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business
school
Executive Education

Management Fundamentals for Scientists and Researchers

Solid business grounding to move from bench to market

October 2013 - May 2014

Blended program (face-to-face and online sessions)



IEProgram

www.ie.edu/internationalprograms



“Management and entrepreneurship creates growth, wealth, and development in society; it also creates jobs, catalyses innovation and improves living conditions... We need more and better managers and entrepreneurs, and IE Business School is prepared to take on the formidable but captivating challenge.”

- Santiago Iñiguez, Dean of IE Business School

Fully recognized by the three principal international accrediting bodies in the field of business education.



IE Business School is consistently ranked among the top business schools worldwide by international financial and economic media groups:



WHY IE BUSINESS SCHOOL

IE Business School is one of the world's best international business schools. A pioneer in business education, we train tomorrow's business leaders, shaping them with an innovative approach and acting as a catalyst for the creation of new businesses.

We offer **Executive Education Programs** that develop the vision, skills and management capabilities required by executives to meet the many and varied challenges they face both today and in the future.

The recognized prestige of our teaching faculty, the degree of excellence of our academic programs and our international focus have always been the foundation of our learning model that has placed IE Business School's Executive Education Division among the best in the world.

We invite you to come on-board and benefit from an excellent learning environment that nurtures high-caliber talent both professionally and personally.

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OVERVIEW

Many scientific and technical professionals, while experts in their respective fields, have little academic and professional background in business management. Managerial and business skills however are key to make scientific projects and research implementable, feasible and sustainable. Moreover, these skills expand scientists and researchers' professional opportunities and realize their leadership potential.

Management Fundamentals for Scientists and Researchers provides participants with much-needed managerial skills, with modules on strategy, economic environment, finance, marketing, human resources, entrepreneurship and legal issues such as intellectual property. The program is a mix of face-to-face in-class sessions and online sessions -- a format that maximizes participants' convenience and availability to attend the course.

OBJECTIVES

Participants will learn in an optimal period of time to develop their entrepreneurial skills, acquire a command of management tools, and apply their knowledge and research in the business world. The program therefore aims to realize their full managerial potential and broaden their professional opportunities.



PROGRAM DATES

October 2013-May 2014

PROGRAM LOCATION

Face-to-face sessions in Madrid, Spain

PROGRAM FEE

€ 11.800

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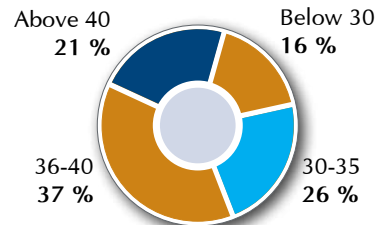
PARTICIPANT PROFILE

The program has been designed for scientists and researchers looking to further their career in the business environment and/or launch their projects or research from bench to market.

Profile of most recent intake (2012-2013):

- From a host of countries: Italy, Bolivia, Germany, Cuba, Spain, India, Portugal, United Kingdom...
- Various science and research fields: medical research (paraplegia, oncology, cardiovascular research), molecular biology, technology transfer, cosmeceutical research, medical and food biotechnology, astrophysics...
- Age groups:

Age Group



PARTICIPANT TESTIMONIALS



"The program is hallmarked by the high quality and background of the professors. With the interactive lectures, challenging assignments and case studies, I learned to think outside the "researcher's box" and opened my mind on how business functions - an indispensable skill for all scientists that wish to cross the boundaries between research and industry. I also certainly grew not only on a professional but also on a personal level. I had the opportunity to interact with interesting personalities from different areas of science and industry, and expanded my global network of professionals."

Lisa Osterloh, Postdoctoral Investigator in Cancer Research



"If I have to use a single word to describe the IE experience, I have no doubt: inspiring. I believe every one of us has an entrepreneur inside. This is possibly even truer for researchers, for whom that very tension between the unknown and the spirit of discovery is the basis upon which life is built. When I started at IE, I was looking for tools to enhance the synergy between curiosity-driven and business-driven science. What I found is a change in mindset and top-notch professionals who ignited that entrepreneurial spirit. Again, one word: inspiring."

