



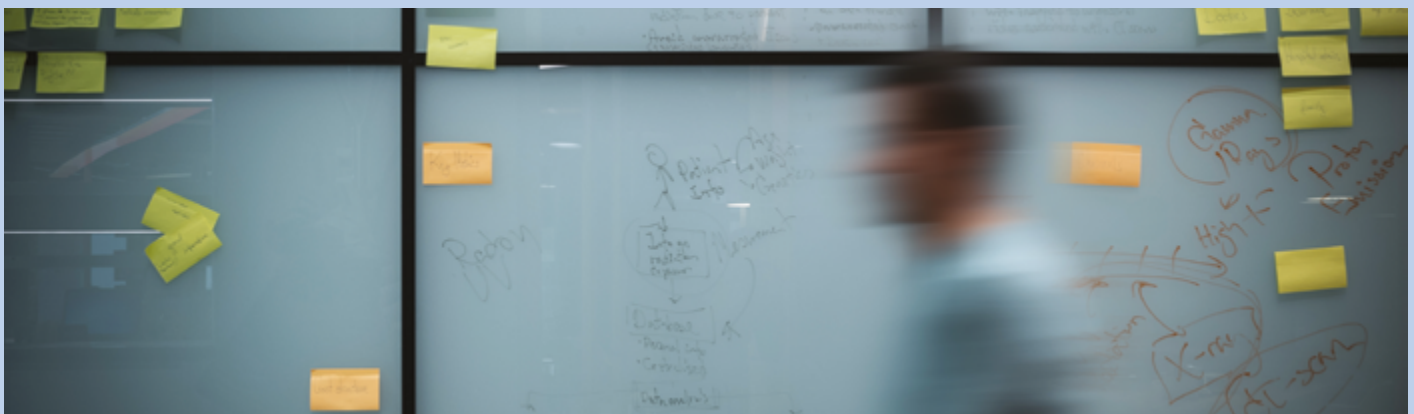
ELECTIVE COURSES

Short Descriptions Brochure

Full Time MBA - Class of 2025

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SUMMER Term June–July 2024

Action Learning Consultancy Projects

Prof. Juan Carlos Garcia

The ALCP is an initiative that aims to bring together realworld 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.

Advanced Communication Skills

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



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.

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.

Global Risks in the 21st century and Their Impact on Business: managing in times of uncertainty

Prof. Angel Pascual- Ramsay

Most of the events creating major shocks for business recently are the result of the impact of global macro risks and 'black swans'. Learning to manage businesses in these times of global macro uncertainty has never been more important. That is the objective of this course. Even before the war in Ukraine and the COVID-19 pandemic, a number of profound global macro trends were already profoundly reshaping the global context within which executives and investors operate. These trends might be geopolitical, economic, technological, social, political, demographic or related to global health and sustainability, but they all have one thing in common: they are giving rise to a whole new set of global risks. In the increasingly challenging business context where executives and business firms will have to operate, MBA graduates like yourselves are unlikely to obtain a competitive advantage from the knowledge and application of management skills which everyone else commands. It is more likely to come from the development of an above the average ability to think critically, holistically and be forward-looking about the origin and nature of these risks an, how to manage a business in this context. This course will help you in that process. It will do so by exploring the nature and possible evolution of these key 'megatrends', identifying the global risks they will generate and equipping you with the tools to incorporate these factors into your management and investment decisions.



Introduction to Python - ONLINE Asynchronous

Prof. Esteve Almirall

Discover the world of programming with our beginner-friendly "Intro to Python" course.

Gain a strong foundation in Python by learning essential concepts, syntax, and best practices. Explore data types, variables, control structures, functions, and error handling.

Finish the course equipped to tackle real-world challenges and advance to more specialized Python topics.

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 Luís 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 overromanticized 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.

Monetizing Emotions: Exploring the Cutting Edge of Generative AI - NEW!!

Prof. Giulio Toscani

Welcome to the transformative journey of "Mastering Generative AI & The Business of Emotions: an MBA essential." This cutting-edge MBA course delves into the dynamic intersection of generative AI, exemplified by ChatGPT, and the intricate world of emotional manipulation in business. Explore the creation of innovative business models driven by generative AI, understanding its manipulative elements, and unraveling its profound impact on society and personal well-being. With a focus on new businesses, but also on ethical considerations and societal implications, this course equips aspiring business leaders with the skills to navigate the evolving landscape of the latest AI tools, fostering a holistic understanding of the synergies between technology, emotions, and sustainable business practices.

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.

