

Do Good.
Do Better.

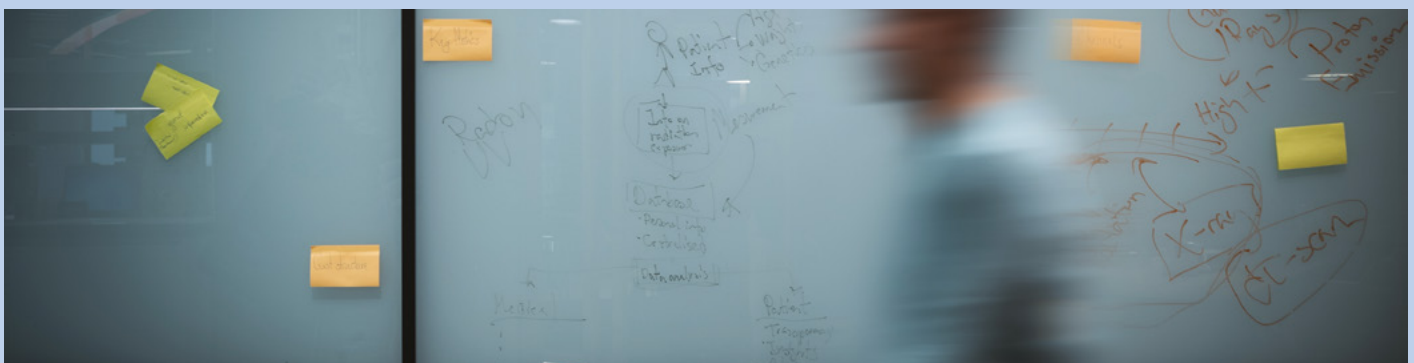
ELECTIVE COURSES

Short Descriptions Brochure

Full Time MBA 2024

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SUMMER Term June–July 2023

Digital Leadership Studio **New!!**

Prof. Giulio Toscany

Being a digital native does not mean to be a digital leader. Nor to have a digital mindset. In the digital leadership Studio we manage what digital leadership and mindset are, unconventionally working to adopt and personalize around four guiding principles:

- **Digital awareness:** Gaining a great understanding of both the world and digital techs. This ranges from asking the right questions to how to effectively use platforms and ecosystems. Digital awareness is key to leverage technology and business to remain relevant in an increasingly digital world.
- **Digital Vision:** discovering the tools to gain a visionary digital mindset to create innovative and impactful solutions.
- **Active learner:** How to take an active role and execute your digital plans. Digital Active learners are self-directed and motivated, and they know the tools of continuous learning in the digital context.
- **Influencer:** How to create, develop, and maintain professional relationships for personal or business purposes, to find new opportunities and taking better advantages of events, social media, and even have great fun with people you work with.

During The Digital Leadership Studio, you build upon your existing leadership strengths and learn to harness new digital abilities. This process helps you gain confidence in your capacity to impact and adapt to new challenges as a digital leader.

Please note that this course does not follow traditional faculty-student roles. Instead, it is a co-created experience where learning is curated by theoretical pills, constant debate, frequent micro teamwork, strong video material and a final execution plan. Students who are genuinely committed to their development should sign up for this course.

Transforming Family Business

Prof. Alberto Gimeno

What creates specific characteristics of family businesses is the family dimensions. Long term business success is directly related with its owning family.

The previous course has focused in the family business performance, the family business characteristics that foster performance in the long term. This means created the proper family- business structures and sharing the adequate mental models.

In this course the focus is switching towards the business family. This means understanding that the family businesses that are able to do these transformations to remain or increase its competence require also a competent business family. Great family businesses are only sustainable by great business families.

The course is not going to be instrumental and prescriptive (what has to be done in order to be successful), but reflective. Therefore, the course is not going to have a scientific approach (what research shows that has to be done in specific circumstances) but a humanistic approach (how do themselves and their families want to live).

Students are going to be confronted with fundamental questions and are going to receive conceptual frameworks that are going to help them in being comfortable addressing these questions, both themselves and with their families.

NOTE: This course is addressed to those MBA students that **previously took the Family Business Performance** elective in Term2, because it takes for granted the understanding of the concepts of family business complexity, structures and mental models.



Transforming Corporate Operations

Prof. Ivan Da Costa

From banking to supermarkets, from low pressure turbine manufacturing to internet wholesaling, from banana farming to apparel retailer, from sugar cane harvesting to mobile handset packaging, efficient operations become the key corporate success factor in our today's complex world. In this course, we will discuss the key learnings to develop a successful operations transformation program. You will identify the main improvement levers for each area of the company, and design, plan and resource a comprehensive transformation program. Sessions will consist in lectures describing different frameworks and methodologies, individual and team exercises and class discussions. Additionally, theory will be combined with real transformation projects executed in different sectors (telco, industrial, agricultural, banking, etc.), in different regions (e.g. America, Europe, Asia, Middle east) and in different areas (e.g. sourcing, production, distribution, etc.).

Advanced Communication Skills (Summer Edition 3 ECTS)

Prof. Lola Martínez

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. You will learn how to:

- Tailor communications to different audiences
- Find your own authentic leadership voice.
- Structure your messages effectively - Create a powerful narrative
- Capture your audience's imagination through storytelling
- Effectively use your voice and body language
- Communicate bad news and answer difficult questions
- Conquer the fear of public speaking and negative stress
- Enhance credibility and influence (on camera training)
- Look your best on camera

Brand-Driven Strategy Management

Prof. Oriol Iglesias

The main objective for most companies is sustainable 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 strategic frameworks that allow them to holistically first plan and then manage their business, brand and innovation strategies.

In essence, this is a very strategic course that aims at discussing how companies can maximize their present cash flows while, at the same time, build new business opportunities associated with new emerging categories, and explore potentially disruptive business models.

Entrepreneurial and Innovative Growth Strategies

Prof. Francesco Di Lorenzo

The course aims to introduce attendants to entrepreneurial and innovative strategies for incumbents and start-ups growth. In the last decades firms have significantly increased their commitment transform their nature toward a more innovative and entrepreneurial orientation. While initially done through internal initiative to boost culture and practices at the employee level, more recently firms have moved their attention and resources toward:

- i) the creation of new business initiatives to spinoff
- ii) the investment in existing start-ups. This has been named Corporate Venturing (CV). How create internal innovative ideas and spinning them off? How to select start-ups to invest in? What is the coordination and value creation challenges of these CV initiative? And eventually, how is value defined (financial vs. market vs. innovation) and captured? Moreover, what are the effects on start-ups? How do start-ups benefit from collaborations with large incumbents as investors? All these are relevant questions attendants will discuss and work to develop an answer for.

The primary learning objectives of this course are:

1. Understand the primary drivers of entry strategy in innovation-driven industries and IP strategies
2. Understand the foundational and strategic rationales of corporate spinout, both from an individual (employee) and organizational (corporate) perspective.
3. Familiarize with the Corporate Venture Capital: objectives, managerial challenges, performance implications.
4. Familiarize with the mechanisms of governance in collaborative agreements between incumbent firms and startups, with a specific focus on innovation performance.

Venture Capital & Entrepreneurial Finance

Prof. Teresa Corrales & Carles Florensa

This course will be a good complement to the knowledge acquired in the programme. It will provide an opportunity to review financial concepts as well as discover the main characteristics of venture capital industry and the challenges entrepreneurs face when looking for money to finance their ventures.

