



## ISEAD Business School

### CATALOG

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### ISEAD BUSINESS SCHOOL

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# Mission Statement

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ISEAD Business School will provide individuals with a postgraduate education in management, founded on the cornerstone of having the person as the origin and focus of all business actions. These individuals will be capable of contributing to make marked or significant changes in different economic sectors throughout the world with their integrity, knowledge, leadership, and professionalism. The goal of this achievement will be the harmonic and integrated development of society and wealth creation through the flourishing of entrepreneurship, business initiatives, building of long term sustainable business models within a free enterprise environment, and a generation of public policies that will further reinforce and promote these initiatives.

The mission is based on the **Institution's values**, which are:

**Enthusiasm:** We are convinced of the importance of our actions and behavior and believe in the necessity to overcome the challenges with joy, excitement and sensitivity.

**Trust:** We believe in Service as part of our professionalism. We maintain our compromise with truth and transparency as learning opportunities.

**Respect** means listening, asking, valuing and giving an adequate response. Each and every task, contribution, concerns and needs from others are equally important.

**Challenging Situations** means questioning ourselves and going beyond the established bounds, managing change and uncertainty. Our commitment with Continuous Improvement and Innovation requires that we are rigorous with the normalization of methods and procedures as basis for the permanent strive for new opportunities.

**Sharing:** We are a team oriented in searching, incorporating and homogenizing knowledge. We will share it proactively with no self restriction within the framework of our confidentiality policies.

**Results Oriented:** We are a committed team of people aware of our strengths that, overcoming our individual weaknesses, are complementary to each other, each of us contributing every day to reach our individual and collective objectives.

ISEAD is a predominantly an on-line school recognized for its global business education practices in Europe and Latin America.

The Business School offers executive and management education programs to businesses around the world. Our focus is to meet the needs of students in the South Florida Business Community while intensifying our educational service delivery to international students and enterprises, especially those in Latin America and the U.S.

We intend to instill in our students a profound understanding of the changing nature of international business within a global economy. We will ensure that our graduates are well versed on how enterprises are organized and managed, and on how products and services are created and marketed. We will also provide students with a sense of responsibility in their community and social environment and encourage them to develop their sense of initiative and entrepreneurship in order to generate sustainable enterprises and wealth. We provide them with a solid grasp of business processes, the ability to think critically, solve problems ethically, and the sense to conduct them with integrity. We monitor their progress and commitment to learning in a dynamic, complex and competitive world.

Our faculty is focused on instructional development to contribute not only to the general knowledge base in the field of business and entrepreneurship, but also to the ways in which this knowledge is created and shared. The Business School holds an information technology infrastructure and technological platform that enables us to provide online interactive course delivery tools. At the same time, our IT investment supports our ongoing innovation.

ISEAD Business School strives to provide a quality graduate educational experience from our Miami location, within a Global Campus, focused on the unique requirements for doing business in a global market.

# Academic Information

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The Business School is organized in three lines of knowledge: the ISEAD MBA, The Finance School and the Leadership and Social Transformation School.

## History

ISEAD Business School was founded in 2000 in Madrid, Spain by Javier Rivera-Latas and Victor Ros-García, two entrepreneurs with different backgrounds. Rivera-Latas earned a Chemical Engineer Ph.D. Degree from Stanford University (Palo Alto, California) and an Executive MBA from IESE (Madrid, Spain). Mr. Rivera-Latas had ample experience in telecommunications having served several years in Telefónica España. He was also Head Department and Professor of Operations Management and Technology at Instituto de Empresa (IE) [Business Institute] in Spain. The Institute is considered to be one of the leading European Business Schools that formed the base to move on and establish ISEAD with Mr. Ros-Garcia. Victor Ros-Garcia, a Marine Engineer from Polytechnic University (Madrid, Spain) and MBA from IESE (Institute of Higher Business Studies) (Barcelona, Spain), brought in knowledge of organization and systems in cement and reinforced concrete.

ISEAD soon gained expertise in virtual Online Education reaching significant presence overseas in Latin America, mostly obtaining Spanish speaking students in Europe and Africa. The demand from students to develop additional specialized business programs in addition to the MBA resulted in four additional professional Masters in International Trade, Finance, Leadership and Sustainable Development, Marketing and Sales.

Meanwhile, from 2000 to 2009, with 9 years experience as a Business School and with its main operations in Madrid and Spain for the rest of the World, ISEAD realized that it was a global institution. The Business School continued to be a successful institution in South America, where the school was able to provide local support to all academic activities in Colombia, mainly in Medellín. ISEAD also decided to establish the ISEAD Colombia Campus. ISEAD Colombia is part of ISEAD

Global Educational Market strategy to provide the On-Line Education to South America. Currently, ISEAD Global has contractual agreements with Avianca Airlines, BanColombia, Coomeva, and Confama in Colombia and Latin America which offer their employees the possibility to receive a Master's Program Education from all of ISEAD campuses, including ISEAD Business School in Miami.

From the beginning, ISEAD has succeeded in the Latin American market, this is why the Institution is pursuing licensure with the Florida Department of Education – Commission for Independent Educational.

### **Institutional Membership**

ISEAD Business School's ongoing progress has permitted it to advance into obtaining the following Institutional Memberships, all of them originally awarded to ISEAD Global (ISEAD Spain):

PRME: United Nations Program for Responsible Management Education - The mission of the Principles for Responsible Management Education (PRME) initiative is to inspire and champion responsible management education, research and thought leadership globally. The PRME is inspired by internationally accepted values such as the principles of the United Nations Global Compact. They seek to establish a process of continuous improvement among institutions of management education in order to develop a new generation of business leaders capable of managing the complex challenges faced by business and society in the 21st century.

AACSB: Association to Advance Collegiate Schools of Business - AACSB International - The Association to Advance Collegiate Schools of Business is a not-for-profit corporation of educational institutions, corporations and other organizations devoted to the worldwide promotion and improvement of higher education in business administration and management. Founded in 1916, AACSB International established the first set of accreditation standards for business schools. For nearly 100 years, AACSB has sought to advance the quality of management education worldwide through accreditation and thought leadership, and serve its stakeholders in the academic, business and nonprofit communities.



CLADEA: Consejo Latinoamericano de Escuelas de Administracion – Latin American Council of Business Schools - is a network composed by Business Schools and Universities worldwide. It is one of the main networking channels between business schools, providing seminars and increased knowledge learning seminars to promote a better way for Business Schools to develop an assurance in their teaching capabilities. Coincidentally, CLADEA works very closely with AACSB (Association to Advance Collegiate Schools of Business).

The ISEAD Business School Florida campus is not included currently in these memberships, but their programs benefit from the Institutional Membership awarded to ISEAD Global.

### **The Faculty**

ISEAD Business School Faculty is integrated by professors who combine abilities for teaching with large business experience. Regularly an MBA degree equivalent is required but an increasing number of Doctors have been incorporated in the Faculty.

### **The Students**

Since 2000, more than two thousand students in 50 countries have graduated from ISEAD. Students come primarily from Spain and Latin America and there are no limitations concerning sex, race, age or any criteria other than the capability to meet the high standards of commitment required to fully complete an on-going business program.

### **Degree Programs**

ISEAD Business School offers academic programs leading to the degrees of Master of Business Administration (MBA), Executive Master in Business Administration (EMBA); Executive Master in Finance (MDF) and Master in Leadership and Sustainable Development (MDL).

The student will obtain a Master degree from ISEAD, once the program has been completed and provided that the student has duly fulfilled the requirements (completed the works appropriately, meet any other specified graduation requirements and satisfied all financial obligations due to ISEAD prior to graduation). The institution retains the right to deny the Master's degree to any student who

fails to reach the required Program's knowledge level. (See **Standards of Satisfactory Academic Progress**).

### **Definition of Units of Credit**

The School awards credit on a semester system. A semester credit hour is equivalent to:

- At least 15 hours of classroom contact and/or forum classroom discussion with the Professor; or
- At least 30 hours of documented independent study activities; or
- No less than 30 hours of supervised laboratory/shop or project instruction.

### **Transferability of Credits**

ISEAD is still not an accredited institution, therefore the acceptance of the transfer of credit is up to the transferring institution. Students who attend ISEAD and plan to transfer credits earned at ISEAD to another school should contact the institution to which the student seeks transfer before enrolling in order to determine if credits will be accepted. The granting of transfer credit is within the sole discretion of the receiving institution.

It is the policy of this institution to accept transfer credits for up to 6 semester credit hours from any program. Students must submit official transcripts for work completed at another institution in order for the credit to be considered for transfer. The receipt of credit for courses is reserved to those students who have successfully completed courses at another institution that are comparable in content, quality and scope to those offered at ISEAD. ISEAD Business School accepts transfer of credit only from courses whose course descriptions are equivalent to ISEAD's course descriptions.

### **Grading System and Progress Reports**

ISEAD's calendar follows a standard term semester system in which each semester is 14 weeks long, divided in two terms of 7 weeks. Additionally, students may enroll in each mini-term of seven weeks if they have completed the previous semester courses or have a Customized Academic Plan (CAP) (see below).

Final grades are reported at the completion of each mini-term of seven weeks. Grade point averages are calculated on the following point equivalents:

Criteria	Grade Label	GPA
Exemplary: Exemplary achievement of course objectives clearly and significantly above the requirements.	A	4.0
	A-	3.7
Satisfactory: Satisfactory achievement of the course objectives. Adequate performance on stated requirements	B+	3.3
	B	3.0
	B-	2.7
Marginal: Minimal achievement of course objectives.	C+	2.3
	C	2.0
	C-	1.7
Unsatisfactory	D+	1.3
	D	1.0
Failure	F	0.0
Incomplete	I	-

A Grade of an **A+** will be based on a Merit System only, and is considered as A or 4.0 CGPA.

A Grade Label **I** will be used for incomplete work from extenuating circumstances that prevent completion of the work assigned. This is a temporary grade that reverts to a grade of "**F**" if the complementary work is not completed in seven weeks or within the time stipulated by the Evaluation Committee.

### **Standards of Satisfactory Academic Progress**

In order to obtain the Master degree, students are required to obtain a cumulative grade point average (CGPA) of 3.0 or higher in all courses listed on the approved program of study (residence weeks and the final postgraduate project or the business modeling & planning project included), with a minimum GPA of 2.7 in each of those courses.

In order to compute the CGPA, the total number of earned quality points (grade points times course semester hours) is divided by the total number of semester credit hours which are completed and letter grades received.

Advanced degree students must make satisfactory progress in their degree program by making continual progress toward completing the requirements and receive satisfactory grades to remain in the program.

An advanced degree student who has completed six or more course units of study and has a cumulative GPA below 3.0 will be placed on academic probation for the next semester or on an agreed proposal of a Customized Academic Plan (CAP) as described in the Institutional Satisfactory Academic Progress Policy, Lines of Action number 1 might apply.

### **Academic Probation**

- Students on academic probation, who fail to raise their cumulative grade point average to 3.0, at the end of the probationary semester or in the progress of their CAP, if it applies, will be subject to academic disqualification from the School, previous decision of an Evaluation Committee as described in "Appeal of Grades, Academic Decisions and Academic Dismissal" section.

- Students receiving more than one grade of C+ or lower will be reviewed and will be subject to academic disqualification from the School.

Only courses with grades of "C+" or lower can be repeated. Once a course is completed with a grade of B - or higher, the student cannot repeat that course or any prerequisites for the course. When a course is repeated, grades from both the original and repeated attempts appear in the official records and transcripts. All attempts of a course will be used to calculate the CGPA.

### **Maximum Program Length and Time Frame for Completion**

ISEAD Business School maintains a maximum time for completion of the degree of 1.5 times the completion rate of the program. Since average program length is sixteen months, and cohorts are separated by four months, students who are pursuing a master's degree in ISEAD Business School but who have interrupted the master program at the School for two consecutive semesters must apply for readmission. If readmitted, such students must comply with ISEAD Business School's degree program requirements in effect at the time of readmission.

## **Institutional Satisfactory Academic Progress Policy**

There are two types of difficulties by the time students following the program: academic and financial. The procedure for monitoring the progress of students in the program is aimed at **early detection** of students who show difficulties in the normally expected progress of the program.

These difficulties are manifested in different ways:

1. Sometimes, it is the student himself who tells his/her tutor about the concern or difficulty.
2. However, other times their own tutors, in their efforts to constantly monitor the students' work week, detect the problem when it is for academic reasons, professional or personal but hinder the normal development of the student's academic activities.
3. It may happen that the difficulty is economic and is manifested by a delay in the cancellation of the quotas agreed at the time of enrolment. In all cases, the first initiative is taken by the tutor, by contacting the student and interested in their situation. Depending on the cause of the problem, the tutor himself often finds a way of academic support to guide better progress in their studies, with or without the need to address the issue with teachers, or agreeing with the financial area institution the flexibility of the days of cancellation of shares in a given time.

### **Lines of action**

Should it be not possible for one's tutor to respond to the situation described, the problem is transferred to the Head of Academic Services, who in collaboration with the tutor, the Department of Admissions, Financial Area, and the Academic Board coordinates, dialogue with the student, a personal response to his/her needs. Basically, through four lines of action:

- 1) Agreed proposal of a Customized Academic Plan (CAP), with or without adjusting the student's repayment plan fees when he/she can't afford, personal or professional reasons, the workload required for satisfactory progress in the Program, or agreed financial commitments.
- 2) Agreement committed date of transfer and continuing the program for another call back, with or without a complementary personalized academic plan when personal, professional or financial advise it.
- 3) Academic service interruption due to a fault of a payment (monthly) fee and before the next installment due not having cancelled. Except where justified, the school does not allow two fees due without being paid. After all this is evaluated and analyzed, the student may be informed that he/she is allowed again to attend the classes.

4) Complete withdrawal of the student from the program.

## **Appeal of Grades, Academic Decisions and Academic Dismissal**

Students who have been **dismissed from a graduate program** for the aforementioned academic regulations can appeal in a written petition to the Business School Academic Vice-Dean Office; the case will be submitted again to the Evaluation Committee for a final hearing and decision.

In case of any **disagreement** of the student **with regards to his/her grades**, he/she will go first to the academic tutor assigned.

The tutor is responsible for responding to the students' concerns, because he/she participates in the review process and qualification of students with the Academic Director since the beginning of the student's enrollment process.

If the student is not satisfied with the reasons and explanations sent, and is pursuant to a new revision, the case will be submitted to an Evaluation Committee consisting of the Director of the Program, the Academic Director and a faculty member of the study area that is appropriate to the course, other than that assessed. This is the final step of appeal.

For other decisions relating to academic work and student progress throughout the Master, the processing of appeals shall be in an equivalent manner.

If a student's complaint or grievance is not resolved, the student may choose to seek resolution by contacting the Executive Director, Commission for Independent Education, 325 West Gaines Street, Suite 1414, Tallahassee, Florida 32399-0400 Toll Free Phone: 888-224-6684 [www.fldoe.org/cie/](http://www.fldoe.org/cie/).

