

Short Description of Elective Courses Full Time MBA 2023



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SUMMER Term June-July 2022

Global Strategy – Prof. Constance Lütolf-Carroll

Global Strategy (GS) is designed to sharpen a participant's skills and savvy in formulating and implementing corporate and business strategies in a global environment. The main goal of the course is to enhance student awareness about the complexity and challenges of managing a global business in today's turbulent times. By taking this course, students will improve their analytical thinking and problem-solving skills as well as their creative envisioning skills. Emphasis will be given during the course on developing student competencies in order for them to become more successful senior managers. No simple prescription exists to the manager's question: What is the best way to convert global presence into a global competitive advantage? Each firm needs to find its own way. Typically, corporate and global strategies have evolved dynamically. The strategic change may have been triggered by internal forces coming from within the firm or the changes may have been driven by external forces in the firm's competitive environment. The internationalization path responds to the market and non-market (political and social) forces surrounding the firm. The path pursued may also be the results of the cultural preferences and beliefs of the firm's founders. Today, social media and digitalization forces are rapidly increasing the speed at which internationalization strategies must be chosen and implemented. These, and other topics, are just some of the issues we will explore in this course. Participants taking global strategy should come away with (1) a much deeper awareness about firms internationalization processes; (2) a better understanding of the theories guiding best practices for multinational coordination and organizational design; and (3) enhanced skills at conceptualizing, communicating, and implementing global strategies in a multi-cultural context.

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.

Family Business Performance – Prof. Alberto Gimeno

This first course introduces the students in the elements that support family business performance in the short term. In this context, we understand short term by less than one generation.

Through the course the students are supposed to develop the capacity of:

- Understand and diagnose the complex dynamic of a family business at what it supposes in specific management practices.
- Identify the family business model that better fits with their own family business.
- Define the basic management structures adequate their own family business.

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 – 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

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.

Digital Marketing – Prof. Lil Mohan

Customers are spending more of their time on the digital medium. Therefore companies - both B2C and B2B - have shifted an increasing portion of their marketing budgets to digital and social media marketing to engage them. In parallel, digital marketing itself is evolving and at a fast clip. All of this has created significant challenges for the internet marketer: S/he is left wondering - what internet marketing techniques to use where & when, and how to keep pace with and stay ahead of the changing digital eco-system. This course, Digital Marketing (DM) primarily focuses on understanding: i. how digital consumers behave and what are the most effective ways to digitally engage with them, ii. how one creates digital marketing strategies and programs, iii. what frameworks and metrics to apply where & when, and iv. how one seamlessly combines digital with traditional off-line marketing strategies and programs. Upon successful completion of this course, students will cultivate a way of thinking that will help them navigate this ever-shifting digital landscape, and they will learn how to use various current digital marketing techniques, including: content marketing, advertising, search, apps, social media, digital wallets & payments, loyalty, personalization, location-based, and omni-channel marketing. I have tailored the course such that students will leave equipped with frameworks, strategies, and hands- on experience that they can apply directly at work.

Sustainable Value Creation by Firms – Prof. Tobias Hahn

The purpose of this course is to familiarize you with the practical application of the Sustainable Value approach for an integrated assessment of the sustainability performance of firms. This class is a practical application of cutting-edge research. You will be guided through the entire assessment process including data mining, data processing, assessment, and interpretation by using the example specific sectors, based on publicly available data such as company reports and websites. You will learn about the logic and the practical assessment steps of the Sustainable Value approach and the necessary data collection and assessment techniques. The main objectives of the course are that you (1) understand the logic and purpose of the Sustainable Value approach, (2) learn how to apply this assessment approach in practice and (3) can interpret and make use of the results. This course offers you a tool set to address increasing demands for performance assessments and strategy analyses that go beyond financial performance. It familiarizes you with the Sustainable Value approach, an innovative and unique approach for an integrated sustainability analysis of firms, and the first and only approach worldwide to analyze corporate sustainability based on the notion of opportunity cost. Sustainable Value translates sustainability into the logic and language of management and strategy without emphasizing financial performance over sustainability concerns. The course is taught by one of the two main developers of Sustainable Value.