At the end of the course, students should:

1. Be familiar with the venture capital industry, its challenges, opportunities and key participants involved
2. Understand the practices and to analyse in depth the challenges facing those entrepreneurs when looking for financing, whether in the seed or start-up stage, when growing their venture or when managers of a company decide to buy the business from their current owners (Management Buy Outs).
3. Show venture capital decision-making skills and understand some major financing concepts such as financial plan and valuation techniques. Throughout the course participants will be in the role of investors or entrepreneurs / management teams, to understand how different decisions can affect the final outcome of any investment

Re-Imagining Capitalism

Prof. Ferran Macipe

This is a critical thinking course. The capacity to question, discern and reassess (highly and increasingly valued in the workplace) is applied here to capitalism as a socio-economic system, to its way of functioning and its 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 micro-level 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 the profound way in which capitalism shapes our productive and social life, we can then pursue and find a place for us in the system that's well aligned with our values as human beings, citizens and professionals.

Advanced Corporate Finance

Prof. Sujata Madan

This course is intended to provide a framework for analyzing financial decisions. We begin by analyzing the capital structure and its effect on the value of a firm. Then, we examine how the costs and benefits of any financial decision are evaluated in the capital markets by the various stakeholders. Next, we will illustrate three alternative capital budgeting valuation techniques, and comment on the benefits and limitations of each. Finally, we will build two financial models to value a firm.



Action Learning Consultancy Projects

Prof. Juan Carlos Garcia

The ALCP is an initiative that aims to bring together real-world challenges from innovative companies and talented Esade MBA students. The Esade MBA students are expected to deliver solutions which can be implemented in real life and provide an innovative perspective to hot and trendy business challenges. Provide an opportunity for the MBA students to apply hands-on learning in solving a real company challenge. From content perspective, teams will learn how to run a consulting style project, solve potential roadblocks and manage client's expectations. On the other hand, it is impossible to predict specific focus content since real company challenges change from year to year. From capability perspective, students will learn to sort out what is important, to deal with time pressure or lack of data, to manage customers' expectations, and to run a project as a team. This is a project where you'll work in a team of 3-5 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 student's interest. The ALCP project will be conducted with Esade faculty coordination and coaching to support a consultancy style solution.

Modern Spain and Catalunya - [ONLINE](#)

Prof. Alex Fernández de Castro

A fun, artistic approach to Spanish Recent History and Current issues, as seen through the lens of some of the best Spanish or foreign film directors: General Franco's dictatorial Spain, according to less compliant moviemakers like Luis Buñuel or Carlos Saura; Almodóvar, the most representative film maker of post-Franco's Spain and leader of "La Movida Madrileña", a grass-root, counter-cultural movement originating in Madrid to celebrate the arrival of democracy to Spain; international fantasies, or over-romanticized visions of Barcelona; how young and unexperienced directors responded to social issues like the stigma of AIDS in the early 1990s, or the ongoing fight for the legalization of active euthanasia in Spain, as portrayed by another top-notch current director, Alejandro Amenábar. Even Spanish gastronomy is included in the syllabus, through an optimistic documentary about a successful business venture, which led to the discovery, in Southern Catalunya, of one of the most prestigious wine growing regions in Catalunya.



TERM 4 – SEPTEMBER Intensive Electives

Advanced Competitive Strategy

Prof. Kevin Coyne

You cannot successfully lead a company, consult to a company or even invest in a company, unless you deeply understand whether it has a competitive advantage or disadvantage, and how to change this situation. However, most MBAs have at best a shallow understanding of what creates and/or eliminates competitive advantage. They may understand the individual functions of a company, but not how to combine them into an integrated whole that can outperform their adversaries. They may know how to take actions that attract customers, but not how do so in ways that your adversaries cannot copy, or will choose not to copy.

In this course, students learn to use a combination of concepts and quantitative analysis to discover: where and why one company can take actions that another cannot copy (or will choose not to), how important those differences can or will be in a particular situation, and how to reach insights that competitors do not have. The course covers both long-term strategy and battlefield tactics. Students will learn to utilize various economic models of the cost and revenue behaviors of one's own firm as well as those of competitors in order to discover which strategies help the economics of one's own firm while harming those of adversaries, and vice versa.

This course is valuable for those who need to formulate and evaluate business strategy. It is particularly relevant to those seeking careers in consulting, entrepreneurship, general management, private equity, venture capital, and investment banking (among others).

Brand Strategy

Prof. Andrés Cuneo

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.

Throughout the course we will review both seminal and advanced concepts of the brand management practise, all of them illustrated by brand cases across different industries and geographies.

By the end of the course, participants will:

- Have a global perspective of the latest concepts and theories related to brands
- Be able to solve issues related to brand management in different sectors
- Be able to develop successful brand strategies to manage brands in different business situations.



AI augmentation. Human+Machine intelligence for future business - New!!

Prof. Guilio Toscani

Supercharge Your Capabilities with AI Augmentation: Unlocking the Potential of Human-Machine Collaboration. Everyday human and machine are working together, like in machine learning, where humans label data for feedback to improve the accuracy of AI models. But few examples are instead available of full AI automation. Therefore, while we wait for a future AI automation, we can now embrace AI augmentation, where Human+Machine intelligence are already working together to solve complex problems and achieve new levels of innovation and progress. AI augmentation refers to the use of artificial intelligence (AI) technologies to enhance human abilities, rather than replace them. In this course, we will examine how your human expertise and judgment can be incorporated into intelligent systems to improve their performance: Discover the benefits and challenges of incorporating humans into machine learning systems.

Be aware of the limitations of solely relying on data and algorithms.

Learn techniques for integrating human input into machine learning systems, including active learning and human-in-the-loop approaches.

Understand the implications of human + machine collaboration, including potential biases and the potential for machines to replace human jobs. Please note that this course does not follow traditional faculty-student roles. Instead, it is a co-created experience where learning is curated by theoretical pills, constant debate, frequent micro teamwork, strong video material and a final execution plan. Students who are genuinely committed to their development should sign up for this course, that can be taken alone, or, ideally, as a continuation of the Digital leadership studio course.

Managing Diversity and Inclusion - New!!

Prof. Conxita Folguera

This course addresses the relevance and the complexity of managing diversity and inclusion in contemporary organizations.

Participants will

- (1) analyze and develop projects to manage diversity and inclusion in organizations and
- (2)
- (3) identify and develop the competences needed to behave as inclusive leaders.

Organizations need policies and projects that generate inclusive workplaces and contribute to a better, more equal society. Managers have an important role in contributing to diversity and inclusion in organizations and societies.

Participants will be invited to assume different roles. As consultants for organizations, participants will critically analyze how diversity is managed in organizations and propose alternative ways. As leaders in management positions, participants will reflect on their own leadership behavior and evaluate how inclusive of difference it is. Upon reflection, participants will outline competency development plans to become inclusive leaders.



Crypto and Blockchain Course. New Trends in the Economy and in Asset & Wealth Management - New!!

Prof. Torsten Dennen

Bitcoin was introduced in 2009, and since then its price followed a rollercoaster ride, topping \$68,000 in 2021, before crashing down below \$16,000 in 2022. Bitcoin and Ethereum are the biggest cryptocurrencies, but today, there are more than 20,000 coins & tokens inhabiting the crypto cosmos. It is still early days of the blockchain economy and of tokenization, with web 3.0, NFTs and the metaverse just around the corner. Banks and asset & wealth managers are slowly starting to pick up the new trend and include crypto in client's asset allocation.