## **Academic Year**

As a standard term credit hour school, ISEAD Academic Year is defined as a minimum of 42 weeks of instructional time. For purposes of this definition, a "**week**" is considered a consecutive seven-day period, from Thursday to Thursday, and a "**week of instructional time**" is any week in which the student must develop some activities at the studio platform such a study, participation at forum classes, complete self evaluation and management practitioner questions, reading the conclusions of the class or work in the Final Postgraduate Project.

	Spring term	Summer term	Fall Term
Activation of Registration for Returning Students and New Student Registration	until 24 February	until 15 June	until 19 October
Orientation/Class Begin	23 February	14 June	18 October
Start of second term	19 April	30 August	10 January

## Program Changes

The Business School reserves the right to make the necessary changes required at both the Program Structure and at content levels in order to provide the best education and the most updated materials available to students. The program changes will not affect currently enrolled students.

## Enrollment Contract

Students enrolling in any degree program will receive and execute an Enrollment Contract stating the total tuition and fees. Students who have left and are re-entering the School will need to complete a new Enrollment Contract including any changes to the tuition and fees at the time of re-entry.

## Cancellation of Courses and Programs

The Business School reserves the right to cancel the program start up provided justified reasons exist if the number of enrolled students fails to reach the minimum level required to warrant the minimum quality level provided, or other circumstances concur and make impossible an appropriate development and execution of the program. This decision will be duly communicated to the student, and all fee payments will be appropriately returned to the student if he/she does request so, or, a vacancy in the Master Program will be reserved in a subsequent edition if it does take place.

## Class Schedules

### Student orientation

Classes will be taught to students through Internet with a continuous interaction between students and professors in a practical case analysis environment. Students receive a personalized treatment by a specially assigned group tutor, which provides advice and counsel throughout the Master Degree program. Please refer to section "**Student Services**" for more information about student orientation.

### **ISEAD learning platform features**

All learning resources and materials for ISEAD students and professors are available through the ISEAD learning platform, centralized and under ISEAD control, also, learning resources of third parties are available through the ISEAD learning platform (accessing ISEAD Digital Library). ISEAD learning platform works on a 100% online basis. Interaction is mostly asynchronous, with the exception of certain Seminars, Lectures and Business Plan Presentations, which can be followed in real time through ISEAD TV or Cisco Webex, and then accessed in an asynchronous fashion. Please refer to section "**Facilities, Library and Equipment**" for more details about ISEAD learning management system.

### **Acceptance of transfer of credits**

Students have to complete thoroughly the courses in order to obtain the credits necessary to complete the program. ISEAD programs do not contemplate credit by examination, although transfer credits from other institutions may be accepted. Please refer to section "**Transferability of Credits**" for more details.

### **Disclosures**

All ISEAD programs are delivered in Spanish. No criminal background check, medical exam or physical requirements are required to enter a program. Please refer to the section "**Student Affairs**" for more information about ISEAD's policy regarding hazing, smoking, weapons, non-discrimination, sexual harassment and drug and alcohol abuse prevention.

### **Distribution of materials and class methodology**

Participants access through their personal webpage which includes all of the documentation and study materials applicable to the course. (Theme, readings, cases and other materials).

Each class is run through an entire week with a process system that enables students to understand and analyze the different discussed subjects with enough time and flexibility to reflect and discuss in depth the different cases provided in the forums. Once the class is over, the professor inserts the main conclusions derived from the class discussions on the case submitted.



This system allows students, in a quick and easy way, to take advantage of the active and participative case method from successful Business Schools and applying it on the web with the option of interacting with participants in other countries and cultures in real time. For online courses, all materials are delivered through ISEAD learning platform. Each student has his /her own personal page where course materials are delivered and can be accessed throughout the course.

**Class Theme and Topic:** At the start of the session, the professor describes real situations that illustrate or invite the student to think about new concepts relating to the theme and topic of the course.

Each class starts on Thursdays at 9:00 (CET), as materials on the new theme are published and provided on the web site.

**In Depth Readings:** Provide in depth information of the key concepts of the weekly subject in a practical and enjoyable way. These are necessary for a more fruitful use of the course and available on the course web pages.

Each class, on average, has at least 2 in depth readings that require students to spend on average 1 hour to go through and prepare. These help students to gather the fundamentals of the program theory.

**The Case:** describes a real business situation, which promotes student discussion and in depth thinking on the key concepts discussed in class. Case usually requires a decision over a problem, a challenge or an opportunity. The goal is that each student can apply the concepts discussed to the reality of their daily work.

**Analysis Forums:** are the means by which professors lectures the class following a Case Methodology, analyzing along with group and interacting with them the business problem on each class. They allow the students to discuss, expand and contrast the personal position of the other program participants. At the end of the program, the faculty in charge of the group will have invested roughly around 1000 hours in monitoring and ordering the debate. It is, therefore, a key element that differentiates the quality and wealth of the program. It allows students to debate on the case every week, obtain a broader view on it and compare their personal opinions with those of other participants.

Achieving a consensus is not the point. Discussion is a key communication and meeting element among students.

**Conclusion:** Review summary of the teacher that allows the closing of the session, identifying and analyzing the most relevant aspects of the debate and the Survey / Management Practices Guide.

### **Examination and evaluation of student work**

Courses are usually divided into two parts, each of them comprising five or six classes. At the end of each course part, an evaluation week takes place during which professors assess student knowledge and progress throughout the course. Please refer to section "**Academic Records**" for more information about evaluation and grading.

### **Student's questions and comments**

The tutoring team ensures that students are given timely response to their questions and comments. Students receive a personalized treatment by a specially assigned group tutor, who monitors all interaction between students and professors, and provides advice and counsel throughout the Master Degree program.

### **Attendance and record keeping**

Participation in analysis forums is mandatory and essential for students to complete the course objectives. All student interventions in the analysis forums, as well as their access and exit times in the different elements of the courses are registered and indefinitely stored. They can be assessed for course evaluation.

### **Internships / externships / Labs**

ISEAD Business School current programs do not contemplate the possibility of internships, externships or laboratory work

### **Transcripts**

All course grades are delivered online. Students can access their transcript through their personal webpage, which is updated in real time. All student transcripts are stored indefinitely in ISEAD learning platform.

## **Technical support**

Students are provided technical support by their own personalized tutor, who is ready to assist them with any difficulty regarding the use of ISEAD learning platform. When necessary, tutors obtain the appropriate assistance from the ISEAD learning platform technical team to solve the issue.

## **Equipment and supplies**

ISEAD learning platform is designed to work with any web browser and an Internet connection. There are no special requirements regarding operating systems or connection speed to access ISEAD courses, though compatibility with Adobe Flash will be necessary to access some of the course materials. Also the materials and activities which are delivered through Cisco Webex may require the installation of the appropriate plug-ins to access the content.

## **Group study**

In certain programs, group work is necessary to complete specific courses (such as the Business Plan in MBA programs). In those cases, all interaction and group work can be carried out through ISEAD learning platform. Each group will be provided their own Analysis forum. Also chat and file sharing features are provided in order to ensure appropriate interaction among group members.

## **Online student services**

Tutors are ready to assist student and answer their questions or requests by email. Tutors may also call students by telephone when necessary. Since ISEAD students come from a wide variety of countries throughout the world, no placement services are offered. Please refer to section "**Student Services**" for more details about student counseling.

## **Assessment of Courses**

At the end of each course, students respond to a survey of assessment and satisfaction through the website. In it, following the guidelines in the audit of ISO 9001 quality assesses the following issues:

- Overall assessment of the course
- Enrichment obtained with the course
- Content of the course (subject, depth readings, self-assessment test, business case, management practitioner questions, reflection and discussion forum).

- Assessment of teacher
- Duration of the course
- Pace of work per week
- More positive aspects of the course.
- Negative aspects of the Course, if any.

All student responses are reviewed by the Vice-Dean with a management tool. As quality objectives of the ISO 9001 two parameters have been established:

- A minimum of 50% of students in each course must respond to the survey. Failure to achieve this rate, it will take a series of measures to achieve this (extension of time to respond, communication to students asking for the answer, etc.). When the average number of responses received over 50% there would be an impact and meet the Academic Committee and report to management. The number of courses that do not reach 50% of survey responses and satisfaction assessment submitted must not exceed 15% of the courses.
- Achieve an average score above 3 out of 5 in each group concept by course and evaluated. 100% of the courses and groups must achieve an average score of between 3.5 out of 5, and the number of concepts that score higher than 3 should reach 97% of the total. When the score is less than 2 are considered "critical level" opens an Incidence, and an Academic Committee will meet and report to the Academic Director.

## **Academic Records**

As indicated in the "Grading system" final grade is composed of the weighting of the following studies:

- Self-assessment test
- Management practitioner questions
- Active involvement and quality in the forums
- Such other activities that the teacher deems appropriate for a better assessment of student's knowledge, such as the solution of individual cases, financial periods or recommendations on specific management business.

All these activities are conducted through ISEAD educational platform. The platform also has elements of assessment of such activities by the professor teaching the course.

They are stored indefinitely in the database and aggregate the individual results of each of the activities that will allow the teacher to establish the final grade.

The teacher has tools that allow you to track the student's progress and class throughout the period of work.

Likewise, the student has available on his personal website a section on his/her profile at all times where you can access the grades already revised and confirmed by the Academic Committee.

## Admission Information

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### Admissions – Graduate Programs

Applicants to the graduate programs must provide proof of successful completion of a bachelor's degree from a university recognized in the country of origin.

The applicant must also prove work experience according to the specific program requirements.

They must complete an Application Form and send all the required documents. The application form can be accessed online at ([www.isead.es](http://www.isead.es)).

The programs are taught entirely in Spanish.

**SPANISH DISCLAIMER: PLEASE NOTE THAT COMPLETING A COURSE OR PROGRAM IN A LANGUAGE OTHER THAN ENGLISH MAY REDUCE EMPLOYABILITY WHERE ENGLISH IS REQUIRED. GRADUATES FROM ANY OF THE ISEAD BUSINESS SPANISH-SPEAKING PROGRAMS MAY ENCOUNTER LIMITATIONS IN THE UNITED STATES DUE TO THE FACT THAT MOST BUSINESSES REQUIRE FLUENCY IN THE ENGLISH LANGUAGE.**

### Application Procedure

#### 1. Reception of requests

Candidates fill in the required forms with contact information as well as provide some background on academic studies and work experience.

#### 2. Confirmation of minimum eligibility requirements

As filled in form is received candidate data is screened to verify that minimum requirements are met (University degree and appropriate work experience) as well as an overall evaluation of the candidate. After reviewing candidate profile an Admission Officer gets in contact with the candidate in order to clarify doubts and set an interview to understand if the candidate qualifies.

#### 3. Curriculum vitae reception and recruiting interview

Candidate sends in a CV and at the agreed upon date an Admission Officer interviews the candidate via telephone which reviews profile specifics and determines whether or not the candidate profile meets the eligibility requirements (experience, skills, abilities) set forth in the specific program. Throughout the interview all academic and work experience data as well as motivations are analyzed in order to confirm and broaden the information received from the candidate and allow the officer to provide advice on the program that the candidate has originally selected.

Upon completion of the interview, the Admission Officer completes a report with recommendations on the candidate to the Admission Committee which is the responsible body to authorize and admit candidates to the school.

#### **4. Evaluation from the Admission Committee**

Upon reception of the report supplied by the Admission Officer, the Admission Committee analyzes and decides on the admission or rejection of the candidate for the pre-selected program.

#### **5. Committee resolution communication**

Decision made by the Committee is communicated via e-mail to the candidate in the days following the interview. At a later date, the Admission Officer contacts the candidate to solve any issues he may have prior to registering as a student.

# Programs of Study – Program Outlines

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## Course Prefixes

DCG	Management Accounting
DCM	Commercial and Marketing
DFI	Financial
DGL	Strategy and Business Policy
DLC	Local Development
DPT	Process and Technology
DRH	Management and Leadership
ESE	Economics

## Course Numbering System

All courses are assigned a course code. The prefix identifies the area of study (see above) and the course number identifies the difficulty level of the course. The second number identifies knowledge required or expected inside the area being taught, with regards to the third digit, it implies the different courses in the same academic specialty area.

## Master of Business Administration (MBA)

### Program Objective

The objective of the Master of Business Administration Degree Program is

- Provide students with a general perspective of business and the different fields that need to be approached to become a senior manager and be aware of the implications of any business decision.
- Make the students to look at their tasks and duties from the perspective of the position of their counterparts in other business areas on their daily business environment.
- Adopt attitudes, skills and Business knowledge in Business Management through a broad and practical knowledge of managerial tools in each business area.

### Program Description

The Masters of Business Administration Degree Program is 38 semester credit hours in duration.

The MBA program is designed to strengthen knowledge, skills and abilities required to face the challenges of an increasingly competitive and changing business environment. It also strengthens business administration and vision providing a holistic and integrated approach, taking into consideration the strategic business units.

The program is taught entirely in Spanish.

### Entrance - Admission Requirements

It is addressed to college bachelor degree graduates or engineers with an average executive experience of 4 years. (Minimum 3 years).

Executives and junior managers, entrepreneurs, consultants, and all those individuals who are looking for a deep understanding of key drivers of a business entity and the operational points of view of the different departments of the business.