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.

Advanced Competitive Strategy – Prof. Kevin Coyne **NEW!!**

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).

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 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 over-romanticized visions of Barcelona; how young and inexperienced 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

International Portfolio Management – Prof. Constance Lütolf-Carroll

The main aim of International Portfolio Management is to better equip participants to understand the global asset management industry from the point of view of a global equity investor. In this intensive two-week course, we will strive to understand how some of the world's leading equity fund managers pursue their different investment goals in order to meet the needs of their clients. During the course, we will study these important institutional equity investors: mutual funds, index funds, exchange traded funds (ETFs), and charitable foundations. We shall examine how these equity investment funds pursue their different investment philosophies in public and private equity markets.

By taking this course, participants should be better able to undertake equity investments in publicly listed shares, either as principals (directly investing their own capital), or through the use of collective investment funds (mutual funds or ETFs).

The primary learning aims of this course are to:

- Understand the difference between an investor and a speculator.

- Consider investing as a process and begin to develop one's own investment philosophy.
- Discuss how stock exchanges around the world have evolved in terms of their market structure, organization, and business models.
- Understand the terms 'passive' versus 'active' versus 'activist' equity styles. Correctly distinguish these equity styles of investing: value, growth, momentum, and quantitative investing.
- Be able to explain the structure and functioning of mutual funds, closed end investment companies, and exchange traded funds (ETFs).
- Be able to analyse the investment policy, asset allocation decisions, and benchmark indices chosen for either an actively-managed or a passively-managed equity fund or exchange traded fund.
- Be able to conduct proper due diligence to identify and select a team of portfolio fund managers.

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.

Intro to Fin Tech: Innovations & Business Opportunities in Finance – Prof. Lil Mohan

A confluence of major developments including (i) the ubiquitous consumer use of smartphones, (ii) technological advances in AI, ML, cryptography, cloud-based services, etc., and (iii) a set of new regulations in the world of finance, has created a situation where practically every area of finance is being disrupted by the use of technology.

This course, Intro To FinTech, primarily focuses on understanding the technology-based, disruptions and innovations that are transforming multiple areas of finance including Banking, Lending, Payments, Investments, Insurance, Finance Infrastructure, and Regulatory structure. The main objective is to provide a foundation in the basic concepts and frameworks that underlie these innovations and their business applications. The course covers a broad spectrum of very current topics at the intersection of tech and finance.

Upon successful completion of this course, students will have learned:

- What "FinTech?" means and the varieties of FinTech businesses that have mushroomed in the market.
- How new data and tech are completely re-defining various financial services
- The basic features, technology, and, as applicable, the mathematics and computational developments that help transform data into actionable intelligence and sources of value Core principles for exploiting these new sources of value, both by new businesses and legacy financial institutions.

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.

From Innovation to Cash Flows – Prof. Constance Lütolf-Carroll

The general aims of this course are to enrich student awareness, knowledge and know-how about the importance of intellectual property rights when creating new business ventures. We hope to improve your ability to size up market opportunities for emergent technologies; help you formulate viable go-to-market strategies for such early technologies; help you think about appropriate product-market fit; and learn how to scale up internationally and successfully fund early-stage ventures. We also hope you will gain skills in structuring and negotiating licensing deals and joint ventures (JVs), particularly in the context of growing overseas and entering new international markets. Often licensing alliances and JVs provide the most flexible means for start-up companies to obtain access to intellectual property (IP) rights, secure funding, and tap the know-how of strategic partners. In fact, firms of all sizes use alliances and joint ventures as vehicles to obtain access to vital R&D, to new markets, or to tap new customers through expanded distribution channels. Thus, knowing the benefits and pitfalls of collaboration, intellectual property rights, and venture financing are important topics for all MBAs. For high-tech ventures in particular, forming strategic partnerships and alliances may, indeed, be vital to survival.