Torsten Dennen will talk about the fundamentals of blockchain and cryptocurrencies, and will give an insight into current developments, opportunities, and challenges of the crypto cosmos for the economy, for banks, asset & wealth managers, and individuals. You will learn about bitcoins, altcoins, and the fundamentals of our monetary system. The course will highlight the opportunities of tokenization for the economy. You will be given insights into the dawn of a new asset class for banks and individuals, and you will learn to apply market analytics, trading strategies, and how to spot bubbles in the market.

Course outline:

- Introduction. The Blockchain and the Crypto Cosmos
- Crypto Adaption, Crypto Regulation, and Crypto Fraud
- Coins and Token. Bitcoins, Altcoins, and Shitcoins (Exkurs: NFTs)
- Cryptocurrencies. More than Digital Money.
- Payment, The Rise of Fintechs, Web 3.0, and the Metaverse
- Asset Management and Cryptocurrencies. The Dawn of a new Asset Class
- Tokenization. A substantial change of the Economy



Business Transformation, AI & IoT Enabling Technologies

Prof. Jorge Calvo

Artificial Intelligence (AI) and the Internet of Things (IoT) have become integral to our personal and business lives and are here to stay. As an MBA candidate, you must learn how to effectively navigate this technological landscape and leverage these disruptive technologies to create a competitive advantage for your company. The commercialization of Generative AI is changing the playing field, the rules, and the players in the business world. And this is just the beginning. Today, almost 100% of IoT initiatives and 50% of digital transformation initiatives are supported by AI capabilities. The Fifth Industrial Revolution is coming sooner than you think.

In this course, you will learn how companies are digitally transforming to compete in the new Cognitive Era of Artificial Intelligence and the Internet of Everything and how they generate sustained value for shareholders, stakeholders, and society by applying digital technologies across all aspects of the business, under a framework of corporate governance, sustainability, and ethical principles. As future leaders, you will gain a comprehensive understanding of the Why, the What, and the How of leading Digital Transformations, giving you the ultimate competitive advantage in a digitized and data-driven economy.

We will cover the four functions and the four disruptive powers of AI in business, which AI-Driven and AI-First companies use to create radical innovation, develop their AI-Flywheel of exponential value creation, put talent and AI to work together in the Augmented Enterprise, and build the AI-Moat that allows the winner to take all the market value. You will learn how to leverage these concepts to transform businesses and take them to the next level.

By adopting an AI-First strategy, companies can focus on building their AI-Flywheel of the Fifth Industrial Revolution, combining talent and AI to create radical innovation and disrupt traditional business models. In addition, companies must build an AI-Moat to protect their market share and take all the value. This requires developing proprietary AI capabilities that are difficult to replicate, creating barriers to entry for competitors. Winners in the business world are now defined by their ability to leverage these technologies to their fullest potential and take all the market value.

This course will equip you with the vision and the skills necessary to become a change leader, with a comprehensive and practical approach that includes examples from General Electric, Apple, Amazon, Gap Inc., Zara, Uber, and the fair-trade business startup Coda Coffee.

As a future business leader, you must recognize AI and IoT's power. This course teaches you how to embrace and leverage these technologies to create sustainable and profitable businesses that drive positive impact.

Hedge Funds

Prof. Jorge Martín

Alternative investments such as Hedge Funds, Real Estate, Commodities or Private Markets are a critical component of modern capital markets and they do play a fundamental role in portfolio management. However, they are often only vaguely understood by professionals and investors in general. Investor protection rules that limit publicity by partnerships have had the effect of characterizing hedge funds as secretive and opaque.

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. The first part of this course will cover the most popular hedge funds strategies such as Long/Short, Event Driven (Distressed, Risk-Arbitrage), Equity Market Neutral, Statistical Arbitrage, Dedicated Short-Bias, Convertible Arbitrage, Emerging Markets, Fixed Income Arbitrage, Global Macro, Managed Futures, and Multi-Strategy. Particular attention will be placed on understanding the mechanics of the alpha-extraction methodology.

The second part of the course will focus on the asset class per se discussing the main risk frameworks, the different economic paradigm hedge funds stemmed from, regulation and legislation framework, the main ratios and risk measures used in the hedge fund industry and the role hedge funds play in a portfolio context. This second part will close the course by taking a look at the main hedge funds biases and address the usual objections to invest in the asset class. An example of the type of question that will be addressed in this course is: What are the main differences between a hedge fund and a long-only fund manager? Close attention to the hidden-risks and limitations associated with the implementation of such strategies will be highlighted throughout this course. Upon successful completion of this course, students should gain a firm understanding of the popular hedge fund trading strategies currently employed in the industry.

Advanced Communication Skills (Sept edition 1,5 ECTS)

Prof. Lola Martínez

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.

You will learn how to:

- Find your own authentic leadership voice. •Tailor communications to different audiences
- Structure your messages effectively & Create a powerful narrative
- Capture your audience's imagination through storytelling
- Effectively use your voice and body language
- Communicate bad news and answer difficult questions
- Conquer the fear of public speaking and negative stress
- Enhance credibility and influence (on camera training)
- Look your best on camera



International Portfolio Management

Prof. Pedro García Ares

B2B Sales Management

Prof. Oscar Torres

B2B Sales Management is an essential subject if your career develops in a company that sells products and services to other companies. The increased competitiveness of markets has led to more complex processes, which require sales increased professionalization of sales effort. The concepts that apply perfectly to the marketing of products and services to consumers (B2C) cannot be extrapolated to B2B Selling situations.

When, for example, a yogurt is consumed, purchase decision and justification of why it has made the purchase by the consumer, it has nothing to do with how a management team decides to purchase an ERP Software, invest in an expensive machinery that will allow them to reduce operating costs or select the services of a consulting or lawyers firm to advise them on a strategic issue.

These differences between selling to a consumers or businesses will require knowledge, processes, and specific professional profiles if we want to succeed having predictable results. This course is designed for managers of B2B companies, in sectors as diverse as; Business Consulting, Professional Services, Software, Industrial equipment, etc., who want to improve their contribution to the business of the company. Or for any manager that want to improve their Sales Skills to be able to better sell his/her projects or even his/her own professional profile.



The objective of the course is to introduce students to the global asset management industry from the point of view of a global investor. We will strive to understand how some of the world's leading investors pursue their different investment goals in order to meet the needs of their clients. Institutional investors control a significant amount of all financial assets and exert considerable influence in all markets. This influence has grown over time and can be confirmed by examining the concentration of ownership by institutional investors in the equity of publicly traded corporations. Part of our course will consist of analyzing institutional investors like mutual funds, hedge funds, sovereign wealth funds or pension funds and some of the tools that they are using such as index funds or exchange traded funds (ETFs), derivatives, and other financial innovation such as smart indexing, robo-advisors, or crowd investing.

Institutional investors are generally considered to be more proficient at investing due to the assumed professional nature of operations and greater access to companies because of size. Efficient allocation therefore depends on the quality of these professionals and the ability of financial markets to identify and direct capital to the best stewards. Therefore, if capital markets are to be reasonable efficient, investors must be able to measure the performance of their asset managers. How can we evaluate investment performance? This is another important question that we will try to answer during the course, as it turns out that even an average portfolio return is not as straightforward to measure as it might seem. So, there is no choice but to understand the risk-return relationship. Moreover, we will also study whether these advantages may have eroded over the years as information has become more transparent and accessible, and regulation has limited disclosure by public companies.