### Program Breakdown by Course

Course Number	Course Title	Credit Hours
DPT-500 DPT-501	Operations Management and Strategy Part 1. Operations Management Part 2. Operations Strategy	3.0
DRH-500 DGL-500	Management Part 1. General Management Principles Part 2. Business Policy	3.0
DCG-500 DFI-500	Management and Financial Accounting Part 1. Management Accounting Part 2. Financial Accounting	3.0
DCM-500 DCM-501	Marketing Management Part 1. Marketing Strategy Part 2. Brand Building and Communications	3.0
DCG-500 DCG-502	Budget Management & Strategic Analysis Part 1. Budget Management Part 2. Strategy & Balance Scorecard	3.0
DFI-600 DFI-601	Financial Analysis & Corporate Finance Part 1. Financial Analysis Part 2. Valuation and Investment Analysis	3.0
DGL-600 ESE-500	Strategic Management Part 1. Business Strategy Part 2. Economic Environment	3.0
DPT-510 DRH-601	Integral Management Projects Part 1. Project Management Part 2. Talent Development Management	3.0
DCM-600 DCM-601	Strategic Market Orientation Part 1. Sales Management Part 2. Trade Marketing	3.0
DCM-610 DCM-620	International Business Part 1. International Marketing part 2. E-Commerce	3.0
DCG-601 DCG-603	Advance Management Accounting Part 1. Cost Accounting Systems Part 2. Business Performance Appraisal	3.0
DFI-690	Business Modeling & Planning	3.0
DGL-690	Residence: Strategy Implementation	2.0
	<b>TOTAL:</b>	<b>38.0</b>



## Program Breakdown by Semester

Course Number	Course Title	semester one		semester two		semester three		semester four	
		1 <sup>st</sup> term	2 <sup>nd</sup> term	1 <sup>st</sup> term	2 <sup>nd</sup> term	1 <sup>st</sup> term	2 <sup>nd</sup> term	1 <sup>st</sup> term	2 <sup>nd</sup> term
DPT-500 DPT-501	Operations Management and Strategy Part 1. Operations Management Part 2. Operations Strategy	■	■						
DRH-500 DGL-500	Management Part 1. General Management Principles Part 2. Business Policy		■						■
DCG-500 DFI-500	Management and Financial Accounting Part 1. Management Accounting Part 2. Financial Accounting	■	■						
DCM-500 DCM-501	Marketing Management Part 1. Marketing Strategy Part 2. Brand Building and Communications	■		■					
DCG-500 DCG-502	Budget Management & Strategic Analysis Part 1. Budget Management Part 2. Strategy & Balance Scorecard				■	■	■		
DFI-600 DFI-601	Financial Analysis & Corporate Finance Part 1. Financial Analysis Part 2. Valuation and Investment Analysis			■			■		
DGL-600 ESE-500	Strategic Management Part 1. Business Strategy Part 2. Economic Environment			■				■	
DPT-510 DRH-601	Integral Management Projects Part 1. Project Management Part 2. Talent Development Management				■	■		■	
DCM-600 DCM-601	Strategic Market Orientation Part 1. Sales Management Part 2. Trade Marketing				■	■		■	
DCM-610 DCM-620	International Business Part 1. International Marketing part 2. E-Commerce							■	■
DCG-601 DCG-603	Advance Management Accounting Part 1. Cost Accounting Systems Part 2. Business Performance Appraisal						■	■	
DFI-690	Business Modeling & Planning							■	■
DGL-690	Residence: Strategy Implementation								■

### Operations Management and Strategy (Credit hours 3)

**DPT-500 Part 1. Operations Management:** It promotes student development of managerial skills and abilities to understand the key variables that play a role in process design. In addition, it helps

him/her analyze the coherence of the different decisions that at the end develop such process and the impact on the key indicators of business performance.

**DPT-501 Part 2. Operations Strategy:** This course provides in depth understanding of the practical application of integrated Management of the business service and logistic chain (supply, manufacturing, distribution) and its impact on the sustainability of the business competitive stand. It provides students, in an harmonic and integrated lecture, with a view of the systemic coherence of the advanced processes of management practices such as scanty and on time manufacturing, speed of delivery, massive and personalized manufacturing, repeat service and immediate delivery.

### **Management (Credit hours 3)**

**DRH-500 Part 1. General Management Principles:** Managing a Business is a specific task that requires a specific approach, specific knowledge and a specific attitude. An important element of the personal disgrace in every human being comes from the fact of having had bad luck in the series of "bosses" throughout his/her career. Provide the necessary "technical abilities" to current managers and managers to be in the future is the objective of this program.

**DGL-500 Part 2. Business Policy:** "Politics" is the art of achieving a common goal through working with free individuals. Business Policy is, in essence, a political wisdom, neither administrative nor technical although, depending on the nature of the specific organization contemplated, policy will need to be based on certain and specific functional knowledge. Policy is not planning or strategy although these will be included in terms of tools for policy implementation.

Course objectives are: Identifying business processes, identifying strategies and policies being used in companies. Identifying the nature and importance of any business feature and understand and communicate to everyone in the organization how important and convenient business government is and how good are the directions to implement it.

### **Management and Financial Accounting (Credit hours 3)**

**DCG-500 Part 1. Management Accounting:** Cost calculations and cost management are becoming increasingly relevant for any business in an ever complex and competitive environment where quality and cost are the two sides of the same coin. Course focuses on student understanding

that cost accounting and management should become useful tools for business management and decision making support, thus, needing to be readily available at all times.

**DFI-500 Part 2. Financial Accounting:** Enhances capabilities in the use of accounting in order to obtain, classify and summarize business events in terms of monetary units. Subject is approached from the perspective of an individual who needs to work with accounting information and not from the one who prepares basic accounting statements.

### **Marketing Management (Credit hours 3)**

**DCM-500 Part 1. Marketing Strategy:** This course introduces students to basics in customer management and orientation. Three axis concepts in Management focus are explained and discussed: Consumer Understanding, Competitive Advantage and Product / Service Positioning.

All these concepts are the ones bond together and provide meaning to the remaining elements of Operative Marketing. A manager leads with these ideas and provides guidance to the remaining professionals in the business unit.

**DCM-501 Part 2. Brand Building and Communications:** This course provides students with a global perspective on Management responsibility and role in the development of communication strategies. The course is provided with little speculative theory and broad and close references of strategy implementation, so close that it may have been applied in their own business. The course addresses the following questions: What should a manager really know about communication, its product and brand in order to make the best decision? How can a manager judge if the creative proposal of the agency is the most appropriate one? How can a manager appropriately evaluate a Media Plan? Are "briefings" really an engine of the agency creativity? And so on...

### **Budget Management & Strategic Analysis (Credit hours 3)**

**DCG-500 Part 1. Budget Management:** This issue is focused in to command the management accounting process as a tactical tool which is the bridge between the strategy and the day to day practice. General and middle managers need a technique where the strategy goals are quantified and controlled. The management accounting process permits an interaction between the planning world and reality.

**DCG-502 Part 2. Strategy & Balance Scorecard:** This course introduces students to evaluate how business organizations and objectives are aligned with their Company strategy. It uses a series of cases and looks into a development model to understand how the integrated control panel (Balance scorecard) turns business strategies into business objectives and indicators for the entire organization.

### **Financial Analysis & Corporate Finance (Credit hours 3)**

**DFI-600 Part 1. Financial Analysis:** This course provides students with an overall perspective in the business financial and economic area.

It also provides participants with sufficient criteria in financial management decision making process, both at operative and strategic levels.

**DFI-601 Part 2. Valuation and Investment Analysis:** This course analyzes long term financing problems. Concepts such as optimal financial structure, financial leverage, or capital cost are described and used. In addition, most common available business valuation methods, when to use them and the impact of business evaluations in strategic decision making process are also analyzed.

### **Strategic Management (Credit hours 3)**

**DGL-600 Part 1. Business Strategy:** A business strategy is defined by a set of business decisions made with the objective of generating sustainable optimal financial results. This course, therefore, provides students with a practical guide to be used in the development of a Business or Company strategy.

**ESE-500 Part 2. Economic Environment:** The economic environment is of key importance for every business activity. Economic expansion or recession either directly or through government economic measures, bring about implications on trade environment and productive activities.

The course objective is to expose students to macroeconomic theory with special focus on business activity impacts.

### **Integral Management Projects (Credit hours 3)**

**DPT-510 Part 1. Project Management:** It provides an in depth view to students in the role of Project manager and responsibilities and practices from ideation and opportunity spotting to project

closing. The course is designed to help students achieve project objectives in line with Company priorities in terms of quality, execution timings, project closing and costs. Each participant progresses in discovering the importance of projects as tools to implement change in business functioning while integrating technical and political skills and abilities in successful management.

**DRH-601 Part 2. Talent Development Management:** It trains participants in identifying, analyzing and providing action to specific individual and group behaviors in order to align personal objectives and business objectives without harming individual human dignity or business efficiency.

### **Strategic Market Orientation (Credit hours 3)**

**DCM-600 Part 1. Sales Management:** It provides a view of the different roles and responsibilities that a Sales Manager has in a given Company, from customer orientation, to corporate policy development, to managing emerging sales models such as telephone sales, internet and sales force outsourcing through Sales Force planning and Management. The course emphasizes the importance that the Sales Department has in increasing customer value. Further to capturing new clients, customer loyalty and continuity warrant business sustainability.

**DCM-601 Part 2. Trade Marketing:** It provides a view on the different commercialization models from which a Business may choose to offer its products in the market place. Upon model understanding, students are exposed to the various tools that, when placed in an indirect sales environment, such as wholesale or retail trade, provide revenue and product sales increase at point of sale.

### **International Business (Credit hours 3)**

**DCM-610 Part 1. International Marketing:** This course introduces participants to International environment, providing knowledge on the specific characteristics of the new trends in international Marketing and Trading, providing advice in terms of business operation planning and implementation.

**DCM-620 Part 2. E-Commerce:** Internet and Electronic commerce are not fads; they are here to stay and become globally accepted practices. But, do we really know what "e-commerce" is? How

does e-commerce impact business globalization and internationalization? What further new business opportunities are provided through e-commerce in International expansion?

This course shows the benefits that Electronic Commerce can provide to businesses. It also covers the opportunities and advantages provided in order to increase the efficiency of business processes as well as the increased possibilities that internet provides in terms of being a successful communication and selling channel.

### **Advance Management Accounting (Credit hours 3)**

**DCG-601 Part 1. Cost Accounting Systems:** Once Cost Fundamentals have been explained to students, this course objective is to evaluate the most common methods of allocating costs to products and choose the best option for a given organization in terms of efficacy and efficiency.

**DCG-603 Part 2. Business Performance Appraisal:** People are responsible for business activities, and management control must work as a vehicle to promote and trigger individual behaviors. This course allows participants to make inroads into the tools that businesses use to manage and control their activities so that continuous improvement is implemented.

**DFI-690 Business Modeling & Planning (Credit hours 3):** Business sustainability analysis and Business Planning are 2 key elements that make a difference between a simple thought and a reasonable business idea. This course endeavors to develop participant skills in using a set of analysis tools that will allow them to develop a systematic process in reviewing the feasibility of a business idea with a solid financial base.

**DGL-690 Residence: Strategy Implementation (Credit hours 2):** The Master Program gets completed with a 4-5 day course intensive "in place" sessions that combine different methodologies. Some of these include the preparation and discussion of a real case, others are specific workshops, in addition, there will be role playing sessions, all of them with a specific session topic focus. The course is focused in managing strategy implementation in current context with the development of new business models leveraged upon new technologies and information services.

As an option, and provided the student has submitted a reason duly justified, the course may be substituted by an assignment conducted by the student on personal research and work on the subjects that are being studied.

# Executive Master in Business Administration (EMBA)

## Program Objective

The objective of the Executive Master of Business Administration Degree Program is:

- Reinforce the decision making process with an holistic perspective in the contexts and challenges of a global competitive environment.
- Development of the leadership skills in the implementation of continuous improvements and innovation dynamics in the organizations, and eventually be capable of contributing in the decision making process of business model transformation.
- Provide an integrated and holistic vision of business structures: Scenario (environmental): Risk and Opportunities, Strategic, Leadership and Finance.

## Program Description

The Masters of Business Administration Degree Program is 40 semester credit hours in duration.

The program is designed to strengthen leadership skill and strategic and holistic thinking with a profound understanding of the financial issues, as needed in the decision making process of designing and implementing a business strategy, and the business model and organizational culture associated with.

The Executive MBA Program is designed to strengthen knowledge, skills and abilities required to face the challenges of an increasingly competitive and changing Business environment where continuous improvement, product and process innovation, and eventually business model transformation is required.

This program is taught entirely in Spanish.

## Entrance - Admission Requirements

Students must have a bachelor's degree and/or hold an engineering degree with average management experience of 8 years. (Minimum: five years)

Senior and top managers who search for stronger leadership skills and strategic thinking in management global issues related with culture development, innovation and business model transformation.

## Program Breakdown by Course

Course Number	Course Title	Semester Hours
DPT-500 DPT-501	Operations Management and Strategy Part 1. Operations Management Part 2. Operations Strategy	3.0
DRH-500 DGL-500	Management Part 1. General Management Principles Part 2. Business Policy	3.0
DCG-500 DFI-500	Management and Financial Accounting Part 1. Management Accounting Part 2. Financial Accounting	3.0
DCM-500 DCM-501	Marketing Management Part 1. Marketing Strategy Part 2. Brand Building and Communications	3.0
DCG-500 DCG-502	Budget Management & Strategic Analysis Part 1. Budget Management Part 2. Strategy & Balance Scorecard	3.0
DFI-600 DFI-601	Financial Analysis & Corporate Finance Part 1. Financial Analysis Part 2. Valuation and Investment Analysis	3.0
DGL-600 DGL-610	Strategic Management Part 1. Business Strategy Part 2. Scenario Study and Control Analysis	3.0
DRH-600 DRH-601	Leadership Part 1. Inner Leadership Part 2. Talent Development Management	3.0
DCM-600 DCM-601	Strategic Market Orientation Part 1. Sales Management Part 2. Trade Marketing	3.0
DCM-610 DCM-620	International Business Part 1. International Marketing part 2. E-Commerce	3.0
ESE-500 DFI-521	Economics and Risk management Part 1. Economic Environment Part 2. Risks Management	3.0
DFI-690	Business Modeling & Planning	3.0
DRH-690	Residence One: Effecting Knowledge Management for Improvement and Innovation	2.0
DPT-690	Residence Two: Transforming the Business Model	2.0
	<b>TOTAL:</b>	<b>40.0</b>



## Program Breakdown by Semester

Course Number	Course Title	semester one		semester two		semester three		semester four	
		1 <sup>st</sup> term	2 <sup>nd</sup> term	1 <sup>st</sup> term	2 <sup>nd</sup> term	1 <sup>st</sup> term	2 <sup>nd</sup> term	1 <sup>st</sup> term	2 <sup>nd</sup> term
DPT-500 DPT-501	Operations Management and Strategy Part 1. Operations Management Part 2. Operations Strategy	■	■						
DRH-500 DGL-500	Management Part 1. General Management Principles Part 2. Business Policy		■						■
DCG-500 DFI-500	Management and Financial Accounting Part 1. Management Accounting Part 2. Financial Accounting	■	■						
DCM-500 DCM-501	Marketing Management Part 1. Marketing Strategy Part 2. Brand Building and Communications	■		■					
DCG-500 DCG-502	Budget Management & Strategic Analysis Part 1. Budget Management Part 2. Strategy & Balance Scorecard				■	■			
DFI-600 DFI-601	Financial Analysis & Corporate Finance Part 1. Financial Analysis Part 2. Valuation and Investment Analysis			■		■			
DGL-600 DGL-610	Strategic Management Part 1. Business Strategy Part 2. Scenario Design		■			■			
DRH-600 DRH-601	Leadership Part 1. Inner Leadership Part 2. Talent Development Management				■		■		
DCM-600 DCM-601	Strategic Market Orientation Part 1. Sales Management Part 2. Trade Marketing				■		■		
DCM-610 DCM-620	International Business Part 1. International Marketing part 2. E-Commerce							■	■
ESE-500 DFI-521	Economics and Risk management Part 1. Economic Environment Part 2. Risks Management					■		■	
DFI-690	Business Modeling & Planning						■	■	■
DRH-690	Residence One: Effecting Knowledge Management for Improvement and Innovation			■					
DPT-690	Residence Two: Transforming the Business Model								■

## **Operations Management and Strategy (Credit hours 3)**

**DPT-500 Part 1. Operations Management:** It promotes student development of managerial skills and abilities to understand the key variables that play a role in process design. In addition, it helps him/her analyze the coherence of the different decisions that at the end, develop such process and the impact on the key indicators of business performance.