Simone Migliari, Astrophysicist



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PROGRAM STRUCTURE

The program is composed of 8 academic modules that are distributed throughout eight months: from October to May of the following year.



PROGRAM DATES

October 2013-May 2014

PROGRAM LOCATION

Face-to-face sessions in Madrid, Spain

PROGRAM FEE

€ 11.800

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PROGRAM STRUCTURE

MODULE 1 – THINKING STRATEGICALLY

Every leader's success depends on his/her ability to obtain results using the best and most appropriate strategy, and making the right decisions taking into account the economic environment he/she works in. Participants will therefore learn two important topics in this module: Strategy and Economic Environment.

Strategy

This section will guide participants to the right strategy by helping them understand market competition, learn strategy tools to obtain competitive advantage, and develop their strategic thinking skills. Packed with a case study and real-time simulation exercises, the module ensures students are equipped to take on the real-world competitive arena.

Economic Environment

This section provides tools to understand the economic environment a firm operates in. Economic conditions influence the market, costs and pricing, competition, and profitability, and participants will be able to analyze these conditions and use this information to make strategic decisions.

MODULE 2 – MANAGING ONESELF AND MANAGING PEOPLE

This module is composed of 4 areas: human resources, communication skills development, career strategy, and negotiation.

Human Resources

Participants will tackle human capital, organizational culture, performance-building, and creativity and innovation management, and develop the skills to successfully direct people to the same goals.

Communication Skills Development

Students will harness their presentation abilities by learning how to improve message flow, build confidence, use audiovisual aids, and manage voice and gestures.

Career Strategy

Participants will know how to prepare an outstanding curriculum vitae and cover letter, and do excellently well in a job interview.

Negotiation

Knowing how to negotiate effectively is key in reaching business objectives in deals and agreements as well as in maintaining good working relationships with business partners. This module will take participants through the core elements of negotiation: the common structure of negotiations, negotiation do's and don't's, handling conflicting interests and unequal negotiating powers of parties involved, and effective techniques and best practices.

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MODULE 3 – FINANCIAL ACCOUNTING

The first goal of managers is to create economic value for stockholders. Financial Accounting allows the measurement and communication of economic value in the form of accounting statements: income statements, balance sheets, and cash flow statements. This module will aid participants to understand and interpret these statements, enabling them to analyze a company's financial health: solvency, profitability, capital structure, and operating efficiency.

MODULE 4 – FINANCIAL MANAGEMENT AND PERFORMANCE MEASUREMENT

Managers make important monetary decisions and therefore need to be equipped with financial tools that will allow them to do so effectively. This module introduces the participants to the concepts of time value of money, capital budgeting, business valuation, and the link among risk, cost of capital, and the weighted average cost of capital--all essential to bring about sound financial decisions.

MODULE 5 – ADOPTING THE CUSTOMER'S PERSPECTIVE: MARKETING & SALES

Sales revenue is the big contributor to a positive bottomline, making Sales and Marketing essential in any management undertaking. This module enables participants to adopt the customer's perspective, learn the important issues in the marketing process, familiarize themselves with the current Marketing & Sales trends, understand and acquire the resources to satisfy customer needs, and gain and retain key clientele.



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MODULE 6 – SUCCESSFUL OPERATIONS FOR COMPETITIVE ADVANTAGE

The careful design and implementation of operation processes ensures the optimal use of inputs and the effective production of goods and services. This module exposes the participants to the principles of process design, control, and improvement. Students will explore the structure and management of different kinds of operation processes, innovation, and even advanced topics such as mass customization and microfoundations of process effectiveness.

MODULE 7 – LEGAL ISSUES

In this module, participants will delve into legal issues such as intellectual property and technology transfer and licenses that are pertinent in the science and research field. The module employs a hands-on approach, using case studies to ascertain students are prepared for actual legal scenarios.

MODULE 8 – ENTREPRENEURSHIP: APPLYING INNOVATION

This is the integrative theme and module of the program. Entrepreneurship converts innovations into economic goods that benefit society, addressing new needs and giving rise to fresh ventures and enterprises. This module exposes participants to the fundamental features of the entrepreneurial mindset, behaviors, and skills. They will learn to spot business opportunities, gather resources, work in a team, and build a strong business plan.