During the course, we will also devote some time to the consequences of the rise of retail traders (e.g., meme stock mania) and how financial markets might have become a casino as millions of new traders flooded into the financial system during the coronavirus pandemic.

The course takes a practical angle by going to the data to check ideas, analyze performance across investors and products, and put theories to practice.

TERM 4 – October to December 2023

Marketing Transformation for The Digital Era

Prof. Pau Virgili

New technologies are transforming the market fundamentals. Companies need to think beyond the on-line communication revolution and understand the profound consumer behaviour transformation that we are experiencing. Being able to redefine the marketing charter, strategies and organization is key to success and survival in the new digital era.

THIS COURSE IS BEYOND ON-LINE COMUNICATIONS.

We will not cover subjects such as community management, on-line advertising, or other on-line communications implementation topics.

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.

Furthermore, the course will offer students an opportunity to put their learnings into practice through a final project analysing key aspects of the industry, as well as to begin identifying possible career paths for MBA graduates, all while developing a clear idea of the value that can be brought to the sector by professionals holding a Master's in Business Administration. Please note that PREwork is required for this course.



Monetization: Mastering the Journey from Customers to Cash

Prof. Marco Bertin

Many companies I know seem to take a “if you build it, they will pay” approach to business: listen closely to your target audience, develop smart solutions to its most pressing needs and wants, and success in the market is sure to follow. According to this mantra, the battle for customers and their spending is fought and won primarily, if not exclusively, with superior products and services.

Yet, it is not secret that great offerings often fail to reach their commercial potential. A tremendous amount of value is squandered every day in consumer and business markets alike, leaving even the most customer-centric business scrambling to meet financial targets and fund opportunities for future growth, or, increasingly, for social and environmental initiatives.

You will not hear me complain that business leaders are mistaken in their pursuit of customer intimacy, or that they are somehow taking this principle too far. I am after all an academic trained to think that all good things in business start and end with the market. To the contrary, the problem is that companies take their eyes off customers too soon.

What leaders often fail to appreciate is that turning products and services into dollars and cents is as much an exercise in understanding customers as is satisfying their needs and wants in the first place. It is a skill that does not “just happen,” and it is by no means the easy part of building a successful business.

This course, then, helps you master the challenge of “making money” from customers. Irrespective of the underlying objective, be it financial or otherwise, every company that wants to raise its game must first realize that it cannot improve its ability to earn from customers unless its decisions are guided by customers—what they value, why they value it, when and how they value it, and so on. While this premise may seem intuitive, companies surprisingly turn their backs on customers when it comes to getting paid, favoring instead an inside-out approach that prioritizes cost recovery and meeting a target return. They give up on customer centricity to keep things simple and out of a misguided sense of caution, but in doing so neglect that customers drive demand, and demand ultimately marks the commercial opportunity—or lack thereof—in a market.

The course pushes well beyond the economics of setting prices and the psychology of asking individuals or other companies to reach into their pockets and pay. While monetizing anything certainly involves an element of “running the numbers,” the class sessions prioritize developing the right mental model and intuitions over mastering specific techniques.

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Monetization: Mastering the Journey from Customers to Cash (cont.)

There are big questions we must ask ourselves, including:

Given our commercial goals, how can we best capitalize on the value we deliver to customers? When it comes to monetization, is all value created equal?

How can we judge the quality of our efforts to profit from customers? What is the right benchmark? And when is the right moment to start thinking about this challenge?

What should we make money on? Is it sufficient to slap a price tag on the products and services we bring to market? Are there alternative models and metrics? How should we think about this question?

Does the choice of who we make money from matter, or is all revenue ultimately created equal?

What is the proper role of cost information when setting a price? In fact, which costs should we consider when thinking about prices?

Can we trust market research on demand and willingness to pay? What is it telling us?

How can we charge different prices to different customers? Is this always desirable?

How do we adjust prices over time—to cater for inflation or other shocks in the market—without infuriating customers?

Indeed, how do we grow the bottom line with jeopardizing our hard-earned brand equity? For example, can we discount our products and services without cheapening our image?

Should our approach to monetization change if we sell through intermediaries?

What does it take to be the price leader in a market? Is this something we want?

How can we stand our ground against customers who stubbornly demand lower prices? What does it take to “sell value” effectively?

Can we design smart interventions that not only help our business, but also improve societal and environmental outcomes?



Performance Measurements and Control Systems

Prof. Josep Bisbe

Performance measurement and control systems are widely used management tools by which decentralized firms assure that their business goals are effectively implemented. Elements of formal performance measurement and control systems include, for example, resource allocation, allocation of decision rights, budgeting, KPI and OKR systems, strategic performance measurement systems, transfer pricing, and evaluation and rewards. Upon successful completion of this course, participants will be able to:

- assess in which circumstances the different forms of performance measurement and controlsystems are (or are not) suitable tools to align and implement strategy.
- be aware of the existence of different sets of control systems, ponder the effects of thedifferent alternatives, and assess the compatibility between these sets.
- understand decentralization and its advantages and disadvantages.
- determine the most appropriate control structure of a company given its strategy andorganization design.
- compute and interpret financial measures to assess performance of sub-units.
- understand the iterative and interrelated nature of budgeting and assess its usefulness andlimitations in dynamic environments.
- calculate, interpret, and investigate variances in the analysis of financial reports andunderstand how upper management uses variance analysis.
- communicate the role of non-financial measures and strategic performance measurementsystems.
- examine the choice of financial and non-financial performance measures, as well as objectiveand subjective measures, for performance evaluation.
- Identify issues associated with performance measurement and incentives.

Mergers & Acquisitions

Prof. Santiago Simón

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 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.



Impact Investing in Action

Prof. Lisa Hehenberger & Prof. Carlos Casanovas

Impact investments seek to generate social and/or environmental impact in addition to financial returns. This emerging investment strategy can be applied across all asset classes in diversified portfolios, while addressing critical issues such as energy, water scarcity, climate change, community development, access to financial services, health, sustainable development and education. Often times impact investors are the first investors in a Social Enterprise.

A new generation of investors and social entrepreneurs are recognizing that many challenges facing the world can only be solved through integrated solutions that can successfully combine business acumen, capital markets, and policy objectives.

Though impact investing has gained in popularity and is now being taught in many universities, it is still a very young field intellectually. The theory is in relatively elementary stages of development and empirical research has been limited. The concept is inherently appealing to many, but we do not have the kinds of intellectual frameworks that would help social entrepreneurs, their funders, and policymakers make wise decisions about how to use it to the greatest benefit. This analysis requires looking at limits and weaknesses of popular approaches to impact investing with the same intensity as we trumpet their strengths.

The course is designed for a broad range of Esade students including those who, during their professional careers, are considering a leadership position in asset management; are interested in understanding the specifics of adding a third dimension in investment analysis to the traditional binary risk/return considerations; interested in advising social enterprises; planning to serve as board members or volunteers; funding or investing in social enterprises; or interested in leveraging business to serve social transformation.