**DPT-501 Part 2. Operations Strategy:** This course provides in depth understanding of the practical application of integrated Management of the business service and logistic chain (supply, manufacturing, distribution) and its impact on the sustainability of the business competitive stand. The course provides students, in an harmonic and integrated lecture, with a view of the systemic coherence of the advanced processes of management practices such as scanty and on time manufacturing, speed of delivery, massive and personalized manufacturing, repeat service and immediate delivery.

## **Management (Credit hours 3)**

**DRH-500 Part 1. General Management Principles:** Managing a Business is a specific task that requires a specific approach, specific knowledge and a specific attitude. An important element of the personal disgrace in every human being comes from the fact of having had bad luck in the series of "bosses" throughout his/her career. To provide the necessary "technical abilities" to current managers and managers to be in the future is the objective of this program.

**DGL-500 Part 2. Business Policy:** "Politics" is the art of achieving a common goal through working with free individuals. Business Policy is, in essence, a political wisdom, neither administrative nor technical although, depending on the nature of the specific organization contemplated, policy will need to be based on certain and specific functional knowledge. Policy is not planning or strategy although these will be included in terms of tools for policy implementation. The course objectives are: Identifying business processes, identifying strategies and policies being used in companies, identifying the nature and importance of any business feature and understand and communicate to everyone in the organization how important and convenient business government is and how good are the directions to implement it.

### **Management and Financial Accounting (Credit hours 3)**

**DCG-500 Part 1. Management Accounting:** Cost calculations and cost management are becoming increasingly relevant for any business in an ever complex and competitive environment where quality and cost are the two sides of the same coin. This course focuses on student understanding that cost accounting and management should become useful tools for business management and decision making support, thus, needing to be readily available at all times.

**DFI-500 Part 2. Financial Accounting:** Enhances capabilities in the use of accounting in order to obtain, classify and summarize business events in terms of monetary units. Subject is approached from the perspective of an individual who needs to work with accounting information and not from the one who prepares basic accounting statements

### **Marketing Management (Credit hours 3)**

**DCM-500 Part 1. Marketing Strategy:** This course introduces students to basics in customer management and orientation. Three axis concepts in Management focus are explained and discussed: Consumer Understanding, Competitive Advantage and Product / Service Positioning. All these concepts are the ones bond together and provide meaning to the remaining elements of Operative Marketing. A manager leads with these ideas and provides guidance to the remaining professionals in the business unit.

**DCM-501 Part 2. Brand Building and Communications:** This course provides students with a global perspective on Management responsibility and role in the development of communication strategies. The course is provided with little speculative theory and broad and close references of strategy implementation, so close that it may have been applied in their own business. The course addresses the following questions: What should a manager really know about communication, its product and brand in order to make the best decision? How can a manager judge if the creative proposal of the agency is the most appropriate one? How can a manager appropriately evaluate a Media Plan? Are "briefings" really an engine of the agency creativity? And so on...

### **Budget Management & Strategic Analysis (Credit hours 3)**

**DCG-500 Part 1. Budget Management:** This issue is focused in to command the management accounting process as a tactical tool which is the bridge between the strategy and the day to day

practice. General and middle managers need a technique where the strategy goals are quantified and controlled. The management accounting process permits an interaction between the planning world and reality.

**DCG-502 Part 2. Strategy & Balance Scorecard:** This course introduces students to evaluate how business organizations and objectives are aligned with their Company strategy. It uses a series of cases and looks into a development model to understand how the integrated control panel (Balance scorecard) turns business strategies into business objectives and indicators for the entire organization.

### **Financial Analysis & Corporate Finance (Credit hours 3)**

**DFI-600 Part 1. Financial Analysis:** This course provides students with an overall perspective in the business financial and economic area. It also provides participants with sufficient criteria in financial management decision making process, both at operative and strategic levels.

**DFI-601 Part 2. Valuation and Investment Analysis:** This course analyzes long term financing problems. Concepts such as optimal financial structure, financial leverage, or capital cost are described and used. In addition, most common available business valuation methods, when to use them and the impact of business evaluations in strategic decision making process are also analyzed.

### **Strategic Management (Credit hours 3)**

**DGL-600 Part 1. Business Strategy:** A business strategy is defined by a set of business decisions made with the objective of generating sustainable optimal financial results. This course, therefore, provides students with a practical guide to be used in the development of a Business or Company strategy.

**DGL-610 Part 1. Scenario Study and Control Analysis:** A company needs to understand the market where is competing, the products that are being selling, the competition, the environment where is functioning and the behavior that customers and other stakeholders have over the company. It is necessary to have tools that permit to analyze these aspects. The strategy followed in production and marketing by a company has an immediate translation in finance. It is also necessary to construct tools where the strategy is split in key areas with pieces of elemental

information which are defined to control quantitatively and qualitatively the performance of the strategy and the impact on financial aspects.

### **Integral Management Projects (Credit hours 3)**

**DRH-600- Part 1. Inner Leadership:** A manager should know the main elements that influence the ability to lead people and how they interact. This is necessary to achieve an overall view of the evolutionary process leading to the inside in order to acquire the ability to manage our own strengths and weaknesses in leadership and coaching skills learned on a personal experience, thus establishing their influence in the development of others in their competitive environment.

**DRH-601 Part 2. Talent Development Management:** It trains participants in identifying, analyzing and providing action to specific individual and group behaviors in order to align personal objectives and business objectives without harming individual human dignity or business efficiency.

### **Strategic Market Orientation (Credit hours 3)**

**DCM-600 Part 1. Sales Management:** It provides a view of the different roles and responsibilities that a Sales Manager has in a given Company, from customer orientation, to corporate policy development, to managing emerging sales models such as telephone sales, internet and sales force outsourcing through Sales Force planning and Management. The course emphasizes the importance that the Sales Department has in increasing customer value. Further to capturing new clients, customer loyalty and continuity warrant business sustainability.

**DCM-601 Part 2. Trade Marketing:** It provides a view on the different commercialization models from which a Business may choose to offer its products in the market place. Upon model understanding, students are exposed to the various tools that, when placed in an indirect sales environment, such as wholesale or retail trade, provide revenue and product sales increase at point of sale.

### **International Business (Credit hours 3)**

**DCM-610 Part 1. International Marketing:** This course introduces participants to International environment, providing knowledge on the specific characteristics of the new trends in international

Marketing and Trading, providing advice in terms of business operation planning and implementation.

**DCM-620 Part 2. E-Commerce:** Internet and Electronic commerce are not fads; they are here to stay and become globally accepted practices. But, do we really know what “e-commerce” is? How does e-commerce impact business globalization and internationalization? What further new business opportunities are provided through e-commerce in International expansion? This course shows the benefits that Electronic Commerce can provide to businesses. It also covers the opportunities and advantages provided in order to increase the efficiency of business processes as well as the increased possibilities that internet provides in terms of being a successful communication and selling channel.

### **Economics and Risk management (Credit hours: 3)**

**ESE-500 Part 1. Economic Environment:** The economic environment is of key importance for every Business activity. Economic expansion or recession either directly or through government economic measures, bring about implications on trade environment and productive activities.

This course objective is to expose students on macroeconomic theory with special focus on Business activity impacts.

**DFI-521 Part 2. Risks Management:** Basic statistic and financial mathematics are studied with a central focus in discount rates, formation of interest rates, discounting cash flows and the roots of financial derivatives. The study of financial products to support risks and hedging them is an essential product of this issue.

**DFI-690 Business Modeling & Planning (Credit hours 3):** Business sustainability analysis and Business Planning are 2 key elements that make a difference between a simple thought and a reasonable business idea. This course endeavors to develop participant skills in using a set of analysis tools that will allow them to develop a systematic process in reviewing the feasibility of a business idea with a solid financial base.

### **DRH-690 Residence One: Effecting Knowledge Management for Improvement and Innovation (Credit hours 2)**

Year one on site sessions focus on the dynamic management of continuous improvement of the competitive position of a business in high performance Companies. These Companies promote

contributions of employees both individually and in teams and the commitment of individuals with the organization. Specific attention is placed on describing the managerial role in this specific context and on the tools and management techniques used both for running the business and for leading individuals.

### **DPT-690 Residence Two: Transforming the Business Model (Credit hours 2)**

Year two on site sessions focus on, structurally, managing change in a business strategy and henceforth changing the very business model that was originally generated. The course provides a management system leveraged in innovation projects geared to building and re-building new business processes from the idea definition or vision to implementation in an organization, and the managerial skills required from all teams in this context.

## **Executive Master in Financial Management (MDF)**

### **Program Objective**

Our Master provides the student with a strong foundation in the principles and practice of analysis, based on accounting and finance techniques. Ancillary tools as strategy, marketing and production processes are also part of the program. Those disciplines give to the student a broader perspective to understand the complete financial cycle in a company.

The final product is the whole comprehension of economic issues relevant to decide the financial aspects that any company has to do either to overcome a crisis or manage success.

### **Program Description**

The Masters of Business Administration Degree Program is **31** semester credit hours in duration.

The program has three theoretical parts and a final practical case-work. The three parts are:

- Accounting and financial techniques: The techniques used by professional accounting bodies as ACCA, ACA based on the technical authority of IFRS are studied and applied to real companies and situations.
- Functional and operative areas working together in a company. Management issues as strategy and marketing beside operational areas are analyzed putting together the whole picture a company is facing. Models and different perspectives to understand other areas of any company are analyzed to evaluate the quantitative and qualitative impact from a financial point of view.

- Analyzing real cases. Real private companies are studied, analyzed and evaluated supported by the accounting, financial and management techniques. Prospective outcomes are built to implement different scenarios.

Final - practical case/work. The student has to do a final practical case/work based on the knowledge acquired. The final work is personal and focused in a real case from the business world where a company, business, or similar is analyzed.

The program is taught entirely in Spanish.

### Entrance - Admission requirements

It is addressed to college bachelor degree graduates and/or engineers with at least five years of executive experience.

Quantitative skills, previous accounting and financial studies and/or specific job experience in the field, as well as abilities to apply technical issues on real business situations plenty of uncertainties and different perspectives base, are issues strongly recommended.

### Program Breakdown by Course

Course Number	Course Title	Credit Hours
DFI-500 DCG-501	Management and Financial Accounting Part 1. Financial Accounting Part 2. Management Accounting	3.0
DFI-520 DFI-521	Quantitative Finance Part 1. Quantitative Methods: Mathematics and Statistics Part 2. Risks Management	4.0
DFI-610 DFI-614 DFI-615	Financial Statement Analysis Part 1. Business Analysis Part 2. Advanced Financial Analysis, Mergers and Acquisitions Part 3. Valuation and Performance Business	6.0
DGL-610 DFI-640	Strategic Management Part 1. Scenario Study and Control Analysis Part 2. Money and Economy	4.0
DCG-500 DCG-502	Budget Management & Strategic Analysis Part 1. Budget Management Part 2. Strategy and Balance Scorecard	3.0
DFI-630 DFI-631	Corporative Finance Part 1. Corporative Finance Part 2. Advance Corporate Finance	4.0
DPT-602 DPT-603	Entrepreneurial Business Part 1. Process Management Part 2. Entrepreneurship	4.0
DFI-691	Final Postgraduate Project	3.0
<b>TOTAL:</b>		31.0



## Program Breakdown by Semester

Course Number	Course Title	semester one		semester two		semester three		semester four	
		1 <sup>st</sup> term	2 <sup>nd</sup> term	1 <sup>st</sup> term	2 <sup>nd</sup> term	1 <sup>st</sup> term	2 <sup>nd</sup> term	1 <sup>st</sup> term	2 <sup>nd</sup> term
DFI-500 DCG-501	Management and Financial Accounting Part 1. Financial Accounting Part 2. Management Accounting	■							
DFI-520 DFI-521	Quantitative Finance Part 1. Quantitative Methods: Mathematics and Statistics Part 2. Risks Management		■		■				
DFI-610 DFI-614 DFI-615	Financial Statement Analysis Part 1. Business Analysis Part 2. Advanced Financial Analysis, Mergers and Acquisitions Part 3. Valuation and Performance Business		■		■		■		
DGL-610 DFI-640	Strategic Management Part 1. Scenario and Control Analysis Part 2. Money and Economy			■			■		
DCG-500 DCG-502	Budget Management & Strategic Analysis Part 1. Budget Management Part 2. Strategy and Balance Scorecard		■		■				
DFI-630 DFI-631	Corporative Finance Part 1. Corporative Finance Part 2. Advance Corporate Finance						■		■
DPT-602 DPT-603	Entrepreneurial Business Part 1. Process Management Part 2. Entrepreneurship						■		■
DFI-691	Final Postgraduate Project								■

### Management and Financial Accounting (Credit hours 3)

#### DFI-500 Part 1. Financial Accounting

Enhances capabilities in the use of accounting in order to obtain, classify and summarize business events in terms of monetary units. Subject is approached from the perspective of an individual who needs to work with accounting information and not from the one who prepares basic accounting statements.

#### DCG-501 Part 2. Management Accounting

The objective is to understand and command the accounting as a business language.

Financial accounting and management accounting are studied and financial statements are deeply analyzed. Those issues are intermediate steps to the full understanding of economic facts and their translation to a common tool, the accounting as a big box of classified information useful for the management decision process.

### **Quantitative Finance (Credit hours 4)**

Basic statistic and financial mathematics are studied with a central focus in discount rates, formation of interest rates, discounting cash flows and the roots of financial derivatives. The study of financial products to support risks and hedging them is an essential product of this issue.

#### **DFI-520 Part 1. Quantitative Methods: Mathematics and Statistics**

#### **DFI-521 Part 2. Risks Management**

### **Financial Statement Analysis (Credit hours 6)**

The issue is focused in broadening the understanding of the financial information to analyze complex risks that companies are facing. Techniques of valuation of companies and wealth of shareholders are examined. Tools for controlling the performance of managers and to manage the agency problem are analyzed.

#### **DFI-610 Part 1. Business Analysis**

#### **DFI-614 Part 2. Advanced Financial Analysis, Mergers and Acquisitions**

**DFI-615 Part 3. Valuation and Performance Business:** The reality is too complex to use only one or two techniques to value a company. It is necessary to have different perspectives, distinctive tools and a kaleidoscopic vision to intend to comprehend the performance of a company and the source from which profits and cash flow are coming. With this issue the student has a panoply of techniques centre in command how to value a company from a very financial point of view.

### **Strategic Management (Credit hours 4)**

**DGL-610 Part 1. Scenario Study and Control Analysis:** A company needs to understand the market where is competing, the products that are selling, the competition, the environment where is functioning and the behavior that customers and other stakeholders have over the company. It is necessary to have tools that permit to analyze these aspects. The strategy followed in production and marketing for a company has an immediate translation in finance. It is also necessary to construct tools where the strategy is split in key areas with pieces of elemental information which are defined to control quantitative and qualitatively the performance of the strategy and the impact on financial aspects.