By the end of the course, students should be able to:

1. Recognize the importance of protecting intellectual property rights when creating new business ventures and the reasons for doing so.
2. Identify the main types of intellectual property assets and assigned rights in a company or organization (trademarks, patents, copyrights, proprietary know-how, and registered design rights).

3. Demonstrate knowledge on how to set the royalty rate for a simple patent or trademark licensing agreement.
4. Develop search criteria to screen and select appropriate technology markets.
5. Be able to screen and evaluate alliance partner candidates using appropriate criteria.
6. Be capable of structuring and negotiating the terms and conditions of a technology transfer joint venture agreement.
7. Be more familiar with the key clauses of an investor term sheet and shareholder agreement.
8. Be able to understand how venture capitalists value a startup.

Business Transformation, AI & IoT Enabling Technologies – Prof. Jorge Calvo

Artificial Intelligence (AI) and Internet of Things (IOT) have come to the business and our lives to stay. Nowadays, 40% of digital transformation initiatives, and 100% of IOT initiatives are supported by AI capabilities. In the coming years, IOT & AI will be like electricity, they will always be around us. In the near future, 60% of non-strategic tasks will be automated, we will live in smart homes and cities. IOT & AI explosion is being driven by 4 key factors that will have a disruptive impact on the way we do business and live:

2. Big Data: The need to have new methodologies for analyzing a large amount of current data and those that are generated daily from different sources. In the last two years, 50% of all data in the history of humanity has been created. However, companies only efficiently use 5% of the data they store.
3. 5G: The global implementation of 5G will generate huge amounts of data that must be processed in real-time to make automatic decisions, create differential value and obtain strategic information that sets us apart from competitors.
4. The Internet of Things: Machines will interact with humans making synchronized decisions in real-time. Smart gadgets and social robots are entering our homes, autonomous vehicles are beginning to roll down streets and drones are flying through the skies.
5. The exponential capacity of computers: This capacity doubles its computing power every 18 months, maintaining the cost and boosting the three factors above.

This course offers a strategic outlook to AI and IOT applied to business with a general management approach that provides the knowledge and confidence necessary to design strategies implementing AI and IOT in business, as ultimate competitive advantage in a digitized and data-driven environment. We will learn how to create the AI-Flywheel and AI-Moat, while developing an exponential combination of Porter's competitive differentiation and cost strategies. This is why AI-driven companies that lead a market take all the value.

AI and IOT are already having an impact in many areas of business and in our society, but the information accessible in the media is often confusing, tech-driven, and with inflated expectations. This course provides the ability to understand the evolution of IOT and AI, advantages and challenges, as well as their specific uses, without the need for prior engineering knowledge.

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 - 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

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 that previously took the Family Business Performance course in the Summer term, because it takes for granted the understanding of the concepts of family business complexity, structures and mental 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 'mega-trends', identifying the global risks they will generate and equipping you with the tools to incorporate these factors into your management and investment decisions.

B2B Sales Management – Prof. Oscar Torres **NEW!!**

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



TERM 4 – October to December 2022

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.

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.

Please note that PREWR is required for this course.

Making Money: Mastering the Journey from Brand to Bucks – Prof. Marco Bertini **NEW!!**

“There are two fools for every market: one asks for too little, the other asks for too much.” (Russian proverb)

The purpose of any business is to add some value, in some way, to someone or something outside of itself. However, a business cannot survive—let alone thrive—unless its outputs generate ample income to pursue opportunities, repay and reward investors, and, increasingly, support social and environmental initiatives.

This course, then, focuses on the core managerial challenge of turning products and services into cash. Finding the right formula to “make money” from customers can be tricky, as it is exactly when a business looks to capitalize on its efforts to stand out and satisfy the market that ineffective practices creep in.

In my experience, many business leaders apply the wrong logic when they think about prices and pricing. For one, they fail to think strategically about their decisions. To counter this predicament, the course pushes well beyond the mechanics of setting a price.