Sports Business Management

Prof. Carlos Cantó & Prof. Keegan Pierce

The Sports industry, which accounts for 1.5%-2% of the worldwide GDP (in the European Union, 2.12%, and in Spain 3.30%) has a high public profile. Yet many fans of clubs, leagues, athletes, governing bodies 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. *(cont...)*

This course will provide ESADE MBA students with 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 analysing key aspects of the industry, as well as to begin identifying possible career paths for MBA graduates, all while developing a clear idea of the value that can be brought to the sector by professionals holding a Master's in Business Administration

Racial (In)justice

Prof. Ignasi Martí

This course is thought and designed as an arena where to (collectively) encourage and nurture reflexivity and talk about racial (in)justice. The primary audience for this course is anyone who is interested in learning about race/racism as a social construction that has largely served to justify unjust, and often inhumane, treatment of some groups by others. Some of the objectives of the course are to learn:

- How to talk about race and racism
- How to identify and understand systemic and institutional forms of racism
- How to use and comprehend intersectional terminology
- What positionality means and entails•How to identify these patterns in the corporate world and learn about ways to avoid, disrupt,transform them



Business Strategy Game: Competing in Global Marketplace

Prof. Bilgehan Uzunca

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.

Power and Influence

Prof. José M. de Areilza

This is a course about learning to use power and influence as effective tools for both understanding your surroundings and achieving your goals during your professional life.

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. Consequently, it is a course about you.

Objectives:

The course presents conceptual models, tactical approaches and self-assessment tools to help you understand political dynamics as they unfold around you and develop your influence style. By focusing on specific expressions of power and influence this course gives you the opportunity to observe their effective and ineffective uses in different contexts and stages of a person's career.

The subject matter will introduce different ethical questions. This course should challenge you to define what will constitute the ethical exercise of power and influence in your life.

The objectives of the course are to help you:

1. Develop a conceptual framework for understanding power and influence, by identifying sources of political conflict you can learn to ameliorate or harness them to produce constructive outcomes for you and your organization
2. Practice diagnosis skills that will enable you to map out the political landscape, understand other's perspectives and learn to predict their actions
3. Assess your own power bases and influence style and consider strategies for expanding them
4. Begin to build a repertoire of influence tactics so you will be effective in a variety of contexts and situations
5. Develop your own strategy for developing and exercising power and influence ethically and responsibly in your career.

Leading from a new Paradigm

Prof. Marc Correa

What distinguishes companies that emerge stronger from those that fail? The key lies in how innovation supplies additional adaptability to the changing environment. Firms that cannot innovate go the way of dinosaurs. As a major ingredient in adaptability, innovation means much more than introducing new products or services, although without those no organization can compete in this economy. A truly adaptable organization must also be innovative in their practices, processes, strategies, and structure.

Achieving this is simply not possible through traditional top-down management fiat. So, how can such high levels of innovation be achieved? The answer lies on the insights coming out of the complexity science. The science of complex systems, arising from physics, biology and psychology, among others, provides a point of view, sometimes counter-intuitive, which helps us to think how we can design and manage organizations to achieve what nature has already achieved many millions of years ago: adapt.

A complexity science-based view sees leadership as an influence process that arises through interactions across the organization: leadership happens in the space between people as they interact. Complexity science thus puts leaders in a greatly enhanced position to help their organizations effectively navigate critical periods of growth and change. We reframe leadership as referring primarily to events rather than to people. Through a series of interaction over time, leadership events alter the underlying framework of engagement. They change the rules by which individuals interact, influencing the ends to be achieved, such as where work group is headed, as well as the means by which it gets there.



Building Conscientious Brands

Prof. Nicholas Ind

Organizations have long developed Corporate Social Responsibility (CSR) programmes, but these have often been tangential to the business. To meet the growing demands from customers, employees, investors, and citizens for organizations to not only be profitable, but also responsible to society and the environment, a conscientious mindset needs to become core. This stakeholder perspective argues that brands need to develop a purpose that is rooted in sustainability and that can act as a spur for innovation. The implications of the Conscientious approach are several. First, it means a new way of thinking about the role of business. Organizations need to appreciate the connectedness of different stakeholders if they are to build conscientious brands. Second, the stakeholder view implies a willingness to engage in dialogue with others and encourage a more participative approach to decision making. Third, a conscientious brand aligns its talk and its actions. Organizations need to be cognizant of their capabilities and the social and economic value that they can contribute.

The course will encompass the roles different stakeholders play in influencing businesses to act conscientiously, the challenge of trade-offs, and the issues related to effective communication. We will look at small and large organizations and the implications for both consumer and B2B brands. The concept will be illustrated by such examples as Tony Chocolonely, Unilever and Ecoalf.



Python for Data Analysis - Asynchronous [ONLINE](#)

Prof. Esteve Almirall

“Why Software is Eating the World” was the title of a very famous Marc Andersen article in The Wall Street Journal in 2011.

If this was already a reality in 2011, now it's even more evident. It doesn't really matter which industry you are in; we assist to an accelerated process of transforming functions into software and moving this software to cloud platforms in order to get the benefits of infinite scalability, pay per use, never pay per idle and marginal cost close to zero.

Software is built around programming languages. And among programming languages, Python is rapidly becoming the language of choice for learning to code and the main language for Artificial Intelligence and Analytics.

Learning how to code will provide you three superpowers:

1. Will put you on the side of the “ones who know”, the “ones who understand” tech and its capabilities.
2. The ability to use Python for Data Manipulation and Interactive Visualization, even for large or very large datasets.
3. It will open you the door to learn AI & Data Science.

Python as a programming language is easy, it lacks the complexity of other programming languages designed with the need to coordinate large cohorts of programmers in mind. This makes easy for anybody to learn the basics of the language only in a few days.

Python is versatile. You will use Python for scientific programming, for AI, for Data Science, for web programming, for dashboards, even for games, ... Python is the best door to learn how to code. Once you know how to code, languages may be a bit different, but not that different, and you overcame your biggest obstacle.

Python will give you superpowers in Business. Business are increasingly data driven and being able to analyse data, large amounts of data, will provide you a clear advantage over your peers (or a disadvantage if you are unable to use it). This course is an intro crash course to Python focused on the use of Python for Data Analytics. Much of the power of Python lies not on the language but on its libraries.

Social Entrepreneurship and Impact Investing

Prof. Lisa Hehenberger

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. The course aims to foster a positive attitude and affinity toward the possibility of becoming personally involved in a social enterprise or impact investing initiative in the future. We also explore how to generate social impact in any career path by applying the principles and practices acquired in the course. Hence participants will acquire the basic knowledge necessary to build and lead high performing initiatives which help generate economic and social values simultaneously and are economically viable in the long term. At the end of the course, students should: 1. Be familiar with the basic principles and practices of social entrepreneurship 2. Understand how social entrepreneurs develop businesses that have a positive social impact but are also financially viable. 3. Grasp the concept of impact investment and how social entrepreneurship requires an appropriate type of funding. 4. Develop their competences in terms of setting up and managing an impact investment fund. 5. Consider how to generate social impact in any business situation.

Scaling Excellence

Prof. Dimo Ringov

This course is built around the premise that scaling is a crucial capability for building vibrant and enduring organizations whether they are startups or established corporations. Scaling a successful business domestically and internationally has always been a complex challenge for even highly experienced leaders. Yet, scaling in today's dynamic world of exponential change and disruption requires cultivating a deeper understanding of both the time-tested and newly emerging know-how and techniques of successful scalers. The course will be organized primarily around a moderated discussion format whereby leading practitioners from a diverse range of companies and industries will join us and share relevant experience and perspectives as well as engage in discussion on key topics with the faculty and course participants.