**DFI-640 Part 2. Money and Economy:** This issue is dedicated to understand the tool that the people and business use to trade and measure the transactions, whatever were. Inflation, deflation, profits, margins, exchange rates, value, wealth.... Any aspect of business and life has one common

denominator: money. What is money, how is money built, which is the fabric from which is made, are these questions relevant? This issue has the objective to analyze and study the influence of money in business.

### **Budget Management & Strategic Analysis (Credit hours 3)**

**DCG-500 Part 1. Budget Management:** This issue is focused in to command the management accounting process as a tactical tool which is the bridge between the strategy and the day to day practice. General and middle managers need a technique where the strategy goals are quantified and controlled. The management accounting process permits an interaction between the planning world and reality.

**DCG-502 Part 2. Strategy and Balance Scorecard:** This course introduces students to evaluate how business organizations and objectives are aligned with their Company strategy. The course uses a series of cases and looks into a development model to understand how the integrated control panel (Balance scorecard) turns business strategies into business objectives and indicators for the entire organization.

### **Corporate Finance (Credit hours 4)**

Assets and Liabilities plus equity are different faces of the same coin. Corporate Finance and Advanced Corporate Finance is the field where the performance and profits from the asset side are confronted with the cost of capital. Capital structure is a strategic tool to compete and survive in the market place. To know and understand the implications that a sound capital structure has to capture and maintain funds is a priority for any CFO or financial advisor.

**DFI-630 Part 1. Corporate Finance**

**DFI-631 Part 2. Advance Corporate Finance**

### **Entrepreneurial Business (Credit hours 4)**

**DPT-602 Part 1. Process Management:** Operations in general are the core of a business. Services companies as production companies are fundamental areas for success. However generally the figures and information that breed the information financial system are "give dates" for the financial people. The way in which the production is managed has a strong impact in the financial structure, so it is necessary that the financial people have a special sensibility for production. The inventories, for example, are a result from production processes which is part of the working capital

and this forms part of the financial structure. Externalize some production processes result on financial resources and margins. These are two examples about the importance that production processes has over the work of financial people. This issue analyses basic aspects of production processes and his likely impact on margins, profits and financial structure in a company.

**DPT-603 Part 2. Entrepreneurship:** Putting together financial knowledge, strategic analysis and marketing tools permit to formalize a business operation. Entrepreneurship has two broaden avenues: the techniques to analyze the business world where a company competes and the subtle art to put and maintain the company running. With this issue, the student familiarizes with notional and real cases where the difference between success and failure is fine. To use different financial techniques and hold a permanent skepticism about numbers and brilliant outcomes is an obligation of any CFO. To know the most frequent errors and perils that managers are facing is the final objective from this issue.

**DFI-691 Final Postgraduate Project (Credit hours 3):** This is a study group work with thorough review of two companies selected by the students among the proposals made by the program's academic director. Participants will analyze both companies using all the concepts learned throughout the Master.

## **Master in Leadership and Sustainable Development (MDL)**

### **Program Objective**

The objective of the Master is:

- Assist managers and local government technical staff to obtain practical knowledge and skills in order to face the ever changing and complex reality of sustainable and supportive development, both in rural and suburban environments, applying the managerial technical methods with the aim of serving the community, while creating wealth and employment.
- Assist professionals to achieve an integrated and global vision through the knowledge and understanding of the European and international framework.
- Educate and develop entrepreneurial professionals and managers with initiative in the understanding of the holistic approach to development from the view of the real potential of the local territory.

### **Program Description**

The Masters of Business Administration Degree Program is **36** semester credit hours in duration.

Make knowledge management available to entrepreneurs, middle managers and leaders in local projects. Provide the necessary business perspective in low developed environments to enable small businesses to generate sustainable growth, wealth and employment in their respective environments.

The program is taught entirely in Spanish.

### Entrance - Admission requirements

It is addressed to college bachelor degree graduates and engineers with working experience.

Average experience: 5 years

### Program Breakdown by Course

Course Number	Course Title	Semester Hours
DLC-510 DLC-500	Local Development: Fundamentals and Methods Part 1. Local Development Fundamentals Part 2. Methodologies for Local Development	3.0
DLC-530 DLC-531	Territorial Strategies Part 1. Strategic Planning and Scenario Analysis Part 2. Territorial Prospective	3.0
DLC-520 DLC-501	Environmental and Rural Development Part 1. Environmental and Development Part 2. Rural development and Local Production Systems	3.0
DLC-550 DLC-551	Methodology of Project Design Part 1. Logical framework approach Part 2. Project Financing. International Cooperation and Multilateral Donors	3.0
DPT-510 DLC-552	Project assessment Part 1. Project Management Part 2. Project Evaluation	3.0
DLC-560 DCM-502	Stakeholders and Communications Part 1. Stakeholder Approach Part 2. Strategic Communications	3.0
DRH-501 DRH-600	Leadership Part 1. Talent Development Management Part 2. Inner Leadership	3.0
DCM-500 DPT-501	Management Part 1. Marketing Strategy Part 2. Operations Management	3.0
DF-501 DF-600 DLC-540	Finance Part 1. Financial Accounting Part 2. Financial Analysis Part 3. Instruments to Finance Microenterprises: Microfinance	5.0
DLC-561 DLC-562	Private Presence in Social Performance Part 1. Corporate Social Responsibility Part 2. Public-Private Alliance	3.0
DLC-300	Final Postgraduate Project	2.0
DLC-301	Advance Project Management Course	2.0
	<b>TOTAL</b>	<b>36.0</b>

## Program Breakdown by Semester

Course Number	Course Title	semester one		semester two		semester three		semester four	
		1 <sup>st</sup> term	2 <sup>nd</sup> term	1 <sup>st</sup> term	2 <sup>nd</sup> term	1 <sup>st</sup> term	2 <sup>nd</sup> term	1 <sup>st</sup> term	2 <sup>nd</sup> term
DLC-510 DLC-500	Local Development: Fundamentals and Methods Part 1. Local Development Fundamentals Part 2. Methodologies for Local Development	■	■						
DLC-530 DLC-531	Territorial Strategies Part 1. Strategic Planning and Scenario Analysis Part 2. Territorial Prospective			■	■				
DLC-520 DLC-501	Environmental and Rural Development Part 1. Environmental and Development Part 2. Rural development and Local Production Systems					■	■		
DLC-550 DLC-551	Methodology of Project Design Part 1. Logical framework approach Part 2. Project Financing. International Cooperation and Multilateral Donors		■			■			
DPT-510 DLC-552	Project assessment Part 1. Project Management Part 2. Project Evaluation			■	■				
DLC-560 DCM-502	Stakeholders and Communications Part 1. Stakeholder Approach Part 2. Strategic Communications							■	■
DRH-501 DRH-600	Leadership Part 1. Talent Development Management Part 2. Inner Leadership	■		■					
DCM-500 DPT-501	Management Part 1. Marketing Strategy Part 2. Operations Management	■	■						
DF-501 DF-600 DLC-540	Finance Part 1. Financial Accounting Part 2. Financial Analysis Part 3. Instruments to Finance Microenterprises: Microfinance				■	■	■		
DLC-561 DLC-562	Private Presence in Social Performance Part 1. Corporate Social Responsibility Part 2. Public-Private Alliance						■	■	
DLC-300	Final Postgraduate Project								■
DLC-301	Advance Project Management Course								■

### Local Development: Fundamentals and Methods (Credit hours 3)

**DLC-510 Part 1. Local Development Fundamentals:** This course analyzes the different dimensions and theories on development both under the social, economic and political stand points.

In addition, the course clarifies the origin and content of the rural development concept and the development with local focus concepts providing special focus on Latin American and European geographic contexts.

**DLC-500 Part 2. Methodologies for Local Development:** This course clarifies and sets the basics of the subject while introduces students to all concepts directly related to Local Development. Concepts that lead and shape the work of Local Development professionals, their daily practices and methodology are exposed and openly discussed.

### **Territorial Strategies (Credit hours 3)**

**DLC-530 Part 1. Strategic Planning and Scenario Analysis:** This course undertakes the analysis of the conceptual framework of the strategic planning both under the private and public perspectives. It analyzes the different stages of a good strategic planning through a landscape analysis, the demand, the supply, in addition a strategic vision formulation and the development and implementation of this type of plans.

**DLC-531 Part 2. Territorial Prospective:** This course explains in an integrated manner the socio economic problems and issues existing in a territory. The complexity and diversity of different territories is analyzed through the application of the system theory focus, which implies that the most innovative tools and instruments are used to study the territory reality while spotting future opportunities for development. At the same time, process and systems used provide the opportunity to bind the large amount of information generated in the analysis through excellent and manageable diagnostic tools.

### **Environmental and Rural Development (Credit hours 3)**

**DLC-520 Part 1. Environmental and Development:** It leads and helps students in analyzing, structuring and being able to combine the different natural elements in the environment (geology, climate, forests, water reservoirs, etc.) as the base of the integrated territory environmental analysis with an holistic approach. Thereafter, it provides students with the analytical elements required to develop a preliminary analysis of the territory and the environment and the consequences in the environment of any activity to be conducted, (risks prevention). In addition,

the course provides the necessary international legal and environmental frameworks required to shape the environmental strategy.

### **DLC-501 Part 2. Rural development and Local Production Systems:**

This course summarizes program learning's. On the one hand it analyses territorial identity and knowledge management as fundamentals for future development. On the other hand, it analyses issues in rural development and the role of new technologies in such development. Combined analysis opens the scope of future local government activities and responsibilities.

### **Methodology of Project Design (Credit hours 3)**

**DLC-550 Part 1. Logical framework approach:** The identification stage is key to the success of any development focus initiative. The Logical Framework approach is the most frequent method used by any bilateral and multilateral agency when developing and designing projects for development. The Logical Framework Approach system considers the following stages: Participation Analysis, Problem Analysis, Analysis of the Objectives, Analysis of Existing Alternatives and Project Planning Matrix.

### **DLC-551 Part 2. Project Financing. International Cooperation and Multilateral Donors:**

International Cooperation Institutions provide one of the most important sources for financing development initiatives. Therefore it is key, to understand the system, to reach and obtain financing from donors such as Spain and other Multilateral bodies such as the European Union, the World Bank and the Inter American.

### **Project Assessment (Credit hours 3)**

**DPT-510 Part 1. Project Management:** It provides an in depth view to students in the role of Project manager and responsibilities and practices from ideation and opportunity spotting to project closing. This course is designed to help students achieve project objectives in line with Company priorities in terms of quality, execution timings, project closing and costs. Each participant progresses in discovering the importance of projects as tools to implement change in business functioning while integrating technical and political skills and abilities in successful management.



**DLC-552 Part 2. Project Evaluation:** There is an intrinsic difficulty in assessing what works and what does not work in development aid projects. Providing criteria for delivering a project evaluation is, therefore, of key importance. In order to achieve a theoretical workable framework is provided to conduct the project. Actions such as the influence and analysis of the different development factors are undertaken in addition to designing the evaluation process and the tools to obtain the necessary information. With all this process in course, the loop is closed and the evaluation process completed.

### **Stakeholders and Communications (Credit hours 3)**

**DLC-560 Part 1. Stakeholder Approach:** This course provides a perspective and tools to manage relationships with different interest groups with which a business is interrelated to (i.e. shareholders, employees, customers, suppliers, Public Administrations, local communities, NGO's, media, etc.) in order to achieve strategic and operational value.

**DCM-502 Part 2. Strategic Communications:** This course intends to provide students with a management perspective of communication as a way to brand building and developing a global concept. The objectives are agreed upon by management and all communication tools are geared to achieving these objectives both from the creative and media buying stand point.

### **Leadership (Credit hours 3)**

**DRH-601 Part 1. Talent Development Management:** It trains participants in identifying, analyzing and providing action to specific individual and group behaviors in order to align personal objectives and business objectives without harming individual human dignity or business efficiency.

**DRH-600- Part 2. Inner Leadership:** A manager should know the main elements that influence the ability to lead people and how they interact. This is necessary to achieve an overall view of the evolutionary process leading to the inside in order to acquire the ability to manage our own strengths and weaknesses in leadership and coaching skills learned on a personal experience, thus establishing their influence in the development of others in their competitive environment.

### **Management (Credit hours 3)**

**DCM-500 Part 1. Marketing Strategy:** This course introduces students to basics in customer management and orientation. Three axis concepts in Management focus are explained and discussed: Consumer Understanding, Competitive Advantage and Product / Service Positioning.

All these concepts are the ones bond together and provide meaning to the remaining elements of Operative Marketing. A manager leads with these ideas and provides guidance to the remaining professionals in the business unit.

**DPT-501 Part 2. Operations Management:** It promotes student development of managerial skills and abilities to understand the key variables that play a role in process design. In addition, it helps him/her analyze the coherence of the different decisions that at the end, develop such process and the impact on the key indicators of business performance.

### **Finance (Credit hours 5)**

**DF-501 Part 1. Financial Accounting:** It enhances capabilities in the use of accounting in order to obtain, classify and summarize business events in terms of monetary units. The subject is approached from the perspective of an individual who needs to work with accounting information and not from the one who prepares basic accounting statements.

**DF-600 Part 2. Financial Analysis:** This course provides students with an overall perspective in the business financial and economic area. It also provides participants with sufficient criteria in financial management decision making process, both at operative and strategic levels.

**DLC-540 Part 3. Instruments to Finance Microenterprises: Microfinance:** Microfinance institutions offer sustainable financial services to low resources customers such as providing credits to new emerging businesses, savings and insurance services, proven to be effective tools to spur development. This course analyses the role of Public Authorities and the experts in local development in empowering and promoting such institutions in their respective areas. It also studies the key principles by which these are regulated and their role in development.

### **Private Presence in Social Performance (Credit hours 3)**

**DLC-561 Part 1. Corporate Social Responsibility:** This course provides a view on the new trends in Social Responsibility understood as voluntarily adopting a management model of business relations with both internal and external counterparts (employees, suppliers, customers, shareholders, etc.) adding a third bottom line objective (social, environmental and financial) in the business policy, strategy and commercial operations.

**DLC-562 Part 2. Public-Private Alliance:** Within the context of the new trends and opportunities provided by the recent Base of the Pyramid theory in relation to the more than 4K Million people living with less than 2 dollars a day, alliances with non-traditional partners such as NGO's, entrepreneurs, local leaders and Multilateral bodies, are of key importance.

### **DLC-300 Final Postgraduate Project (Credit hours 2)**

The project must undertake a development initiative which should be short but clear, concise, to the point and structured in two dimensions:

A "Macro" dimension which explains in detail the territory, landscape, environment, objectives, the actions and how they will be implemented, the likely costs to be incurred, the budget and the timings of the execution.

A "Micro" dimension which details a specific element in the plan of special interest which in the eyes of the promoter of the plan will impact more specifically in the development of the local area where the project will be implemented. The objective is to place the logic of that specific minor project which will prompt development in the area within the scope of the Macro project being planned.