The Startup Experience

Prof. Davide Rovera & Jan Brinckmann

The Startup Experience course is a real hands-on opportunity for students interested in becoming entrepreneurs or working in the new ventures space to test and hone their skills. It includes a direct startup experience plus a consulting work with other startups, to provide a well-rounded experience and develop core capabilities. The course provides students with an opportunity to:

- Learn more about the process of starting up a new venture, through a direct, hands-on approach
- Put in practice the learnings from other courses, in particular the Entrepreneurship one
- Have the opportunity to work, in a protected and guided environment, towards building a viable business, than can continue after the course
- Develop the core skills related to executing with limited resources in high uncertainty context, fundamental for startup founders, but also for professional investors, consultants and any role that will have to deal with uncertainty

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.).

Transforming the 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 who previously took the Family Business Performance elective in Term 2, because it takes for granted the understanding of the concepts of family business complexity, structures and mental models. Although it is not a requirement.

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.



SEPTEMBER Term – September 2024

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).

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



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.

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.

Business Transformation, AI & IoT Enabling Technologies - ONLINE

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 fairtrade 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.

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

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, topping \$50,000 again in February 2024. 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. Institutional money has been attracted by the listing of the first Bitcoin ETFs in 2024.

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, how to spot bubbles in the market, and to be prepared for your digital future.

Course outline:

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

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:

1. the creation of new business initiatives to spinoff
2. 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.



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.

International Portfolio Management

Prof. Pedro García Ares

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 reasonably 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.

Leading the New Luxury - **NEW!!**

Prof. Egle Toia

Embark on a transformative journey into the world of modern luxury management with our exclusive elective: "Leading the New Luxury." Delve into the dynamic and ever-evolving realm of luxury brands, trends, and innovation.

This intensive course is designed for MBA students seeking to excel in the dynamic luxury industry and for those profiles interested in understanding the dynamics of a high value creation sector. Despite challenging macroeconomics conditions, the overall luxury market reached around €1.5 trillion in 2023, a robust 8% to 10% growth over 2022 at current exchange rates (*Bain&CoxAltagama), setting a record for the industry and proving its unparalleled resilience. Over 14 hours of immersive learning (+1h online), explore the essence of luxury, cutting-edge trends, and strategies to captivate the new luxury consumer.

Highlights:

- Introduction to Luxury: Gain insights into the core principles of luxury, key market players, and markets.
- Latest Trends: Stay ahead of the curve with in-depth exploration of evolving trends and innovations.
- New Luxury Consumer: Understand the modern luxury consumer and strategies to connect with them.
- Real-World Engagement: Experience practical and real interactions with a leading luxury company in Barcelona.
- Interactive Learning:

Engage in dynamic lectures and workshops.

Participate in an exclusive visit or dialogue with a top executive from a relevant luxury company.

Gain valuable career insights during a 1-hour online session with a marketing professional from the beauty luxury industry.

"Leading the New Luxury" is your gateway to mastering the art of luxury marketing, from understanding luxury's essence to engaging with industry leaders. Elevate your MBA experience with this transformative elective.

Product Management - **NEW!!**

Prof. Davide Rovera

Product Management: How to create tech products customers love. How can technology giants such as Google, Spotify, and Revolut craft products that resonate with billions of users?

This course introduces the foundations of product management, a deep dive into product led growth and outlines how to become a successful product manager.

Outline of topics:

- Product management foundations
- Product Discovery
- Product Delivery
- Product Strategy
- Product-Led Growth
- The product manager career path

Strategy analysis and case writing

Prof. Jan Hohberger

Teaching cases are an important education tool in business schools and the Esade MBA experience. Teaching cases facilitates learning about, and analysis of, real-world situations and dilemmas in different organizational, sectorial, and cultural contexts. A teaching case provides a well-researched and compelling narrative about an individual, or a group of people, that needs to decide in an organizational setting. It provides relevant information about the situation and gives multiple perspectives on the problem or decision that needs to be taken but does not provide analysis, conclusions, or a solution.

The Case Writing Seminar is an initiative where students work in collaboration with a faculty mentor(s) to develop a teaching case. It is a great opportunity for students to connect their learnings with their past work experience, work in close collaboration with faculty and apply their knowledge to a real business situation. Simultaneously, it allows faculty to update and refresh the case study portfolio with "Esade home-grown cases".

TERM 4 – October to December 2024

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.

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. This course will have an introductory ONLINE first session



From innovation to profits: The management of intellectual property - NEW!!

Prof. George Chondrakis

While innovation is key for competitive advantage, it does not always translate into profitability. The management literature is littered with examples of successful innovators that fail to capture the value they create. Modern managers therefore need to protect the value they create and navigate complex intellectual property rights landscapes. Of course, the management of intellectual property shapes and is in turn shaped by a firm's broader technology strategy. An integrative approach to designing a firm's strategy which is informed by the peculiarities of IP management is therefore key. Should I get patent protection for my invention? Should I share my knowledge with competitors or closely guard my trade secrets? Should I choose to get patents but not actively enforce my IP rights? What to do with patents owned by competitors?