While pricing anything certainly involves an element of “running the numbers,” there are larger questions we have to consider, including:

- How can we judge the quality of our pricing efforts? What is the right benchmark?
- What is the right moment to start thinking about our monetization strategy?
- What is the right revenue model for our business? In other words, what should we be making money on?

- Can we trust market research on demand and willingness to pay?
- How can we raise prices without infuriating customers?
- Can we charge different prices to different customers? Will it tarnish our brand?
- Is it possible to offer discounts without hastening the forces of commoditization?
- Should we price differently 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 demand lower prices?

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.

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 control systems 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 the different 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 and organization design.
- compute and interpret financial measures to assess performance of sub-units.
- understand the iterative and interrelated nature of budgeting and assess its usefulness and limitations in dynamic environments.
- calculate, interpret, and investigate variances in the analysis of financial reports and understand how upper management uses variance analysis.
- communicate the role of non-financial measures and strategic performance measurement systems.
- examine the choice of financial and non-financial performance measures, as well as objective and subjective measures, for performance evaluation.
- Identify issues associated with performance measurement and incentives.

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.

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.

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.

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

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 - 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.

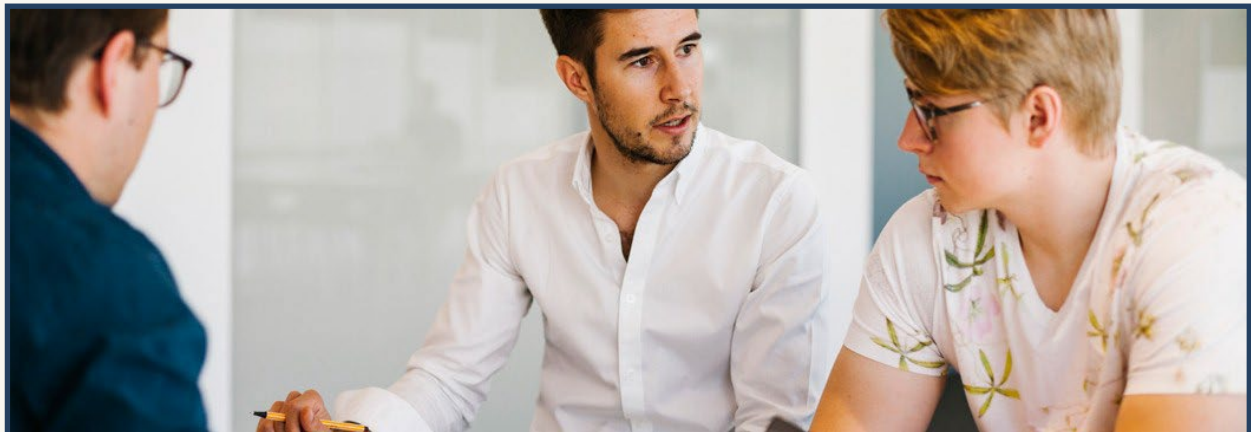
Python as a programming language is easy, it lacks the complexity of other programming languages designed with the need to coordinate large cohorts of programmers in mind. This makes easy for anybody to learn the basics of the language only in a few days.

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.



TERM 5 – January to March 2023

Discovering your Leadership Blindspots – Prof. Namrata Goyal **NEW!!**

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 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

Global Sales Strategies – *Prof. Ken Morse*

This course is for ambitious MBAs who aspire to earn positions in the C-Suite of significant enterprises, large and small. Roughly 70-80% of the CEOs of both the 5000 largest companies and young tech startups came up through sales.

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 entrepreneurs to be more effective in shortening 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.

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.

Analyzing Social Behavior: How to leverage big data to inform organizational decision making – *Prof. Matteo Prato*

"If I launch an ad with Colin Kaepernick, will my FB followers increase or decrease? "If I introduce a pet-friendly policy in my company, will my employees' productivity drop or augment?", "If I support a social initiative for philanthropy, will my firm's stock price go up or down?" Whether to retain customers, motivate employees, or entice investors, a successful business rests on developing accurate representations of cause-effect relationships. For many years, these representations laid on the intuition that successful leaders derived from their consolidated experience in the field. As recent technological advancements are making possible to collect and process data on nearly every aspect of social behavior on a massive scale, managers face new opportunities to make compelling causal inferences.