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METHODOLOGY

The program has a blended methodology—a combination of face-to-face in-class sessions and online sessions.

FACE-TO-FACE SESSIONS

The face-to-face sessions will take place once a month, Friday and Saturday. They will be held in the IE Business School campus in Madrid, Spain.

These sessions are characterized by the following IE learning methods:

1) Participation

Class participation is fundamental in IE's methodology, encouraging participants to speak their minds, challenge ideas, learn from each other, and make the most of their sessions.

2) Case Method

Business case studies are a chief learning methodology of IE. Cases entail real business situations where a final decision has to be made individually or by the group after undergoing stimulating discussions and debates. This is a highly effective learning model which allows participants to test their knowledge in a real scenario and gain a deeper understanding of the business world.

3) Teamwork

Teamwork is another core element of the program. Participants will be trained to make business decisions while working with people of different cultures, personalities, business functions, and industries. The participants will be divided into groups where they will learn to work together and contribute their knowledge and experience in order to achieve a common goal.

4) Business plan development

The startup business plan is the main team project of the program. It will help participants bring all the management concepts together and apply them to a business plan developed throughout the course. The Entrepreneurship module includes business plan consultations with the professors and will be concluded with a presentation of the plan to a panel of practitioners.

ONLINE SESSIONS

The IE Online Campus provides an exceptional communication platform, bringing together peers, professors, and IE staff members any time of the day, regardless of their location.



This virtual campus is the principal tool used by students and professors and is the basic web platform which supports the program's online activities.

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METHODOLOGY

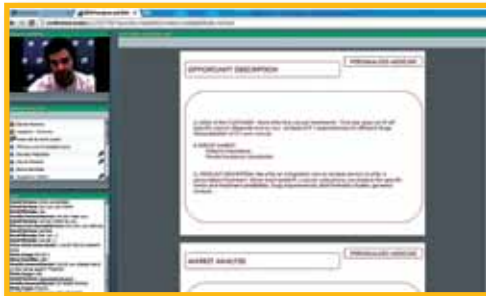
Every participant is issued his or her own personal access code to allow them to use the campus whenever they wish. Once logged in, executives have access to videoconferences, forums, readings, slides, technical notes, multimedia documents, and any other files dedicated to the subjects they are currently studying. They can also use the Online Campus to conduct private forums for group work and join the Virtual Café, a space where all class members can discuss anything they choose.

The online sessions of the program are in two main formats: 1) live videoconference and 2) forum.

1) Live Videoconferences

The live videoconference is a virtual class where professors and students interact in real time via video and audio connection using webcams. This format allows the professor to discuss topics through video and with his/her slides displayed on the screen, and students to actively participate during the class using either the chat window or the video features of the system.

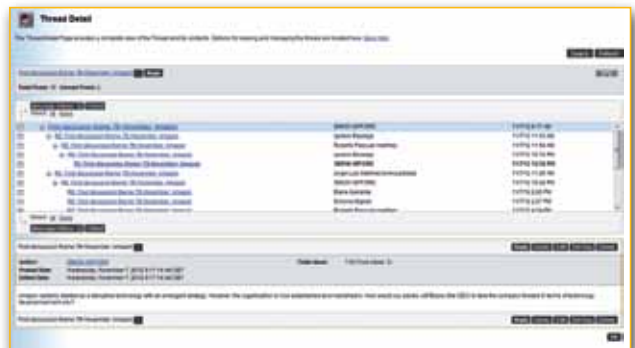
Sessions are a mix of interactive lectures, case or exercise discussions, and group presentations. Each session lasts 90 minutes.



2) Forums

Online forums are a venue for executives to participate in discussions, share their opinions and experiences, and debate with professors and fellow students. The forums are open 24 hours a day, allowing each participant to make his/her discussion contributions at a time of his/her convenience.

Each forum lasts three days with the professor opening the discussion with a topic or question on which the participants will share their thoughts and answers. Forum discussions may go deeper than in traditional formats as they are open for days, allowing participants and professors time to think, re-think and fortify ideas.



