions on the importance of achieving strategic fit between a company's competitive strategy and its supply chain strategy. Next, Supply Chain Forecasting introduces methods for demand forecast, which is complemented by the next topic, Aggregate and Operational Planning that introduces strategies to deal with demand fluctuation.

The following topic is Inventory in the supply chain, which shows the strategic role of inventory management throughout the supply chain. As important functions of SCM, the Design of Distribution Networks and Sourcing Strategies & Risk Management are then introduced. To examine a more Dynamic Perspective of SCM, different internal and external factors are explored, which determine the effectiveness of the supply chain strategy. Finally, Sustainability in the supply chain is presented to evaluate the social and environmental perspective of the value chain.

## SERVICE OPERATIONS MANAGEMENT

Service operations management covers the activities, decisions and responsibilities of operations managers in service organizations. It is concerned with providing services, and value, to customers or users of the service, ensuring they get the right experiences and the desired outcomes. It involves a deep understanding of the needs and expectations of the customers, designing and managing the service delivery process, ensuring the organization's objectives are met, while also continuously paying attention to the improvement of the delivered services.

Operations managers are responsible for most of an organization's assets, for managing most costs and staff and for generating the organization's revenues. Besides managing people, processes, technology and materials, service operations managers also have to manage the customer as a resource. As such, service operations management is a vital organizational function and critical to sustained advantage.

## CORPORATE ENTREPRENEURSHIP: INTRAPRENEURSHIP AND CORPORATE VENTURING

Corporate entrepreneurship and venturing it is not only about creating new business and growth opportunities, it is also about talent management and leadership development. Entrepreneurial skills are highly demanded in business leaders but entrepreneurship requires competencies different from typical business managers.

Therefore, corporate entrepreneurship and venturing is a way to spot and develop new talent which can be an invaluable asset for the organization but there are also many risks of organizational unfit and derailment if entrepreneurs are not properly supported and given the conditions for success.

The course is aimed to current and future business leaders who should create conditions for successful growth through corporate entrepreneurship and venturing or either become intrapreneurs or entrepreneurs dealing with an organization in a corporate venturing initiative.

## CO-CREATION STRATEGIES HOW TO INNOVATE TOGETHER WITH CUSTOMERS

This course aims to focus on how brands can innovate collaboratively together with their customers and other stakeholders to achieve profitable sustainable growth. In order to do so, the course will cover the following topics:

- Creating innovative ideas for sustainable growth: The course will discuss how consumers and other stakeholders can innovate together with organizations.
- Ethnographic approaches to exploration of insights: Ethnography and netnography will also be presented as a research methods that can feed a co-creation project when trying to better understand customers' needs.
- Realizing the potential of co-creation: The course will also discuss which the key barriers to the realization of the full potential of co-creation are and how to overcome them.

## BUSINESS IMPACT OF LIFE SCIENCE: MANAGEMENT IN A CHANGING BIOTECH-PHARMA LANDSCAPE AND BEYOND

Biology is the new digital. Life science applications will have an impact in many different industry sectors, not only in biotech and in pharma. Managers must deal today with IT topics like blockchain, cryptocurrencies or cyber-security. Tomorrow they will need to take into account what technologies can do for their corporation that are involving living systems and organisms. According to the synthetic biologist, Marc Guell from the UPF, "living matter is the most advanced machinery that exists" and we will exploit it.

Throughout the course we will deal with new applications emerging from life sciences like genome editing, synthetic biology or designer babies and their impact on existing industries. Insights on the transformation of the biotech-pharma landscape will be discussed, as well as investment tendencies in the life science sector.

This course also wants to be a bridge and enable cross-disciplinary thinking and networking between experts in economics and management on one side and biological researchers and biotech entrepreneurs on the other side.

## MACHINE LEARNING WITH PYTHON

A.I. is transforming not only how organizations work and compete but also our own lives. While in the previous transformation we get used to spreadsheets, messengers, ppts ... in this one analytics and programming tools allow us to deal with large quantities of data and make sense of it. In this course, we will focus on Python and Machine Learning for Data Analysis. We will walk you through the manipulation and analysis of large datasets with pandas and some of the most common Machine Learning algorithms such as Data Trees, Random Forest, Clustering and XGBoost.

A moderate proficiency in Python is required for enrolling or alternatively you will have to do an on-line pre-course on Python to gain it.

## BUSINESS GAME: PRACTISING STRATEGY

This course challenges you to integrate your knowledge across the whole spectrum of business and management in a competitive business simulation. Decisions cover accounting, finance, marketing, production, human resources and corporate social responsibility.

You will analyze the external environment, formulate alternatives, and implement the strategy of a global multi-million dollar corporation.

## ANALYZING SOCIAL BEHAVIOUR IN THE DIGITAL AGE

Recent technological innovations have not only changed how we live, but also made it possible to collect and process data on nearly every aspect of social behaviour on a massive scale. Business leaders have a great opportunity to leverage this big data to make informed decisions, but the challenge is to learn how to do so without being statisticians or data scientists.

This course enables participants to develop these skills. By taking this course, participants will learn how to apply critical and analytic thinking to draw compelling inferences, effectively visualize data to avoid pitfalls and make persuasive presentations, and, more generally, develop a working knowledge on how to approach business problems through data analytics.



## RE-IMAGINING CAPITALISM

This is a critical thinking course. The capacity to question, discern and reassess (highly valued in the workplace) is applied here to capitalism as a socio-economic system, to its way of functioning and rationale.

The aim of the course is three-fold: to understand capitalism, to develop a critique of its strengths and weaknesses, and to discuss alternatives, both in terms of ameliorative reforms and systemic changes.

The course is conceived to provide, not only an economic understanding of the world, once capitalism has become dominant in it, but also an appraisal of the sociological pressures it unleashes. If well-versed and aware of them, it's more likely we will achieve a place in the system that's well aligned with who we want to be as citizens and professionals.

## CORPORATE VENTURING - HOW MATURE COMPANIES INNOVATE THROUGH < START UP'S

Corporate venturing—the collaborative framework between established corporations and innovative start-ups— has been last years emerging at speed and through many mechanisms, such as venture clients, venture builders, scouting missions, challenges prizes, and corporate accelerators. This investment activity complements Corporate Venture Capital strategy, closer to an M&A strategy.

Cooperation between corporations and start-ups presents challenges. However, firms that do well, look at the difference between corporations and start-ups as a source of opportunities. For instance, a start-up's endemic lack of resources may be compensated by its being able to share the resources of a corporation. One organization's limitations may find a solution in the other.

Thanks to visits to incubators and accelerators, presentations by corporations and examples from spin off companies we will understand the different forms that this collaboration can produce.

## THE ROADMAP TO STRATEGY EXECUTION

During the sessions, and through different resources, we will answer questions that spin around Strategy Implementation... Why do companies fail if they have a reliable strategy? Is it just the CEO's job to implement the company's strategy? How do companies balance getting short-term goals with assuring their survival? How do we fill in the gap between Strategy and Execution? How do companies deal with the change that implementation and execution entail? How do we fix trajectory errors? In short, how do we turn a plan into results.





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