To tap into the potential afforded by big data, however, managers must develop analytical skills that allow them to distinguish robust causal patterns from misleading associations. The challenge is to do so without being statisticians or computer scientists. This course aims to offer an intuitive and non-technical approach to develop such skills.

Analytics as Successful Strategy for HR Transformation – Prof. Francesco Di Lorenzo NEW!!

Background. Human capital has indeed become a key asset for firm to achieve superior performance and competitive advantage. Skills and know-how embedded in individuals and combined in teams have driven the design and the transformation of the most successful firms across different industries. In knowledge economies, individuals are again the most valuable asset/resource to critically succeed in hyper competitive industries and fast changing economies. As a result, Chief HR Officer (CHRO) is increasingly taking on a crucial role for firms' strategy definition and leadership, and People Analytics is nowadays a more and more dominant tool/approach for firms' strategic decision making. What are the opportunities and challenges of this HR-based revolution? How do firms transform themselves to unleash the full potential of their human assets? How do firms respond strategically both at the micro level (individual and teams) and at the macro level (firm governance and organization design)? The course aims thus to address these primary questions, and beyond.

Structure. Combining the Opportunities vs Challenges dimension with Micro vs. Macro perspective, the course offers a set of different business solutions to learn how to assess, transform and successfully leverage human resources and related strategic processes in order to improve firm performance and market value creation. Taking a core strategic perspective on human resources assets and capital, the course structures around two primary aspects: Strategic Processes and the role of Data Analytics as transformative agents.

Approach. The course is significantly based on: i) real-life cases directly coming from practice to be worked during class time, ii) very interactive teaching style, iii) group-work, iv) orientation to develop a solution-driven approach for value creation. The overall pedagogical style is an ideal mix of conceptual discussion to define/assess the problem statement and practical activities to find/implement/evaluate solutions, which typical of strategic consulting settings.

Among others, these are examples of practical macro/micro business problems participants are involved: How a CHRO helps reshaping a company's organisation and design the needed skills-sets when a digital end-to-end operating model disrupts the traditional functional organizational form. How a key employee actively shapes her individual pathway to increase personal employability and strategic relevance as competitive resource, when both companies and global labour markets are witnessing an accelerated flux of transformation. How data and analytics techniques help firms in understanding and quantifying (and thus acting on) critical issues for performance improvement as, among others, productivity patterns, team composition design and allocation, and diversity and inclusion challenges (e.g., gender pay-gap) and consequentially redesign the organizational structures and routines accordingly.

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.

Blockchain, Bitcoin & Criptocoins: The Technology that will Revolutionize Firms and Businesses – Prof. Xavier Pérez Corominas & Prof. Xavier Sánchez Jiménez

Upon completion of this elective, students will be able to:

- Understand Blockchain fundamentals, technology pillars and industry cases.
- Understand Blockchain technology fundamentals, capabilities and limitations.
- Understand how Blockchain works and how is it currently applied to different industries and to improve current business processes.
- Understand the impact in the medium and long term, enabling the participants to foresee new business models and potential disruptions.
- Review different use cases and applications in the businesses that are being carried out successfully in some of the world's leading companies: Samsung, IBM, Carrefour, Facebook, Banco de Santander.
- Discover how the world's leading companies -Facebook, Amazon, Apple, Netflix, Google,- take advantage of this new technology.
- Develop Case Studies regarding best practices in the field.

Bitcoin: origin of the Blockchain technology

- Understand why was Bitcoin the Blockchain Ecosystem' starting point, and its disrupting role as a cryptocurrency in the digital global economy and business environment.

Blockchain and Cryptocurrencies: Altcoins, exchanges, wallets & ICO's

- Altcoins: discover the alternative coins (Ethereum, XRP, Stellar, DGB, ...).
- Wallets.
- Exchanges: introduce the related platforms (Coinbase, Bittrex, Binance,..) and learn how to trade and operate with them.
- ICO: Initial Coin Offering as new and alternative way of fundraising.