### **DLC-301 Advance Project Management Course (Credit hours 2)**

The master program is completed with the Advanced Management program which intends to strengthen the management capabilities and leadership skills in the Strategic and Political Management of the Development Plan. This course takes a closer look at the problems and challenges facing a large Development Plan which should become an integrating element of a zone, and the role and responsibilities of a manager responsible for the execution of such a plan. The course is delivered in a 4 to 5 day course on site being provided with a set of different methodologies: Study and preparation of a real case, review openly and discussion in a forum, workshops, role playing, etc., according to the objectives in each session.

# Tuition and fees

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## Payment

Tuition is due at the beginning of each semester.

### METHODS OF PAYMENT

Acceptance of Admission Conditions Fee must to be paid within ten business days after the communication of acceptance to the Program. Tuition fees are due at the beginning of each semester.

Full Balance Net Payment at the time of signing enrollment agreement for Registration, prior to Orientation/Class Begin (Start of First Semester)

Student Registration fee at the time of signing enrollment agreement for Registration and the first Semester Tuition Fee with balance paid prior to starting date of the following semesters.

Registration fee at the time of signing enrollment agreement with balance paid prior to graduation by a payment plan.

Books, program materials, student activities, service charges, and any other applicable charges are included in the Semesters Tuition Fees.

## Past Due Accounts

All student accounts are due and payable prior to the commencement of the semester in which the student is enrolled unless the circumstances of the student require other financial arrangements, as approved by the School President or official designee. School regulations prohibit registration, graduation, granting of credit, or release of grades or official transcripts to any student whose account is delinquent.

Students who have not cleared all financial obligations with the School will not be considered in good standing. They will not be cleared for registration or graduation and will not receive grade reports, diplomas, or transcripts at the end of the semester.

## Scholarships

On a full master tuition charges and fees, ISEAD offers a limited number of 25 merit based partial scholarships per year to qualified master's level students who are residents of Latin America and the Caribbean countries.

This scholarship provides an award of up to thirty percent (30%) of tuition costs towards a qualifying student's tuition.

To apply, a student

- must provide proof of residency from his or her country of origin within Latin America or the Caribbean through presentation of an official passport from the appropriate authorities of the issuing country.
- must establish that he or she has completed a bachelor's degree or the equivalent and have a mean score greater than 70% of the maximum rating of the calculation basis from an accredited institution in Latin America or the Caribbean. This can be proved through the delivery of an original or certified sealed copy of his or her transcript, and an official credential evaluation completed and submitted to the University by a recognized evaluation service.
- must also submit three (3) letters of recommendation from a combination of postsecondary institution faculty members or advisors, and employers.
- must write a letter of intent which details his/her reasons to study the master.

# Student Affairs

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## **Student Code of Conduct and Responsibility**

Given the nature of the online program, The Business School reserves its right to deny access to the program to those participants who demonstrate a behavior that impacts (negatively) the well functioning of classes, forums and carry out activities contrary to the following code of conduct.

It is of particular importance to strictly respect the methodology provided by ISEAD, and, given the specific characteristics of online education; a bad practice in the follow up of such methodology distorts and alters the well functioning of the course.

The student must always and in any case observe the directions set by the Business School and conduct a personal work both in the study of lectures and in the resolution of exercises, analysis and case debates. The learning method and skill development requires that the student develops its creative capacities both in conducting the completion of exercises and case analysis as well as in the fulfillment of the Final Postgraduate Project without requesting outside aid or cooperation.

With regards to the use of the class forums in the various courses or Project groups where the student is assigned or direct questions to faculty members, the student should limit himself to the objectives set by the Business School, such as debating the subjects included in the education program and the exchange of ideas regarding the subject being taught with other peers.

It is specifically forbidden:

- To carry out exercises and participate in class forums with opinions and solutions collected from students which may have participated in previous program editions.
- Communicate outside Business School premises, without the appropriate authorization, materials provided to carry out the course or program.
- The use of the user name and password is not transferable to more than one individual, and causes a strong fraud to the Business School if such inappropriate practice is conducted.
- Conduct activities that transgress Business School's intellectual property rights.
- Lack of respect to individuals or to other individual's ideas.
- Lack of respect to professor's authority.
- Use the class for a different objective than the foreseen use.

The student's lack of fulfillment with good Business School's practices or student incurring in the above stated described behavior or the fact of student incurring in infractions established by the school in terms of seriousness and recurrence may cause the student being expelled from the Program.

If school detects from the student infractions that may have led to the student obtaining the Degree through conducting fraudulent practices such as the use of previous years' materials that may include solutions, opinions, summaries or conclusions, the school reserves the right to exercise the appropriate legal actions up to annulling the degree.

Once course is finished, students will not be allowed to, by any means, either written, video or sound of any kind, communicate, comment or spread the contents of the course to third parties and, in particular to students participating in the courses delivered by the school. If such is the case, the school reserves its right to exercise the necessary legal actions as well as requesting the appropriate indemnities for the parental liability.

Likewise it will also be a reason for denial the access to the program and continuity of the course, the fact of the student failing to make the required payments on the payment due dates and within the monthly term established in the Enrolment Agreement.

Not fulfilling the parameters established about Student responsibility and Grading will also generate the denial of access to the program and termination from the program.

Falsehood of documents provided by the student in whole or in part in the recruitment and admission process, will, likewise generate the denial of access to the program and termination from the program.

Denial of access to or termination from the program will implicitly generate the denial of the program degree.

## **Continuous Improvement**

The Business School will be open to any sort of suggestion that the student could make in order to upgrade the content and operations of the Master program in which he/she participates or has participated previously. To protect the information and to oversee the possible hurricane situation in Florida, the Servers will be housed in Madrid, Spain's Campus.

ISEAD Business School implements a quality control management system based upon the UNE EN ISO 9001:2008 norms.

Within the requirements of Higher Education activities, The Procedure Handbook PG-04 describes the process for handling "non conformities" with quality control standards.

"Non Conformities" is defined as a service that does not fulfill the specified requirements (on a case by case basis) according to either the Student or the Institution.

Academic Tutors will be responsible for evaluating "non conformities" and providing proposals to solve these "non conformities".

Students may disagree with Tutor's proposals and may request either through mail or telephone a revision of the "non conformity" solution by the Associate Dean. In extraordinary instances, issues will be brought up to the President of the Advisory Board for consultation.

Agreed upon solutions will be communicated to the Associate Dean and the quality control manager for filing, documenting and follow up.

## **Grievance Policy**

It is important to the operation of the Business School and to the success of the students Attending, that students concerns or complaints (unrelated to appealing an academic decisions addressed elsewhere in the catalogue or disciplinary action as provided for directly above) be resolved quickly and fairly.

The student should contact their personal Tutor, who will seek to provide the guidance necessary to resolve the issue. If necessary, the Tutor will contact the Program Head in which the concern or complaint is related.

If a satisfactory solution is not reached in this manner, the student may put the complaint in a written form and request that his or her concern be reviewed by the Academic Director. The



Academic Director will then confer with the appropriate personnel and render a decision on a resolution of the matter.

If a student's complaint or grievance is not resolved by the persons designated above, a student may choose to seek resolution by bringing it to the attention of the Commission for Independent Education, 325 West Gaines Street, Suite 1414, Tallahassee, Florida 32399-0400 Toll Free Phone: 888-224-6684 [www.fldoe.org/cie/](http://www.fldoe.org/cie/).

## **Transfer of Term**

A student may request to be transferred to a later term for personal or professional reasons. This may be done up to a maximum of two subsequent semesters. In such cases, the student will maintain the academic status and economic conditions agreed upon in the original contract.

Should a student exceed the time established in the previous paragraph, he should request to be re-admitted at school and is subject to the limit of vacancies available at the time of the request. Moreover, only students who have satisfactorily complied with previous obligations at the time of leaving the program and have agreed on changing the new academic and economic conditions will be allowed to readmission provided there are vacancies available.

## **Campus Security Policy**

Providing a safe campus environment for students and employees is of utmost importance to the Business School. This is accomplished with the cooperation of local authorities, administration, faculty, and student body.

Administration, faculty and students are required to adhere to all local and state laws and ordinances, applicable federal laws and Business School policy. Students and staff members must carry Business School issued identification cards and all visitors to the campus must check in and sign in at the front desk. Security cameras are used and placed in strategic areas. The Business School cooperates with law enforcement agencies to enforce all laws and Business School personnel will contact the appropriate law enforcement agencies as necessary. The Business School maintains an annual security report that contains information relating to campus security, crimes and emergencies, and statistics concerning the occurrence of specified types of crimes on and in certain

areas around the campus. Campus crime statistics and a crime log are kept on file within the Financial Aid Department and will be made available for review upon request.

### **Anti-Hazing Policy**

Hazing means any action or situation that recklessly or intentionally endangers the mental or physical health or safety of a student for the purpose of initiation or admission into, or affiliation with, any organization operating under the sanction of this Business School. Hazing includes, but is not limited to, any brutality of a physical nature, such as whipping, beating, and branding, forced calisthenics, exposure to the elements, forced consumption of any food, liquor, drug, or other substance, or other forced physical activity which could adversely affect the physical or mental health or safety of students. The Business School's students and individuals representing the Business School who work with students are prohibited from engaging in hazing activities. Individuals found guilty of violating this hazing policy will be subject to suspension or dismissal from the Business School.

### **No Smoking Policy**

It is the policy of ISEAD Business School to provide a smoke and tobacco free environment consistent with the Business School's efforts to promote a campus setting conducive to learning and studying. As such, smoking is prohibited in and around the campus and campus building. It is the responsibility of all members of the Business School staff and student body to observe this smoke free policy and to politely remind others of their equal responsibility with regard to this health, courtesy and fire safety issue.

### **Weapons Policy**

The Business School has adopted the following weapons policy: A student who brings a weapon on campus is in violation of the Business School's policy. The student will be immediately withdrawn from the Business School.

### **Non-Discrimination Policy**

ISEAD Business School does not discriminate on the basis of race, color, national origin, sex, disability, or age in its programs and activities. The following person has been designated to handle inquiries regarding the non-discrimination policies:

Name: Maritza Pereira-Zarragoitia

Address: ISEAD Business School 10520 NW 27st Street Unit H-102 Doral, Florida 33178

Phone No.: 305 456-0289

## **Sexual Harassment Policy**

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitutes sexual harassment when the conduct is sufficiently severe, persistent, or pervasive to limit a student's ability to participate in or benefit from the education program, or to create a hostile or abusive educational environment.

The Business School does not tolerate sexual harassment of its students from any member of the Business School's community including faculty, staff, and other students.

A student who feels he or she has been sexually harassed should immediately notify the Director of Student Services. The Director of Student Services will work with the Campus Director and the President of the Business School to investigate the grievance and bring it to resolution using established reporting procedures.

## **Drug and Alcohol Abuse Prevention Policy Statement**

It is the policy of the Business School that the unlawful possession, use, or distribution of illicit drugs by students on campus property, or in conjunction with any Business School, or Business School-related activities, is prohibited.

Students who violate this policy will be referred to the appropriate law enforcement agency for prosecution and be immediately suspended until the matter has been resolved. In the event a student is suspended or is arrested for a drug related offence, he or she will not be allowed back into school until presentation of written documentation indicating that the matter has been resolved to the satisfaction of the Business School. Only at this point will reinstatement of the student's enrolment status be reconsidered.

It is unlawful for any person to sell, manufacture, deliver or possess with intent to sell, manufacture, or deliver a controlled substance. The Business School prohibits the unlawful manufacture, possession, use, sale, or distribution of controlled substances on its campus and at any school

activity. Any person violating the provisions of federal law, Florida Law and ordinances of Dade County in this regard may be guilty of a felony or, in some cases, a misdemeanor of the first degree, and may be subject to punishment as provided in Florida law or municipal codes. This punishment can include imprisonment, fines, and forfeiture of property. It should also be noted that under Florida's sentencing guidelines, punishment may become successively more severe for second and third violations. Students may also be referred to an abuse help center. If such a referral is made, continued enrolment will be subject to successful completion of any prescribed counseling or treatment program. Additional information on the Business School's drug-free awareness policies and drug and alcohol abuse prevention program can be found in the Student Manual or obtained from the Business School's President.

# Refund Policy

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Should a student's enrollment be terminated or cancelled for any reason, all refunds will be made according to the following refund schedule:

1. Cancellation can be made in person, by Certified Mail or by termination.
2. All monies will be refunded if the school does not accept the applicant or if the student cancels within three (3) business days after signing the student application and making initial payment. Business days are defined as Monday, 9am to Friday, 5pm, EST.
3. Cancellation after the third (3rd) Business Day, but before the first class, results in a refund of all monies paid, with the exception of the registration fee.
4. If a student withdraws prior to completion of the first week (Drop/Add Week) of the semester, the institution will refund 100% of the tuition for the semester.
5. Once the Drop/Add Week is over, there will be no tuition adjustment for the reduction in class hours even if the student did not attend the class past the drop/add period.
6. Termination Date: In calculating the refund due to a student, the last date of actual attendance by the student is used in the calculation unless earlier written notice is received.
7. Refunds will be made within 30 days of termination of student's enrollment or receipt of Cancellation Notice from student.
8. A student's enrollment can be terminated at the discretion of the governing board of the School for insufficient academic progress, non-payment of academic costs, or failure to comply with rules.

In the following exceptional circumstances, a refund up to the total tuition fees paid will be made upon presentation of the proper documentation:

- Program is cancelled by the School;
- The student is involuntary called to military duty. Copy of orders required.
- The documented death of the student or member of his or her immediate family; parent, spouse, child or sibling
- Exceptional circumstances with approval of the President of the School or official designee.

# Intellectual Property Policy

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ISEAD Business School S.L. and Clase Ejecutiva S.L. are the owners of the industrial and intellectual property of the website [www.isead.edu.es](http://www.isead.edu.es) and of the elements contained in such site.

It is strictly forbidden to modify, transmit, distribute, reuse, forward or use the full amount or part of its content for public or commercial interest without the permission of the Business School.

Transgression of any of the before-stated rights may constitute a violation of the current policy as well as a crime punished by law.

# Copyright Infringement Policy

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Copyright infringement is the act of exercising, without permission or legal authority, one or more of the exclusive rights granted to the copyright owner under section 106 of the Copyright Act (Title 17 of the United States Code). These rights include the right to reproduce or distribute a copyrighted work. In the file-sharing context, downloading or uploading substantial parts of a copyrighted work without authority constitutes an infringement.

Penalties for copyright infringement include civil and criminal penalties. For details, see Title 17, United States Code, Sections 504, 505.

# Student Services

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## Academic Advising Support Services

Academic Advisors are available to meet with students regarding their academic progress, available tutoring, arrangements for referral to faculty for additional assistance, and for attendance counseling and registration for classes.

The Campus Director's office is open by appointment for meetings for academic support.

Online students seeking guidance or other support services should contact the Vice-Dean's Office for arrangements or for a referral for the appropriate assistance.

## Tutoring Services

The Academic Services Department is composed by a team of tutors. Students have a personal tutor throughout the whole Master's Program.