Applied Neuroscience & Gender Dynamics for Leadership - New!!

Prof. Katharine D' Amico

"Judgments about confidence can be inferred only from the way people present themselves, and much of that presentation is in the form of talk." Deborah Tannen

There is an inseparable link between leadership and communication, and leadership cannot happen without the right communication. Opportunities abound for leaders to use this competence:

- To influence urgency, energy, inspiration.
- To clarify mission, direction & purpose.
- To advocate cultural continuity, or change.
- To ignite competitive and innovative spirit.
- To display authenticity, confidence, integrity, and humility.
- To promote collaborative partnership.

It has been demonstrated that neuroscience for leadership can add substantial value to performance, marketplace advantage, company strategy and customer loyalty. How so?

relevance in key messaging provides the thematic highway for people to visualize outcomes;

Strong corporate cultures can be extremely productive, so long as managers lead teams forward, in both words and actions;

Neuroscience for Leadership provides the oxygen that breathes purpose, passion and personalized meaning into the organization, and ultimately to clients;

Leaders may also be in a better position to anticipate risks and head them off, before they occur;

Neuroscience lends understanding to key drivers of professional and brand reputation – providing reasons why people choose to work for, or buy from, or advocate a company.

This module in Applied Neuroscience & Gender Dynamics for Leadership will take a deep dive into just this, and look at what the best presenters do, and offer mentorship and feedback to all participants. Mastering competences based on neuroscience and development of different leadership styles, understanding what are resonant styles which create a positive impact on teams and those that are nonresonant will be covered during the course. This module will offer practical techniques from the professor's experience as Mentor, Investor, Neurolinguist and PhD in Brain Science and Persuasion

Introduction to Consulting - **New!!**

Prof. Kevin Coyne

The purpose of this course is to provide students with a well-rounded understanding of the business requirements and practices of the top consulting firms in the industry, as well as an understanding of the career, compensation and lifestyle implications of a career in consulting at such firms.

Topics focused on the firms themselves will include: what is the value of consultants to clients (i.e. why and when such consultants get retained), how the firms compete with each other, the differences among the top firms, the economics of running a consulting firm, and the management challenges of running such firms.

Topics focused on an individual's career include: how to improve your chances of being hired, the career path of a consultant (including performance expectations), the lifestyle trade-offs involved in such a career, and the compensation expectations of a consultant.

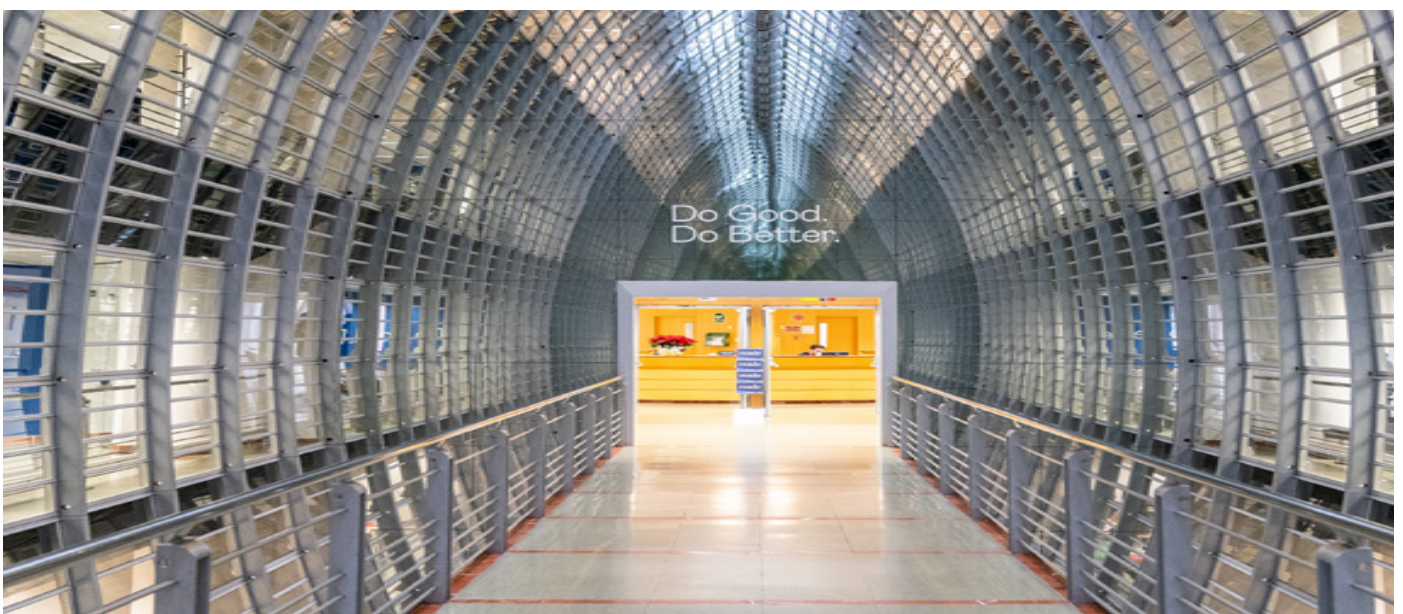
Protecting your Well-being as a Founder/Leader - **New!!**

Prof. Annelore Huyghe

Entrepreneurship represents one of the most rewarding and fulfilling career paths, but it also comes with unique challenges and significant stressors. This evidence-based course will equip participants with the knowledge and skills to enhance and protect their well-being as founders and leaders.

Drawing on the latest insights and practices from (positive) psychology, this course provides a holistic understanding of well-being, exploring its different dimensions and its role in the entrepreneurial process. You will learn about the benefits and risks of entrepreneurship in terms of one's well-being, and the potential impact of poor mental health on critical individual and venture outcomes. We will also explore how to better cope with stress, build resilience and achieve optimal performance. Finally, you will discover what interventions you can implement as a founder or leader to positively contribute to your personal wellbeing and to foster a culture of positive well-being within your organization.

The aim of this course is to provide you with the strategies you need to navigate the ups and downs of entrepreneurship. You will walk away with practical insights that will help you thrive and prevent harm while building a successful business.



TERM 5 – January to March 2024

Discovering your Leadership Blindspots

Prof. Namrata Goyal

This course focusses on enhancing skills required for leading people, teams, and organizations in a global context. The goal is to help you build your global leadership toolkit when working in multinational organizations and leading cross-cultural teams in a global setting. The two themes of the course are:

- (1) developing, managing, and leading yourself and others around you in global settings and
- (2) cultivating a thriving career for yourself in a globalized world.

Discovering your Leadership Blindspots sets the stage for you to identify where you can get the most leverage to enhance your leadership toolkit on a global stage. The course provides fundamental tools from the behavioral and social sciences that will improve your ability to analyze people, team, and organizational dynamics in global settings and take robust action for more successful outcomes. You will have the opportunity to hone these skills both in and outside the classroom during your time here Esade and as you continue throughout your career.

Consumer Data Analytics

Prof. Ioannis Evangelidis

In the core marketing management course, you learned about the importance of market segmentation, targeting and positioning in formulating marketing strategies. But as a marketing strategist (whether a management strategy consultant, a brand manager or a Chief Marketing Officer), you would be faced with the key question: how does one implement these strategies in practice?