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?

Digital Social Innovation – *Liliana Arroyo* NEW!!

Digital social innovation lies at the intersection of three spheres: innovation, social and environmental problems, and digital technologies.

Amidst several examples of pervasive effects and jeopardization of human rights in the context of digital innovations, there is a growing number of stakeholders (from shareholders to civic society, including corporations, organizations and administrations) putting pressure so that innovation is linked to common purposes and oriented to the collective good. In 2018, tech backlash was the word of the year and trust in technological big corporations has been eroded. In this module students will learn about the multi-stakeholder pressure to foster tech for good and what has been defined as Digital Social Innovation with positive impacts

Innovation with brain-Pleasing Marketing - O L I E – *Lluís Martínez-Ribes* E

The aim of the e-workshop

This 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* E

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 Roda* E

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.

FIRST YEAR ELECTIVES

Global Governance in the 21st Century – Prof. Javier Solana

In the highly complex and interdependent world of the 21st century, it is crucial to understand how major issues on the international stage reverberate in geopolitics, global governance, and daily life. This course aims to comprehensively address some of today's most pressing international challenges and, in doing so, enhance students' capacity for strategic analysis related to these challenges. In this course, students will start broadening their understanding of current affairs through an introductory session which provides a first glimpse of global governance and geopolitics in the 21st century. The following ten sessions will offer in-depth looks into the most prominent issues on the international agenda today, as well as the interplay between political trends and business strategies. Selected sessions will zoom in on topics such as the US and its global role, the international implications of China's rise, the EU and its regulatory power, energy and climate change, international security and global inequality, global health governance, and firms and their non-market environments. Throughout, current events on the geopolitical scene will be discussed and analyzed as they arise. All the subjects addressed will be linked to their effects on key aspects of global governance and the architecture of the international system

The ultimate objective of the course is to contribute to students' ability to strategically analyze the potential impact of global and geopolitical trends, events and developments on the business environment.

Advanced Communication Skills – Prof. Lola Martínez

The ability to communicate one's ideas is extremely important. Studies show a high correlation between successful business and political leaders and their ability to successfully present information. Great orators may possess innate public speaking talent, but many more have learned the art of communication through training and experience. I believe there is inherent value in training current and future business, social and political leaders on how best to speak in public, and I designed a unique Communication course to help boost your skills.

In today's world, communication has become even more challenging as we consume and deliver information in an ever-growing number of ways. In the digital age, the way leaders communicate continues to grow and evolve. Teleconferencing, Skype, web-based meetings and online video marketing have become increasingly popular methods of conducting business meetings. These communication methods have at least one thing in common: the camera.

After spending more than a decade as a television presenter in the U.S., my on camera experience has taught me that the techniques used to engage an audience of millions are similar to the techniques used in strategic communication—whether you're addressing a packed auditorium or a small group during a daily business meeting.

The art of knowing how to present yourself well both live and on camera will not only separate you from the pack, it will give you a distinct competitive advantage.

Leading in the Age of Disruption - Prof. Pau Virgili

Today's leadership is strongly challenged by the continuous waves of technology disruption. In this class we will explore some of these challenges and we will review key some of the models that will enable us to successfully navigate this new space.

This is a business strategy class, but we will focus on the market facing aspects of the business.

The class is designed as an join exploration journey into the future of business leadership. It is about starting a thinking process, about opening our minds to the disruption, making sense of it and being able to establish a business vision and strategies for the future.

The class is organized in a series of workshops were students are expected to actively contribute and share.

Each one of the 4 sessions is built around a combination of elements:

- One key business challenge area (i.e. Business model transformation)
- A disruptive technology (i.e. blockchain)
- Some business frameworks (i.e. Exponential organizations)
- A class dynamic were we will work on connecting the dots across the different elements.(a workshop, cases discussion and/or group exercise)
- A leading speaker (i.e Tom Preising, Global operations Apple)

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