The tasks held by the Tutor are:

- a) Monitoring and tracking of students throughout the learning process. They call and email students. The tutors do a weekly review of the work done by students in different courses, analyzing their pace and level of work, and communicating as appropriate whether they should devote more time to master, because they are below the minimum level required and needed to get aims to cover the conceptual, procedural and attitude needed to overcome the courses.
- b) Archiving and management of documents and transcripts. Following the guidelines stipulated in the audit of ISO 9001 quality. This will enable ISEAD to assure the quality and integrity of the student's documents.
- c) Overseeing the techniques of incidence management on the e-learning platform and overseeing students' personal incidents.
- d) Weekly review of teaching materials on the web prior to the class starting period. Also overseeing and managing the courses of the Masters program.



e) Manage a CRM (Customer Resource Management) application to manage relationships with the students.

f) Responsibility for assuring the quality of the entire teaching process of the Masters programs. Weekly monitoring of teachers' work in each course and management of incidents related to it.

g) Organizing and developing international weeks of classes and graduation ceremonies and closing ceremonies of the Master Program.

## **Facilities, Library and Equipment**

To improve the learning process, ISEAD Business School has well maintained and quality facilities, located in Doral, Florida as Main Campus, and also from June 2009 to Dec 2011 had an administrative start-up office in Blue Lagoon Drive in Miami, Fl. The Doral Main Campus is vital to the Business School's mission and helps to enrich the experience of the students and faculty members.

The campus is generally open and in operation Monday through Friday from 9:00 a.m. to 7:30 p.m. on class days, and 9:00 a.m. to 7:00 p.m. when no classes are in session. During terms with weekend courses, in the future and prior to the approval from the Florida Board of Education, will be offered, the campus is open on Saturdays as well.

The facilities include a spacious conference room with internet connection to access the virtual library and the learning platform to provide information and access to materials that will help students and faculty fulfill their academic needs. Thus, it also provides the use of laptop computers and a printer for copying or faxing.

ISEAD Business School's building is conveniently located in the city of Doral. Doral is a suburb in northwest Miami, convenient for commuters within and around the Miami-Dade County area. The campus can be found two miles north of the Turnpike, three miles west of the Palmetto Expressway (826).

The campus is within walking distance of a variety of restaurants, shopping and other services, and within a few miles of the International Mall and Dolphin Mall. There is ample parking in a well lit parking lot in the immediate vicinity of the main entrance.

The campus is located on the first floor corner of a two story building. There is a sizable, modern, comfortably furnished reception area, a conference room, a break room for faculty or students. ISEAD Business School also offers a wireless network system, and each of the spacious classrooms are equipped with Glass Boards and wireless technology.

In the meantime, just for historical purposes, ISEAD's Blue Lagoon office served its purpose for startup since 2009 for ISEAD Business School to establish and develop to what it is today in south Florida.

ISEAD has two more international campus'. These are:

#### **ISEAD – MADRID (SPAIN)**

ISEAD also has a location in Madrid, Spain at Alcalá 85. The Location is near a major important street that is surrounded by metro stations for easy access. Also its location is in front of one of the most important parks in Madrid, Parque del Retiro. The exact address is:

Calle Alcalá 85, Segundo

Madrid, España 28009

Phone: +34 91 399 1503

#### **ISEAD - BOGOTA (COLOMBIA)**

ISEAD has its own campus in Bogotá because this city is the leading edge of Colombia's entrepreneurship and therefore the South American continent. Headquarters of many multinational companies, Bogotá is built on "the Sabana de Bogotá", capital of Colombia, is located in the center of the country and houses the most important judicial, executive, legislative and economic debates. Strategic business center. The exact address is: Avenida Carrera 15 # 119 – 11 Oficina 301

Bogotá, D.C., Colombia

Telefax: 57 – 1 – 2155216

## **Library**

The ISEAD Digital Library provides a single public search interface for ISEAD students and professors for searching ISEAD institutional library and third party libraries to review documents, in order to complement their studies, work on the Final Postgraduate Project (Business plan), and/or make research in their studies areas.

With this library ISEAD presents a unique opportunity to be on the leading edge in the development of digital tools that will give all users the resources they need to thrive in an information economy. ISEAD will become a leader in research, education and community economic development and will transform how Master students learn, grow, conduct their business and interact with one another.

The ISEAD Digital Library organizes current documentation contents (fully accessible today to the different existing business study programs students) according with Generally Accepted Principles of Library Access and/or Information Sciences/Studies. The following benefits are created for stakeholders by the ISEAD Digital Library:

- a) Providing a gateway to ISEAD students and professors to consult information (metadata) of books, technical notes and documents of other institutions' virtual libraries which are available on open library directories incorporated in ISEAD Digital Library. In case the document is open access, it could be downloaded directly by end users (without librarian support).
- b) Supports the ISEAD e-Learning strategy by providing a single point of contact interface to the resources of other institutions' virtual libraries with which ISEAD has academic ties and agreements.
- c) Gives each ISEAD student confidence that the services and resources they are using are credible, available when they need them and adaptable to different learning styles.

A professional trained librarian, in collaboration with academic and IT ISEAD teams, is responsible for continuous improvement and upgrade of the ISEAD Digital Library resources:

- a) Provide access to different library resources of teaching and learning materials, work research, publication of books and electronic journals and specialized databases.
- b) Digital inventory of the current ISEAD learning contents. Metadata upload.
- c) Maintenance of documents description using metadata (ISEAD metadata are based on Dublin Core data elements; an standard metadata description for digital libraries).
- d) Configuration for accessing local resources (existing ISEAD learning contents).

- e) Configuration for accessing both, free and subscription resources (It is described in "Learning resources" section of this document).
- f) Internal workflow management (re-upgrading) to include the "Dublic Core" structure.
- g) Optional possibility for students and scholars to subscribe to scientific magazines and to gain access to libraries of other Institutions where there is no specific agreement with ISEAD, but are represented in ISEAD Digital Library.
- h) It provides the opportunity to showcase ISEAD collections, services and programs in a standard tool.
- i) It enables library user's access to quality electronic resources and services that support and enhance the collections, programs and services of ISEAD.

The ISEAD Digital Library is powered by DSpace which is an open source system developed by Hewlett-Packard Labs and the MIT Libraries and available at <http://sourceforge.net/projects/dspace/> which was designed for use by academic research institutions that wish to capture, archive, preserve, and make available the scholarly research material produced by their faculty and researchers.

The system itself is a simple, but fully featured, digital asset management system, including a submission system that supports complex, flexible workflows, as well as limited support for access control and delivering complex digital content. DSpace can serve a variety of types of organizations to manage their digital assets, but it was designed and optimized for academic research institutions to manage their digital research materials.

Among other services, research libraries are using DSpace to host digital research data, electronic records, digital library collections, and teaching material. But one of the dominant uses of the platform is to host digital documents, either unpublished grey literature or published research articles. Much of this material is being collected under the model of faculty "self-archiving" where faculty authors retain copyright to their published articles, or at least the right to make an electronic copy available from a website at their own institution free of charge.

ISEAD Digital Library integrates several projects in order to meet those objectives so that is an open door to all the scientific, cultural, institutional, old collection generated by the institution as a result of the current activity of the institution members.

Actually, two new objectives are in progress:

a) Integration of software required to satisfy and deal with the subscription contents needs (scientific journals, books etc.). For this milestone ISEAD has chosen SFX, in order to create context-sensitive linking between all components of ISEAD Digital Library collection, such as abstracts, full-text documents, other library catalogs, indexing databases, journal citations, and so on. Context-sensitive linking will provide ISEAD digital library users much easier access to information: metadata about one source linked to other related sources that the user can access simply by clicking the links.

b) Integration, using OAI-PMH protocol, with library resources of other institutions that have agreements with ISEAD.

### **Other learning resources and Information services**

All learning resources and materials for ISEAD students and professors are available through the ISEAD learning platform, centralized and under ISEAD control, also, learning resources of third parties are available through the ISEAD learning platform (accessing ISEAD Digital Library).

Learning management system: CE LMS

Entirely developed by the ISEAD/CE IT team since 2001, it's been built from the student/professor point of view instead of been built from the industry of contents view (SCORM). The ISEAD learning platform is SCORM compliant, but most of the contents developed (simulators, advanced learning tools), are not, because of the restrictions implemented by that kind of standards.

It has been developed using Internet architecture and standards (ASP, DHTML, Flash, XML, XSL, .NET, Javascript, AJAX), supported on proven technology (Microsoft).

### **Equipment**

The housing of the servers of ISEAD Business School for the world is provided by Clase – Ejecutiva S.L., a sister Company of ISEAD Business School. Clase – Ejecutiva has been rendering this service

since the very birth of the Institution back in the year 2000 when ISEAD, the first Online Business School in Spain was introduced in the Spanish Higher Education community.

Clase – Ejecutiva was later on segregated from ISEAD S.L. as an independent company, since the nature of the two Companies was completely different, ISEAD fully oriented to providing higher education to students, while Clase – Ejecutiva S.L. being a Technological Platform providing service to multiple institutions within and out of the educational environment (e-learning cloud service).

The actual servers are located in Madrid through a support service contract of the physical server hardware from NTT Verio (Original contract copy and translation attached).

This explains why ISEAD LLC does not need additional servers. Although actual ISEAD servers for the world are located in Madrid, Spain for the time being, ISEAD does not rule out the option of this moving its housing to the U.S. at any moment, based on service reliability and cost reasons.

ISEAD Business School actual physical dedicated and integrated infrastructure is the following:

- One load balancing front server, to increase, without limits, the number of future students,
- Two front-end Web servers, using Microsoft IIS Web service,
- One database server, using Microsoft SQL Server,
- One mail server, using Microsoft Exchange,
- One front-end Web server dedicated to ISEAD digital library,
- One disk-array with up to 12TB of disk space,
- Backup automated system (daily backups, weekly backups, monthly backups),
- Interconnectivity with main carriers available in Spain for the world,
- Brand new "green DC" (inaugurated in 2011),
- 24x7 security services.
- Complementing the physical infrastructure, ISEAD has the following multilingual software platform:
  - Marketing and alliance software module, for tracking marketing actions and control the return of inversion in those marketing actions, leads management.

- Customer relationship manager module, for managing the relation and history with our potential students, current students, professors, providers, etc.
- Payments and accountant module, for managing the students payment terms (including credit card payment, money transfer etc.) and invoices, also used as a little enterprise resource planning, enabling our accountants to make previsions, or forecasting for the actual and future available resources in institution.
- Learning management system, for delivering learning resources to our students, and track the results they acquire. Some of this module details are:
  - Chat,
  - Business plan collaboration tool for student groups,
  - Role playing module,
  - Survey module,
  - Test and learning activities module (includes exam module),
  - Evaluable forums as part of learning activities,
  - Glossary of terms,
  - Software and environment simulators and emulators,
- Internal mail system, for communication between students and professors, students and teaching assistants, students or future students and his admissions advisor.
- Content management system, for maintaining the ISEAD public and private Website.
- Webinar system, powered by Cisco, for remote business plan collaboration (between students) presentation and evaluation (students to professors), also for internal ISEAD coordination, and other future applies.
- ISEAD TV, for retransmitting live events like graduation acts, entrepreneurship conferences (part of some programs learning materials), and other future applies.

## **Familiarity with Business School's Regulations**

Before enrolling, each student will be given a current ISEAD Business School catalog or access to the current catalog via the internet and various brochures and other publications that set forth the policies and regulations under which this Business School operates. The student's Enrollment Agreement with the Business School acknowledges the student's responsibility to become familiar

with the contents of the Business School catalog. The student is responsible for becoming familiar with these policies and regulations and compliance with the published policies, and for knowing and meeting all degree requirements and academic regulations listed in the catalog. Ignorance or lack of familiarity with the information provided within the Business School's publications does not serve as an excuse for non-compliance for infractions.



# Administrative Staff

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Executive Dean: Javier Rivera-Latas

Senior Associate Dean: Victor Ros-García

Vice-Dean, Academic Affairs and Undergraduate Programs: Evangelina Sánchez Lombardía

Assistant Dean, North America and Caribbean: Arturo E. Enamorado

Assistant Dean, Colombia and Andean Community: Mario Salazar

Director, School of Finance: Angel Hidalgo

Director, Executive and Professional MBA: Javier Rivera-Latas

Director, Master in Leadership and Sustainable Development: Javier Sota

Librarian: Ángel Ramos Arteaga

Accountant: Luis García Magallanes

Admissions Manager: María Torres de Miguel

Student Services Representative: Juan Carlos Martín Correas

PLEASE REFER TO ADDENDUM #1 FOR UPDATED CONTENT

# Faculty

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## **Acín Aguado, Elena**

MBA, IESE (Instituto de Estudios Superiores de la Empresa) Madrid, Spain.

Ph. Doctor Candidate in Theology. Universidad de Navarra, Spain

Bachelor Degree in Philosophy. Universidad de Navarra, Spain

Primary areas of instruction: Stakeholder Approach

## **Berrocal Menárguez, Ana Belen**

Ph. Doctor Candidate in Environmental Management.

Master in Environmental Management and Sustainable Development, Universidad de Valencia

Civil Engineer, Universidad Politécnica de Madrid, Spain.

Primary areas of instruction: \* Environmental Planning and Environmental Development Techniques

## **Candela Delgado, Manuel**

P.D.D., IESE (Instituto de Estudios Superiores de la Empresa) Madrid, Spain.

Bachelor Degree in Mass Media, Universidad de Navarra, Navarra - Spain.

Primary areas of instruction: Effecting knowledge management for Improvement and Innovation

## **Carreño Fernández, Enrique J.**

MBA, IESE (Instituto de Estudios Superiores de la Empresa, Barcelona, Spain).

Bachelor degree in Law, ICADE (Instituto Católico de Administración y Dirección de Empresas) Universidad Pontificia Comillas. Madrid (España).

Associate degree in Business Administration, ICADE (Instituto Católico de Administración y Dirección de Empresas) Universidad Pontificia Comillas. Madrid (España).

Primary areas of instruction: Effecting knowledge management for Improvement and Innovation; Transforming the Business Model

## **Carvajal Camperos, Marisol**

MBA, IEB (Instituto de Estudios Bursátiles) - Universidad Complutense de Madrid;

Master in Management, Universitaria de Santander (UDES), Colombia;

Master in Human Resources, Universidad Santa María, Venezuela);

Industrial Engineer, UNET (Universidad Nacional Experimental del Táchira, Venezuela);

Ms. Carvajal performs the tasks associated with a CEO, including all policies related to human resources management and everything related to the secretary of the Board of Directors of Lidyce. She is Managing Director reporting to the Chairman and Financial Director of the College of Technical Architects (Technical Architecture Professional Association) in Malaga, Spain. She has been Leading Director of Human Resources, reporting directly to the CEO Company, Central Azucarera del Tachira CAZTA CA from 1995 to 2007. She has over 20 years experience in management (Human Resources) and specialized studies in this field.