The industrial Internet is increasingly allowing firms to measure consumer data (e.g., usage data, preference data) as part of regular business, without a study. Large amounts of data are collected, stored and organized. Such "Big Data" can be easily retrieved today, visualized in a simple manner, and made available to marketing strategists.

"Consumer Data Analytics" will equip you with practical tools to leverage consumer and market data to implement marketing strategies and to aid you in making strategic decisions.

Hope-based Leadership

Prof. Marc Correa

Hope has been an intriguing topic with the history of thought of humankind. From the ancient Greeks to the modern thinkers, through some of the most relevant names in literature and art, hope experience has been approached from different perspectives.

It allows people to move even when a careful and logical analysis of all the available data would make them lose heart and push people to imagine a better future that creates positive energy. For this reason, hope has been described as an integral part of what it is to be human or the most human of all mental feelings.

Whether organizations face uncertainty or meet the constant pressure to innovate, leaders must dig deep to keep their focus on the future while unleashing the potentialities of the organization to achieve the desired results here and now.

The empirical evidence has shown the positive relationship between leaders' level of hope and profitability of their business units, satisfaction, and retention of their employees, performance and organizational commitment, employee satisfaction, creativity, or work engagement, among other variables.

This course aims to understand what hope is, why hope is the cornerstone of leadership, and what tools and techniques a leader can use to implement hope-based leadership.



Managing Digital Banking and Fintech

Prof. Xavier Busquets & Prof. Eloi Noya

Digital disruption is occurring at every level in the banking industry. New digital technologies (Platforms, Cloud, Big Data and Artificial Intelligence, Blockchain, mobile and user experiences) boost new competition (Fintech, Insurtech, new ecosystems) to heightened customer expectations, hence incumbent banks have become increasingly vulnerable. Banks must now think in new and innovative ways, or they are facing the risk to become a mere back-office utility. A number of studies show that different business models could impact up to 80% of existing bank revenues by 2023. How to establish (1) a digital agenda, in case of incumbents and/or (2) create value in a fintech? In fact, the growth of the fintech market has risen on average from 16% in 2015 to 33% in 2017. Several types of banks have transformed existing business models to become more relevant to their customers, and access long-term and sustained revenue pools. However, to address digital disruption and implement a digital transformation agenda that enables banks to be relevant at all times, with better understanding of customer experiences, but also understanding new banking ecosystems, new ways to calculate risks and banking products, creating new banking experiences, and managing a hybrid workforce integrating people and Artificial Intelligence. Moreover, Global banks need to manage investments in fintech to provide clients with integrated services. This means that banks, in order to tackle to digital transformation, require to be re-thought.

Learning Stakeholder Management through Theater: “An Enemy of the People”

Prof. Daniel Arenas

In this course, we will read and discuss a very well-known theater play from Henrik Ibsen, one of the most performed playwrights in modern theater. “The Enemy of the People” is one of his best-known plays and provides a vivid representation of the tensions and paradoxes between business interests, family ties, community expectations and environmental impact, presenting complex moral issues in realistic situations. In this course, in particular, we will use the play to learn about managing different stakeholders, about what is the best way to blow the whistle, what role is played by the media, and how to manage one’s own emotions.

During the course, students will be asked to perform Ibsen’s play (in different teams and without memorizing it) and to reflect on some of the issues raised by the play. The philosophy behind the course is that literature, and theater in particular, can be more helpful than theories or even empirical data to illuminate complex aspects of social and organizational life, providing different perspectives in a deeper and more stimulating way.

At the end of the course, students should:

- Learn some basics about how to put together a theater play, thereby collaborating with each other for a common purpose, distributing the tasks, and learning to present in public
- Learn about whistleblowing, its difficulties, and different ways to blow the whistle
- Learn about how to manage and not to manage different stakeholders to engage them for a common goal
- Learn about the importance of managing one’s emotions when one wants to persuade others about one’s point of view



Understanding Where You Are: Barcelona, Catalunya and Spain

Prof. Alex Fernández de Castro

A full immersion into Barcelona, Catalunya and Spain, through an intensive course which will start with a full day of sightseeing around the Gothic Quarter and the 1992 Olympic Sites and cover a wide arrange of topics to provide participants with a better understanding of the city, region and country which they chose as a destination for their MBA studies. The lessons will cover some of the most influential Catalan and Spanish artists of the 20th Century (Picasso, Miró, Dalí); Spain's troubled recent history, from Civil War (1936-39) and General Franco's Dictatorship (1939-75) to the successful Transition Towards Democracy (1975-78); an overview of recent political events: how did Spain avoid intervention by the EU during the 2008 Financial Crisis, the shift from a 2 to a 5 party system (PSOE, PP), and the Catalan drive for Independence, which led to the October 1st, 2017 referendum, and the declaration of independence at the Catalan Parliament, twenty six days later.

- To re-discover Barcelona, digging below its surface and going beyond what tourists already know, through a lecture about how the city evolved through the centuries, and a comprehensive tour of Roman Barcelona, the Gothic Quarter, the 1929 World Fair Sites, and the most iconic facilities of the 1992 Summer Olympics.
- To learn about the life and work of some of our most iconic 20th Century Catalan and Spanish artists, Pablo Picasso, Joan Miró and Dalí. Their mark on Barcelona and Catalunya, and how they responded to the Civil War, Dictatorship or Transition to Democracy.
- To gain a deep understanding of the events that shaped Spain as we know it today: the Spanish Civil War (1936-1939), the Dictatorship of General Franco (1939-1975) and the successful Transition to Democracy (1975-1978)
- To review the most current political events in Barcelona, Catalunya and Spain: from the 2008 Financial Crisis or the rise of far left- and right-wing populism (VOX, Podemos), to the dramatic events of October 2017, when Catalunya attempted to segregate from Spain.
- To deliver a group presentation about a Cultural Site or Event, Artwork, News Item or Historical episode not included in the syllabus, which will force students to broaden the scope of the course, and help other participants gain more insights into Barcelona, Catalunya or Spain
- To provide students with more social, political and historical context about Barcelona, Catalunya and Spain, and ultimately, supply them with a subtle, counter-intuitive tool to better understand their counterparts when interacting with Catalan or Spanish professionals.

In Search of Principles for a Life Philosophy

Prof. Ferran Macipe & Prof. Marc Vilanova

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 also to the improvement of professional capabilities. More cultivated human beings make better managers, professors, researchers, etc.

The specific learning objectives of the course are:

- to learn to extract useful lessons from ideas and experiences.
- to encourage our desire to read and to expand our humanistic knowledge.
- to cultivate our appreciation for literature and art
- to broaden our historical awareness

Geopolitics

Prof. David Murillo

We live in an age of interdependence and increasing globalization of business and markets. Currencies, goods and services crisscross frontiers and are sensitive to international events. Cross border mergers are becoming frequent. The revolution in technology and communications has eliminated the inconvenience of distance. 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.

Two main axes will cover this course. The first one will concentrate on constructing a solid framework for understanding global affairs. At this point we will face and try to answer these questions: What are geopolitics? What is power and legitimacy and what role do they play in the field of international relations? We will then think and reflect upon the work of major geopolitical scholars: Is there anything like a grand strategy for international relations? How are identity, race and culture shaping current geopolitical events? Which are the predominant powers in today's world? Can we establish or even predict the appearance and fall of new global leaders? What is the expected impact of the new Trump Administration in global affairs and particularly in the role of the USA in the world? The course's second axis revolves around Europe and the geopolitics of global governance. Three main areas are going to be discussed here: present and future of the EU as a relevant geopolitical actor; the ECB and the current euro crisis and finally the geopolitics of energy.