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METHODOLOGY

ADVANTAGES OF THE ONLINE METHODOLOGY

IE Business School's online training programs offer executives the opportunity to further their studies without interrupting their work schedule.



With more than 12 years of success in the field, IE's Online Methodology has become a reference all over the world. IE Business School has been recognized as providing the #1 distance learning Masters Program in the World by The Economist. This format has proved to be an effective learning experience.

PROGRAM CALENDAR *(Some dates still subject to change)*

2013

October						
Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
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27	28	29	30	31		

November						
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24	25	26	27	28	29	30

December						
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15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

LEGEND:

- Face-face sessions
- Online sessions
- Business plan team meetings (optional, depending on team's need)
- Business plan public presentation
- Holiday

2014

January						
Su	Mo	Tu	We	Th	Fr	Sa
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February						
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March						
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30	31					

April						
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May						
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24	25	26	27	28	29	30
31						

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FACULTY *(Professor lineup still subject to change)*

This international executive program has been designed and will be taught by IE Business School's distinguished faculty members who are exceptional academics, educators and business practitioners with diverse professional profiles.



SIMON GIFFORD
Strategy Professor

Professor Simon Gifford has more than 20 years of management consulting experience focused on assisting senior executives in addressing their strategic and operational issues. In this role, he has worked with board members and top management of medium and large organizations across 5 continents. He is a partner at Genesis Management Consulting, a consulting firm that specializes in strategy and decision making. Professor Gifford has a Bachelor of Commerce: Statistics and Business Economics degree and a Marketing - Honors degree from the University of South Africa. He also holds an MBA in Marketing and Finance from the University of Cape Town, South Africa.



GAYLE ALLARD
Economic Environment Professor

Professor Gayle Allard has been teaching for more than 25 years, forming students in the area of economic environment and international economics since 1985. She holds a Bachelor's degree with honors in Political Science from Willamette University (USA), a Master in International Economics from Johns Hopkins School of Advanced International Studies (USA), and a PhD in Economics from the University of California (USA). Aside from teaching, she worked as an Economist for JP Morgan and is currently a Research Economist for The Economics Intelligence Unit.



CRISTINA SIMON
Human Resources Professor

Professor Cristina Simon is currently the Dean of the IE School of Psychology and has been a Professor of Human Resource Management at IE since 2000, during which she created the IE Center for Human Resources. She has spent years working for consultants such as Coopers & Lybrand and Ernst & Young, maintains links with the corporate world through an HR benchmarking club, works as a Chair in People Management at Inditex, the top fashion retailer behind Zara, and is the Director of several research projects for clients such as Banesto, Endesa, Telefonica Moviles and Iberia. Professor Simon is fascinated by a wide range of elements in the relationship between an employee and his/her employment context, including market value, the job market, macro-economic trends and the philosophy and values of companies and the society.

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JAVIER BERNAD
Communications Professor

Professor Javier Bernad is a communication and marketing executive with experience in higher management positions (CEO, Marketing Director, Development Director) in FMCG companies (Procter & Gamble, BAT, Buongiorno) and in Communications and Media agencies (MediaCom, Mediaedge:cia). He has led teams of 100+ people, while managing some of the largest advertising accounts in Spain. Founder and CEO of Speak & Span, a Public Speaking training center, he has coached thousands of managers in large F500 and in smaller companies, in both group and personal settings. Professor Bernad holds a degree in Law and in Business Administration from ICADE.



JULIO URGEL
Negotiation Professor

In addition to his role as Vice-chairman of the International Advisory Board of IE and Chairman of its Center for Innovation in Tourism and Leisure Management, Professor Julio Urgel manages to find time to serve as Director of European Quality Improvement System (EQUIS) and of Quality Services at the European Foundation for Management Development (EFMD) in Brussels, as well as to teach finance and negotiation at IE. Professor Urgel's areas of focus include financial analysis, cash and credit management, global risk management, valuation and real options, and negotiation. He holds a Doctorate in Business Administration from Harvard Business School, an MBA from IESE, Spain, and a Master in Telecommunications Engineering from Universidad Politecnica de Madrid.