Primary areas of instruction: General Management Principles and Talent Development Management

### **De la Puerta, José Enrique**

Ph. Doctor Candidate, in Management, Economic and Business Administration Department, ICADE - (Instituto Católico de Administración y Dirección de Empresas) Univ. Pontificia de Comillas, Madrid - Spain.

Master in Economic Development, UNICAMP (Universidade Estadual de Campinas); Sao Paulo Brasil  
Bachelor degree in Law, Universidad de Deusto, Madrid - Spain.

Bachelor degree in Economics and Business Administration by ICADE, (Instituto Católico de Administración y Dirección de Empresas) Universidad Pontificia de Comillas. Madrid-Spain; Catholic Institute of Management and Administration - Comillas Pontifical University - Madrid, Spain.

Primary areas of instruction: Operations Management, Operations Strategy, Effecting knowledge management for Improvement and Innovation

### **Enamorado Caraccioli, Arturo**

Master on International Commerce, IEB (Instituto de Estudios Bursátiles) - Universidad Complutense de Madrid

Bachelor of Science in Business Administration -UNITEC (Universidad Tecnológica de Centroamérica) - Tegucigalpa, Honduras;

Primary areas of instruction: International Marketing; E-Commerce

### **Fernández Guëll, José Miguel**

Ph.D. in Urban and Regional Planning, Texas A&M University (1984).

Master of Science in Urban and Regional Planning, Texas A&M University (1982).

Bachelor in Science in Architecture with Majors in Urban Planning and Building Construction, Universidad Politécnica de Madrid (1979).

Primary areas of instruction: Strategic Planning of Cities and Scenario Design

### **Gamarra Mompeán, Emilio**

MBA, Instituto de Empresa (Madrid- Spain)

Bachelor Degree in Economic and Business Administration, Universidad Complutense de Madrid.

He has broad experience in financial markets, products and risks profiles. He teaches at the most important businesses schools in Spain (Instituto de Estudios Bursátiles IEB, Options & Futures Institute - OFI, Instituto BME, Fundación de Estudios Financieros (FEF-IEAF)...), collaborating since 2.002 as a part-time teacher. He also teaches for "in-company" courses and workshops for major Spanish financial institutions (BBVA, Banco Santander, Cajamadrid-Bankia, La Caixa...), supervisors (CNMV, Banco de España...) and as part time teacher in financial economics at business administration department in the Carlos III University in Madrid).

Primary areas of instruction: Quantitative Methods: Mathematics and statistics; Risks management

### **Gil-Casares Satrústegui, Alonso**

MBA, IESE (Instituto de Estudios Superiores de Empresa). Madrid - Spain

Bachelor degree in Law, Universidad Complutense de Madrid, Spain

Primary areas of instruction: Sales Management; Trade Management

### **Grafulla González, Enrique**

MBA, IESE (Instituto de Estudios Superiores de la Empresa) Barcelona, Spain.

Bachelor Degree in Management and Business Administration, CUNEF (Colegio Universitario de Estudios Financieros. Universidad Complutense de Madrid)

Primary areas of instruction: Business Plan Development

### **Hidalgo Moreno, Ángel**

MSc in Management and Finance, London Business School,

Master in Austrian School of Economics in Universidad Rey Juan Carlos de Madrid, Spain

Bachelor Degree in Economic and Business Administration Universidad Complutense de Madrid

Mr. Hidalgo has been Controller, (1989-90); COO, (1995-98) and CFO, (1991-94) in Caser Group, the largest Bank-Insurance company in Spain; Partner-Director (Founder) in Antares Consulting (Bank, Insurance, Health) from 1998 to 2002; and Director of Insurance projects in Soluziona, INDRA (2003-2005) managed and delivered projects related to Finance, Accounting and Marketing.

Primary areas of instruction: Financial Accounting; Management Accounting; Finance

### **Larrú Ramos, Jose María**

Ph.D. in Economics, Universidad San Pablo CEU, Madrid – Spain.

BA, Theology; Universidad Pontificia Comillas; Madrid – Spain

BA, Philosophy; Universidad Pontificia Comillas; Madrid - Spain

S.I. in Economics. Universidad Complutense de Madrid. Madrid - Spain

Primary areas of instruction: Project Evaluation

### **López López, Felix**

Ph. Doctor Candidate, in Strategy. Universidad Antonio de Nebrija, Madrid - Spain.

MBA, IESE (Instituto de Estudios Superiores de la Empresa) Barcelona, Spain.

Bachelor Degree in Law, Universidad Complutense de Madrid - Spain

Primary areas of instruction: Management cost accounting, Cost accounting Systems

### **Maroto Mateo, Ignacio**

Master in International Commerce, ISEAD Business School. Madrid - Spain

Master in Marketing and Commercial Management, ESIC (Escuela Superior de Gestión Comercial y Marketing) (Madrid - Spain)

Bachelor Degree in Law, (ICADE-Univ. Pontificia de Comillas). Madrid - Spain

Bachelor Degree in Economics and Business Administration ICADE (Instituto Católico de Administración y Dirección de Empresas- Univ. Pontificia de Comillas). Madrid - Spain

Primary areas of instruction: E-marketing, -Commerce, Business Plan

**Martínez Anguita D`Huart, Pablo**

Ph.D. in Forestry Engineering; Polytechnic University of Madrid, Madrid-Spain

Postgraduate Degree in Business Administration, Polytechnic University. Postgraduate Studies in Business Administration CEPADE, Madrid-Spain

Master. Fulbright Fellowship. State University of New York. College of Environmental Science and Forestry

Engineer Graduated with Honors; Forestry Engineers School. Polytechnic University of Madrid - Spain

Primary areas of instruction: Local Development Fundamentals

**Martínez Jiménez, Pedro**

Doctor Candidate in Sociology, Universidad Pontificia de Salamanca, Spain

Executive Master in e-Business, el Instituto de Empresa. Madrid, Spain

Development Managers Program (PDD), Diploma in Financial Management, IESE (Instituto de Estudios Superiores de la Empresa) - Universidad de Navarra (Spain)

Bachelor degree in Management and Business Administration, (Universidad Complutense de Madrid - Spain).

Bachelor Degree in Market Research, Universidad Operta de Catalunya, Barcelona - Spain

Primary areas of instruction: Business Strategy, Economic Environmental Analysis, E-Commerce

**Masats Roca, Xavier**

MBA, IESE (Instituto de Estudios Superiores de la Empresa) - Universidad de Navarra (Spain)

Bachelor Degree in Law, Universidad de Barcelona

Primary areas of instruction: Financial Accounting, Investment Appraisal and Company Valuation

**Matarranz Carpizo, José Luis**

Executive-MBA, Instituto de Empresa. Madrid - Spain

Bachelor Degree in Industrial Engineer, Universidad Pontificia Comillas. Madrid - Spain

Primary areas of instruction: Sales Management, Trade Management,

### **Orozco Agudelo, Sandra María**

Executive M.B.A, I.E.B. (Instituto de Estudios Bursátiles) (Madrid, Spain)

Specialization in Total Quality Management and Productivity. Universidad del Valle. Cali-Colombia

Program on Quality Management, A.O.T.S. (Japón)

Industrial Engineer, Universidad del Valle (Colombia).

Ms. Orozco is currently, since 2010, National Risk Manager and Planning, in charge of Planning and project areas, Liquidity and Market Risk, Credit Risk, Operational Risk, Business Continuity in Coomeva Bank. She also coordinates national office projects and is the legal representative of the Bank.

Primary areas of instruction: Balance Scorecard – Business Performance appraisal

### **Osende Robert, Cristina**

Bachelor of Medicine and Bachelor of Surgery, Universidad Autónoma de Madrid - Spain.

Master in Operations Management and Technology, Instituto de Empresa. Madrid - Spain.

Executive MBA, Instituto de Empresa Madrid - Spain.

Primary areas of instruction: Inner Leadership

### **Pérez Galan, Jose Luis**

Master Executive in Marketing and Trade Management, EOI (Escuela de Organización Industrial) – Madrid - Spain

Bachelor Degree in Psychology, Universidad Autónoma de Madrid - Spain

Primary areas of instruction: Internacional Marketing, Quantitative Market Research, Qualitative Market Research, Relationship Marketing

### **Rallo Julián, Juan Ramón**

Ph.D. in Economy, Universidad Rey Juan Carlos (Madrid - Spain)

Bachelor Degree in Law and Bachelor degree in Economy, Universidad de Valencia - Spain

Primary areas of instruction: Financial accounting; Money and Economy; Finance

### **Ramírez Perdiguero, Francisco Javier**

Doctor in Philosophy, Univ. Francisco de Vitoria. Madrid - Spain

International Development Program for Manager, INSEAD (Institut Européen d'Administration des Affaires, Fontainebleau, France) and Universidad Francisco de Vitoria, (Madrid, Spain)

Bachelor Degree in Media Studies, Universidad Complutense de Madrid - Spain

Primary areas of instruction: Marketing Strategy, Marketing Plan Project

### **Rivera Latas, Fco Javier**

MSc. Ph.D., Stanford University;

Executive MBA, IESE (Instituto de Estudios Superiores de la Empresa, Madrid, Spain)

ITP (International Teachers Program) from London Business School.

Bachelor degree in Chemical Science, Universidad de Valencia - Spain

Primary areas of instruction: Operations Management, Operations Strategy, Effecting Knowledge Management for Improvement and Innovation, Transforming the Business Model

### **Ros García, Victor J.**

MBA por el IESE (Instituto de Estudios Superiores de la Empresa, Barcelona, Spain)

Naval Engineer, Universidad Politécnica de Madrid - Spain.

Primary areas of instruction: Management accounting, Cost accounting Systems

### **Salazar Salazar, Mario**

Executive M.B.A por el I.E.B. (Instituto de Estudios Bursátiles) (Madrid, Spain)

Specialist in Human Talent, Universidad Pedagógica y Tecnológica de Colombia (UPTC), Sogamoso – Colombia

Industrial Engineer, Universidad Pedagógica y Tecnológica de Colombia (UPTC), Sogamoso – Colombia

Mr. Salazar is a consultant specializing in senior management of Design, and Implementation of advanced management models and transforming organizations. He has worked in international organizations such as Avianca, Ecopetrol, and Coomeva.

Primary areas of instruction: Business Policy

### **Sánchez Lombardía, Evangelina**

Bachelor degree in Law, ICADE, (Instituto Católico de Administración y Dirección de Empresas)

Universidad Pontificia de Comillas. Madrid- Spain



Bachelor degree in Economics and Business Administration, ICADE, (Instituto Católico de Administración y Dirección de Empresas) Universidad Pontificia de Comillas. Madrid- Spain

Primary areas of instruction: Microfinance

### **Sota Ramos, Francisco Javier**

Bachelor degree in Law, Universidad Complutense de Madrid - Spain.

Master in European Law, Universidad Libre de Bruselas - Belgium.

Program for Management Development (PMD) por el IESE (Instituto de Estudios Superiores de la Empresa). Madrid – Spain

Ample and profound experience in International Cooperation Project Financing, for instance, i.e.:  
Manager Multilateral Financing - Soluziona (Consulting division at Unión Fenosa). Madrid, Spain --  
Project Director for International Organizations - Regional Government of Madrid, Madrid, Spain.

Primary areas of instruction: Projects design: logical framework approach; Projects finance: bilateral and multilateral cooperation for development

### **Vals Tejedor, Ivan Manuel**

Bachelor degree in Economics, Universidad "Luis Vives" C.E.U. (Centro de Estudios Universitarios) Madrid -Spain.

MBA, Cesma (Centro de Estudios Superiores de Madrid) Business School, Madrid -Spain.

Mr. Vals has been involved with the banking and Financial world through his life and is currently advisor to the vice president team of Rodrigo Rato, current President of Bankia. (Mr. Rato was previously First Vice President and Finance Minister in previous 1996-2004 Spanish Government, and IMF Managing Director until 2007). Mr. Vals is responsible for coordinating Communication, Branding and Advertising Areas in the President's Board.

Primary areas of instruction: Management Accounting

### **Villar, José**

Association of Chartered Certified Accountants (ACCA) member. United Kingdom

Dual Bachelor Degree in Economics and Business Administration. Flensburg (Germany) and Regional Technical College, Galway (Ireland).

Mr. Villar has profound and ample experience in financial accounting and analysis, and company mergers and acquisitions. He is Financial Controller reporting to the Head of Finance in Nordex

Energy Ireland Ltd, manufacturer of wind turbines, with plants in Rostock, Germany, Yinchuan and Dongying, PR China and soon in Jonesboro, Arkansas, USA. The company was founded in Denmark in 1985, listed on the Frankfurt stock exchange since 2001 and he is a TechDax member.

Primary areas of instruction: Advanced financial analysis, mergers and acquisitions; Advance corporate finance.

**Zanella, Antonio**

Ph. Doctor Candidate in Economy Currently Presenting Thesis, Universidad Rey Juan Carlos, España; Rey Juan Carlos University - Spain.

Level 1 of the Chartered Financial Analyst CFA - United States of America.

Master in Economy, Universidad Rey Juan Carlos (Madrid - Spain)

Bachelor in Philosophy by Trieste University - Italia.

Primary areas of instruction: Corporative finance; Valuation and performance business

# Recognition, Licensure and Accreditation

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Commission for Independent Education at 325 West Gaines Street, Suite 1414, Tallahassee, Florida 32399-0400. Toll free telephone number: (888) 224-6684.

## **Statement of Legal Control**

ISEAD LLC and ISEAD BUSINESS SCHOOL (DBA) is owned by ISEAD UNIVERSITY LLC – Delaware, Florida. The mailing address of this limited liability in the United States of America Corporation is 10570 NW 27<sup>th</sup> St. Doral, FL 33172.

Phone: 305-456-0289.

As declared in Florida Corporations, The manager of ISEAD LLC is ISEAD UNIVERSITY LLC (Delaware) and as managing member Arturo E. Enamorado.

# Addenda

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## **Addendum #1**

President: Javier Rivera-Latas

Provost: Víctor Ros-García

Dean: Francisco Javier Ramírez Perdiguero

Faculty Affairs and Accreditation Vice-Dean: Ignacio Maroto Mateo

Director of Operations: Arturo E. Enamorado

Director of International Corporate Channel: Luis I. Fontes

MBA Director: Pedro Martínez Jiménez

Director, Executive Master in Financial Management: Angel Hidalgo

Director, Master in Leadership and Sustainable Development: Javier Sota

Director of Admissions: María Torres de Miguel

Admissions Manager: Maritza Pereira Zarragoitia

Admissions Representative: Maribel Martell-Herrera

Director, Assurance of Learning (AoL): Juan Carlos Martín Correas

AoL Tutor: Cristina Cuesta Alonso

AoL Tutor: Rebeca Hernando Galisteo

AoL Tutor: Concepción Márquez Olozagarre

AoL Tutor: Noelia Salvador San Segundo

Customized Academic Plans Specialist: Elena Baldazo Medina

Librarian: Karely Carrión del Rey

Accountant: Vanessa Piedrahita