Global Sales Strategies

Prof. Ken Morse

Companies large and small, around the world, depend on SALES to grow, and survive. This course is for ambitious MBAs who aspire to earn positions in the C-Suite of significant enterprises. Roughly 70-80% of the CEOs of both the 5000 largest companies and young tech startups came up through sales. *"You can't be a great CEO if you haven't carried a bag."*

Improving the effectiveness of Sales Strategies and Sales Management processes - - and the speed of decision-making in companies and customers of all sizes - - is consistently cited by business experts as one of the highest priorities, year after year. In the current tough climate, every purchase by prospective customers must be triple justified at all levels of management. This means that having the best ROI-based sales approach is essential to shortening the sales cycle and therefore to the success and . . . survival of most firms.

This course enables future CEOs, sales executives, and B2B entrepreneurs to be more effective in managing the sales cycle and reducing the uncertainty in the sales pipeline. You will learn how to establish long term, dependable, profitable, referenceable, and mutually beneficial customer relationships, and therefore to achieve sustainable global growth.

The course requires hard work, regular class participation, and pitching. Most of the survivors say it was well worth it.

Business Impact of Life Science - Management in a Changing Biotech-Pharma Landscape

Prof. Jonathan Wareham

Biology is the new digital. Life science applications will have an impact in many different industry sectors, not only in biotech and 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.

Strategic Corporate Governance – From an International Perspective - New!!

Prof. Ruth Aguilera

Why is corporate governance important to an MBA student? Have you ever considered how your board of directors influences your career path? how best to report and engage with your board? or what would be the pathway to become a director yourself?

Through a set of interactive simulations and short cases, this course will introduce the strategic and organizational issues facing boards of directors and managers, including the impact of the regulatory environment, CEO succession and compensation, accountability and transparency, ESG&D issues, and the need for trust and close cooperation between board members, the management team, and other stakeholders. We will study corporate governance as it applies to a wide set of organizations including entrepreneurial firms, family firms, non-for-profit organizations, corporate firms, multinationals, and social enterprises. We will also examine how strategic corporate governance varies substantially depending on what country the organization is operating.

We will discuss important questions such as:

- How does your position in any organization relates to its board?
- How can you best utilize the board of your company?
- What is the career path and distinctive skill set that you can start working on to become a future board member?



Sustainable Business & Finance

Prof. Natalia Luna

Far reaching environmental and social problems are increasing in scope and severity, presenting challenges to existing activities, perspectives, and practices. Today's rapidly evolving environment is shaping the future of businesses and finance, bringing new risks as well as opportunities. For example:

- Regulations and policies are pushing governments and companies to assess climate risks in their operations as well as to allocate substantial capital to solutions that support the painstaking transition to a low carbon economy.
- Growing social inequality and new consumer habits are driving demand for more sustainable products/brands and breaking new grounds for unconventional investment practices, such as sustainable and impact investing.

The financial and corporate sectors need to adapt to survive and thrive. From coffee shops and local start-ups to multinational behemoths like Unilever, Coca-Cola, Amazon, and Barclays, businesses are immersed in a global transformation.

The goal of the course is to analyze the interplay of sustainability, business, and finance. The nexus of ESG (environmental, social, governance) and Financial issues generates new challenges and opportunities over longer risk horizons, which should be factored into company financial analysis and valuation frameworks. Understanding, measuring, and pricing these new sources of risk, and assessing the related opportunities, presents challenges for executives, investors, and governments alike due to the wide breadth of ESG-related issues.

The large scale and long-term nature of these developments render strategic and financial decision making particularly challenging. In the course, we will put ourselves in the shoes of organizations and ask ourselves questions like: What does climate change mean for the automotive sector? What are the most critical ESG issues affecting a given industry? How do ESG issues differ across sectors? What are the most reliable ways to measure these effects, and how do these issues translate into risks and opportunities (financial, operational, legal, and reputational)? What are the earnings and cash flows impact of these dynamics? What investment options become more/less attractive given these trends? What is the most effective way to help a company outline a strategic and financial plan to adapt to these challenges?

Innovation with brain-Pleasing Marketing

Luís Martínez-Ribes

This **Face 2 Face** interactive workshop aims both to transform you, and to empower you by knowing how to use neuroscience-based Brain-pleasing Marketing methods as the engine of your business innovation projects.

Main learning outcomes

The course aims to be a transformation place to allow participants, upon its successful completion, for:

1. Being competent in applying cognitive neuroscience to innovate in business and in their own job practice.
2. Being competent in leading marketing innovation projects remotely with the same level of creativity as those made face to face



New Trends in Sustainable and Regenerative Business

Janina Grabs & Maja Tampe

Course description: As environmental issues keep mounting, so do calls on businesses to take meaningful action. In addition to stakeholder pressures, strategic internal considerations also push businesses to seek positive impact, regarding climate change mitigation, biodiversity protection, or safeguarding the natural environment more generally. New trends are emerging as the limitations of existing initiatives, such as environmental management systems and multi-stakeholder initiatives, are increasingly apparent. New trends in sustainable and regenerative business include, for instance, (payments for) ecosystem services, nature-based solutions, carbon neutrality, regenerative business strategies, and collaborative work with national governments or the European Union. The goal of this course is to unpack such trends, to critically assess their scientific foundations and theories of change, and to review evidence of their implementation in corporate settings and their likely effectiveness. In addition, we will discuss how these trends complement or supersede existing environmental business initiatives.

Last but not least, we will explore how these new trends can avoid greenwashing accusations and live up to expectations of meaningful impact.

Advanced Negotiation Tactics

Prof. Jordi Quoidbach

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 who have mastered the basics of negotiation and want to take their negotiation skills to the next level. Advanced Negotiation Tactics will enable you to become an even stronger negotiator by learning how to:

- Achieve superior results in a vast array of competitive environments, including those that entail uncertainty, difficult people, and multiple parties.
- Increase your persuasion power by understanding and leveraging psychological influence strategies.
- Integrate cultural dimension into your negotiations to achieve superior results in the international playing field.

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

Behavioral Economics

Prof. Pedro Rey

The course will emphasize the importance of considering behavioral aspects in predicting and optimizing business decisions. At the same time, we will develop proper experimentation, beyond A/B testing as an important tool of the modern business manager.

We will discuss successful cases (and failures!) of applying behavioral decision making and experimentation in real companies and learn from previous business and research experiences such that the student can apply them in real business settings.

By the end of this course, you will be able to:

- Be aware of the main psychological traits underpinning economic behavior.
- Design incentive schemes appealing to human motivation.
- Go beyond A/B testing and understand how causality can be established through the power of experimental design.
- Design powerful economic experiments and analyze their results.
- Conduct controlled laboratory experiments that allow you to understand human behavior.
- Perform Randomized Controlled Trials (RCTs) and field experiments in general, which help you to optimize decisions in any organization.
- Convince firms and institutions that decision making based on experimental evidence is a much more reliable way of running their organizations.
- Understand how behavioral economics findings have been applied to better organizational design and to several areas such as Finance, Marketing, Pricing, Retail, Health or Education.



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