These are complex questions with no simple answers. At the same time, technologies have become more intertwined with products and services and IP regulation is adjusting, albeit slowly, to the knowledge-based economy. Whereas patenting was seen as the realm of a few specialists in a few sectors of the economy, only a small number of firms need not develop an IP strategy today. To be clear, this course will not teach you how to be a lawyer. Patent and IP law is complex and lots of decisions are better left to practicing lawyers. But it 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.

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.



Impact Investing in Action

Prof. Lisa Hehenberger, Prof. Guillermo Casanovas & Maria Raurell

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.



Introduction to Consulting

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.

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 topdown 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 id headed, as well as the mean by which it gets there.

Marketing Transformation for the Digital Era

Prof. Pau Virgili

New technologies are transforming the market fundamentals. Companies need to think beyond the online 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 communications. 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.

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.



Monetization: capitalizing on customer satisfaction to drive organic growth

Prof. Marco Bertini

The purpose of any business is to add some value, in some way, to someone or something outside of itself. However, companies ultimately exist to please customers and earn a profit from them. Unless value is created and shared, companies simply cannot sustain a competitive edge, pursue opportunities for growth, or contribute to social and environmental initiatives.

→ How should a business, then, think about “making money” from its customers? The singular objective of the course is to answer this question and, consequently, help you appreciate what a superior approach to monetization looks like. While monetizing anything ultimately involves an element of “running the numbers,” which the course certainly covers, the priority is to develop practical frameworks that stretch you intellectually and build the critical thinking skills needed to act decisively.

→ At a general level, the course obsesses over two big questions: What is the earning potential of a company’s offerings in a market? How can a company accomplish its objectives, be they commercial or otherwise, given this potential? In colloquial terms, the first question refers to the pile of money “on the table,” and the second question to the logic and process by which companies takes from that pile. Moreover, as we dive into these two big questions we will confront several common challenges, including:

- How can we judge the quality of our company’s current monetization efforts?
- What are the right benchmarks to adopt?
- How should we think about the tradeoff between different commercial goals, or between commercial goals and others related to sustainability?
- When is the right time to start thinking about monetization?

- What should our company make money on?
- Is it sufficient to price the products and services we make, or are there better models and metrics?
- Who should we make money from? For example, should our approach to monetization change if we rely on intermediaries or if we are a platform business?
- Does it make sense to set prices to zero, think of customers as “products,” and make money from a third party?
- To what extent do we need data or market research to succeed?
- What exactly are we supposed to measure?
- What about technology?
- How does modern technology influence
- How we generate revenue in the market?
- How can our company conceptualize, quantify, and communicate value to customers who cynically demand lower prices?
- What is the right price? How do we get there... and do it at scale?
- How much should we personalize prices to different customer types?
- Are we at risk of frustrating people and damaging our brand?
- What does it take to be the price leader in a market?
- Is it something we want?



Power and Influence

Prof. José M. de Areilza

This is a course about learning to use power as an effective tools for 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 in your organization. By focusing on specific expressions of power this course gives you the opportunity to observe their effective and ineffective uses in different contexts and stages of a person's career. This course will challenge you to define what should be the ethical exercise of power in your professional life.

The objectives of the course are to help you:

1. Develop a conceptual framework for understanding power, where it comes from and how to use it
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 sources and consider strategies for expanding them
4. Begin to build a repertoire of tactics so you will be effective in a variety of contexts and situations
5. Develop your own strategy for exercising power in an ethical and responsible way

Protecting your Well-being as a Founder/Leader -

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.



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.

Racial (In)justice Prof. Rita Motta & Naomi Williams

This course is designed to provide an arena for collective reflection upon, and discussions about, racial (in)justice; it is intended to encourage and nurture critical awareness, empathy, and growth. As a course that is intended to challenge entrenched and interrelated social structures that perpetuate injustice, it also touches upon questions related to gender and other characteristics that may intersect with race to exacerbate an individual’s social (dis)advantage.

The primary audience for this course is anyone who is interested in learning about race/racism as a social construct 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
- How to make sense of the role of technological innovation in racial (in)justice
- How to identify patterns of racial (and other types of structural) injustice in the corporate world, and learn about ways to avoid, disrupt, or transform them

Scaling Excellence Prof. Dimo Ringov

The focus of this course, which spans the fields of Strategy and Entrepreneurship, is on understanding the essential strategic issues managers face when scaling (digital) businesses and on mastering concepts, tools and frameworks that address these issues.

The course comprises four sessions in which we will learn more about the following fundamental questions related to scaling:

- What is Scaling?
- What are the Drivers of Business Scalability
- When & How to Scale (iv) How to Scale a Business Across Borders?