VIRGINIA BOMBIN
Accounting & Financial Management Professor

Professor Virginia Bombin holds an MBA from IE Business School and a Bachelor in Business Administration from the European University in Madrid and Brussels. Professor Bombin has been a freelance consultant and a Finance Professor at IE Business School since 1999. After finishing her MBA in 1997, she became a manager of executive development programs, where her teaching vocation also started. She gave her first class in 1999 and since then has enjoyed transmitting financial knowledge to students in all types of programs (MBA, higher education programs, seminars and tailor-made courses). She specializes in teaching finance to non-finance professionals, generating enthusiasm for the subject among executives new to the field.

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RAMON DIAZ-BERNARDO
Marketing & Sales Professor

An expert in strategic marketing, Professor Diaz-Bernardo is a very active international executive education instructor, serving as Visiting Professor in executive programs at Cornell University (USA), Reykjavik University (Iceland), Cornell – Nanyang Institute (Singapore), Hong Kong Polytechnic, and Ljubljana University (Slovenia), among other international business schools. He holds a degree in Engineering from Universidad de Oviedo (Spain), an MSc in Engineering by the University of Nottingham, an MBA from ESDEN Business School and a PhD in Business Administration from IESE Business School. He is an active member of the Academy of Marketing and the American Marketing Association, where he is a regular contributor at their annual meetings. He also serves regularly as a consultant for the United Nations World Tourism Organization, especially for the UNWTO Asia/Pacific Representation, and does consulting work for groups like AC Hoteles, AC Nielsen, Carrefour, and Ford Motor Company.



FABRIZIO SALVADOR
Operations Professor

Professor Fabrizio Salvador is a member of the Operations Management faculty at IE Business School, an Adjunct Professor at the Massachusetts Institute of Technology (MIT)-Zaragoza Logistics Program, and a Research Affiliate at MIT. He has also been a Faculty Research Associate at Arizona State University. He received a PhD in Operations Management from the University of Padova, Italy where he also graduated with a degree in Industrial Engineering and a Master in Engineering and Management. Dr Salvador's research focuses on operation strategy in uncertain environments and customer-centric organization design. He has been conducting research on topics such as mass customization, concurrent product-process-supply chain design and organization design for efficient product configuration. He has also done consulting work for numerous companies on how to overcome product-variety management problems and implement information systems.



MANUEL LOBATO
Legal Issues Professor

Professor Lobato is a specialist in Intellectual Property and pharmaceutical law. His experience also encompasses commercial and corporate legal matters derived from joint ventures, due diligences and contractual work. Aside from teaching at IE and at the Autonomous University of Madrid, he regularly lectures on intellectual property law and pharmaceutical law in Latin American countries and speaks at seminars organized by several universities, judicial schools and private institutions. He is currently a partner and head of Bird & Bird's Intellectual Property Group in Spain, and was a partner at both Gomez Acebo and Pombo, and Baker and McKenzie. He is also an author of a number of legal publications on intellectual property law, insolvency law and contract law.

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FACULTY



PETER BRYANT
Entrepreneurship Professor

Professor Peter Bryant joined IE's Entrepreneurship Faculty in 2009, having earned his PhD in 2006 from the Macquarie Graduate School of Management in Australia. He also holds a Master in Management from the same university, and a History degree from the University of Sydney. His research focuses on the origin and evolution of entrepreneurial organizations and their capabilities and strategies. His research program synthesizes a number of disciplines and fields, including social cognitive psychology, organizational theory, the theory of the firm and competitive strategy. Professor Bryant's work is published in *The Journal of Business Venturing*, *Applied Psychology: An International Review*, *Management Decision* and *Frontiers of Entrepreneurship Research*. He has presented at some of the most prestigious conferences in the fields of entrepreneurship and strategy, including the Babson College Entrepreneurship Research Conference and the Academy of Management Annual Meeting and Strategic Management Society Conference.