Note that the course will be organized around guest speeches, backed by relevant background readings or cases, whereby leading practitioners from a diverse range of companies and industries will join us and share their experience/insights as well as engage in a discussion on the above topics (take the course only if this format suits you).

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.

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%) is growing and growing. Yet many fans of clubs, leagues, athletes, governing bodies, investors 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 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

The course combines concepts and methodologies, with real case studies, open discussions, a final group project (to be presented in front to a group of professionals) and 1-2 select guest speakers from the industry



TERM 5 – January to March 2025

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.

B2B Marketing - **NEW!**

Prof. Peter Brown

This course is designed to help b2b professionals to deepen their understanding of what makes successful marketing in a business-to-business context, as well as helping consumer sales and marketing professionals interested in business-to-business to understand the key differences between business and consumer marketing.

Key Learning Objectives

- For Students who are familiar with B2B marketing, sales or service, it will deepen their understanding of best practice in b2b marketing, for products or services, for SME, LNAs and MNCs
- For Students who are familiar with B2C marketing but not B2B marketing, they will learn about the key differences (and similarities) of B2C and B2B marketing, as well as the above.
- All Students will learn that B2B marketing is a complex interplay of the traditional 5/7Ps of marketing, with a particular emphasis on distribution and service and, above all, the “high ground” of customer experience.

This course assumes some knowledge of marketing models and tools gained from the wider MBA course or professional practice.



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.

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 biotechpharma landscape will be discussed, as well as investment tendencies in the life science sector.

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

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.



Discovering your Leadership Blindspots

Prof. Namrata Goyal

This course is designed to elevate your capabilities in leading people, teams, and organizations within diverse contexts. Rather than solely focusing on global perspectives, it emphasizes the essential skills needed for effective leadership across various environments. The overarching aim is to equip you with a comprehensive leadership toolkit applicable in multinational corporations and when managing cross-cultural teams.

With a dual focus, the course delves into two main themes:

- (1) Nurturing your ability to lead yourself and others in diverse settings.
- (2) Cultivating a resilient career path in an interconnected world.

Discovering your Leadership Blindspots serves as a platform for pinpointing areas where you can refine your leadership skills, irrespective of geographical boundaries. By integrating foundational principles from behavioral and social sciences, the course empowers you to analyze and navigate the complexities of individuals, teams, and organizations on a global scale. Through interactive sessions, both in and outside the classroom, you'll have ample opportunities to sharpen these skills, ensuring their relevance throughout your career journey at Esade and beyond.

Fast Trak Leadership Development - **NEW!**

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.

Geopolitics

Prof. David Murillo

Still navigating the global impacts of the war in Ukraine, the increasing instability of the Middle East and the reverberations of the US-China geoeconomic competition, this course moves away from the reality of day-to-day managerial practice to zoom out and explore geopolitical trends at a global scale.

In our given hectic environment, it is desirable for MBA participants to understand the ramifications of current geopolitical events; to learn to analyse the socio-political constraints that surround corporate practice and the specific global hotspots that condition international relations. Specifically, this course will endeavour to help participants to understand some of the prevailing trends in the geopolitical arena, to think in a global context and to anticipate future developments in highly turbulent times. The following themes and questions will work as guidelines for the discussions we are going to have in class.

The course has two axes. The first one will concentrate on constructing an initial framework for understanding the role of geopolitics in global affairs. At this point we will face and try to answer these questions: *What is geopolitics? What is power and legitimacy and what role do they play in international relations? We will then think and reflect upon the work of geopolitical scholars and analysts: Is there anything like a grand strategy for international relations? How are identity, ideology, resources, geography or geoeconomics shaping current geopolitical events? Which are the predominant powers in today's world? What is history telling us about the rise and fall of main geopolitical players?*

The course's second axis revolves around specific issues, geographical areas and countries of geopolitical relevance: from the changing role of China on the global stage; to the war in Ukraine and the recent clash in Israel-Palestine. In order to approach such events, we will adopt a multidisciplinary and multimethodological approach: leaping from history to economics and from political theory to cross-cultural studies. Similarly, we will rely on the discussion of relevant texts, lectures, while engaging with personal accounts and testimonies. In-class debates will be discussed following well established rules that seek generating the right environment for keeping honest discussions.

In Search of Principles for a Life Philosophy Prof. Ferran Maciue & 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

Innovation with brain-Pleasing Marketing Lluís 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

Learning Stakeholder Management through Theater Prof. Daniel Arenas

In this course, we will read and discuss a very wellknown 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



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.

New Trends in Sustainable and Regenerative Business

Prof. 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, naturebased 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.

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 i n 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.



Strategic Corporate Governance – From an International Perspective

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?

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.



Campus Barcelona

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