DANIEL SORIANO
Entrepreneurship Professor

Professor Daniel Soriano is the Director of the International Center for Entrepreneurial Management at IE. More than 10 years of professional experience in IE has allowed him to stay in touch with the basics of the entrepreneurial process both academically and practically. As the Executive Director of the Banespyme-Orange Project, a nationwide competition for innovative technology start-ups, he has first-hand experience in entrepreneurial opportunity identification, feasibility analysis, and fundraising. He has also been responsible for managing the professional advisory services of new technology-based companies in Madrid, where he has identified the needs of newly established firms with a large technological component. Professor Soriano studied Computer Science at the Universidad Politécnica de Madrid and afterward obtained an MBA from IE. His interests are focused on the creation of technology-based start-ups, implementation of innovative business models, and strategic planning in sectors with high growth potential. He is also the representative of IE in the Spanish Association of Business Angels Network (AEBAN).

IEP Program

Admission

DATES AND VENUE

The program will be held from October 2013 to May 2014:

- 7 face-to-face in-class sessions that will take place once a month, Friday and Saturday at the IE Business School campus in Madrid.
- 14 weeks of online sessions with videoconferences and forums via the IE Online Campus.

APPLICATION PROCESS

Interested parties are required to have at least a Bachelor's degree from an accredited university or equivalent, and a minimum of five years work experience in the science or research field before applying.

Applicants are then asked to send:

- 1) Their curriculum vitae
- 2) Proof of a Bachelor's degree from an accredited university or equivalent
- 3) Their application form. The form can be requested via email: krysta.martinez@ie.edu.
- 4) Send a motivation letter explaining why they want to participate in the program and what they expect to gain from the course

Other requirements may be asked for depending on each candidate's case.

Applications will be processed on a first-come, first-served basis. Early application is encouraged as places are limited.

PROGRAM FEE

The program fee is 11.800 €. Fee includes:

- Tuition
- Course material and documentation
- All coffee breaks and lunches in between the face-to-face sessions

FOR MORE INFORMATION

Contact:

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INTERNATIONAL EXECUTIVE PROGRAMS

ACADEMIC YEAR 2012-2013

Agreements are available for both an individual and a group of executives from the same firm who wish to combine two or more programs from any track.

SKILLS DEVELOPMENT TRACK

- **Innovative Leadership:** *Winning skills for you and your team, April 17-19*
- **Executive Negotiation Workshop:** *From experienced to expert negotiator, May 6-9*
- **Communication Skills and Public Speaking Workshop:** *Becoming a confident and persuasive Presenter, May 27-29*
- **Change Management Workshop:** *Changing minds and minding change, June 5-7*
- **Global Leadership for Women:** *Empowering your effectiveness as a leader, June 12-14*
- **Cutting-Edge Decision-Making Tools:** *Equipping leaders for managing risk, complexity and uncertainty, June 19-21*

MARKETING & SALES TRACK

- **The Strategy and Tactics of Pricing:** *A guide to growing more profitably, April 24-26*
- **Effective Key Account Management:** *Developing key accounts for optimal growth and client retention, May 20-22*
- **Marketing Strategy in Business Markets:** *Transforming your marketing strategy into winning marketing Tactics, June 5-7*
- **Building a Customer-Centric Organization:** *Outperforming your competition in profitability, June 12-14*

FINANCIAL MANAGEMENT TRACK

- **Beyond Valuation:** *Impact of behavioral finance and debt restructuring in valuation, February 18-20*
- **Finance and Accounting Workshop for Non-Financial Managers:** *Analyzing opportunities, assessing risk and estimating your impact, April 24-26*
- **Corporate Finance:** *Connecting financial activity to strategic goals, May 6-8*
- **Cross-Border Mergers & Acquisitions:** *Getting them right, June 19-21*
- **Islamic Finance:** *Investing tools for the banking future, 4 days in June / Jeddah, Saudi Arabia*

OPERATIONS MANAGEMENT TRACK

- **Global Supply Chain Management:** *Building a competitive procurement and negotiation platform, April 24-26*
- **Leading Project-Driven Organizations:** *Creating strong capabilities for organizational change and Transformation, May 27-29*

SPECIALIZED MANAGEMENT PROGRAMS

- **Effective Management for Security Professionals:** *Establishing the security role as an enabler for business success, June 4-6*
- **Management Fundamentals and Skills for Scientists and Researchers:** *Linking science to business, October 2013 to March 2014 / Blended*
- **China: An Inside View:** *Accelerate your business success, 4 days in May 2013 / Beijing, China*



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