



BUSINESS&MARKETINGSCHOOL  **ESIC**

**REPORT ON GLOBAL
RESPONSIBILITY**

July 2012

PRME Principles for Responsible
Management Education

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Contents

I. Letter of renewed Commitment

Adoption of the Principles for Responsible Management Education

ESIC is an academic institution whose mission includes a commitment to educate professionals, who are fully aware of their responsibility to society and its development; a society that promotes human dignity within a context of intercultural dialogue.

The ESIC Community Declaration of Values was approved in December 2008.

As an institution of higher education involved in the development of current and future managers **ESIC Business & Marketing School is** committed to progress in the implementation of the Principles for Responsible Management Education, starting with those that are more relevant to our capacities and mission, report on progress to all our stakeholders and exchange effective practices related to these principles with other academic institutions.

We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students.

We encourage other academic institutions, and associations to adopt and support these Principles.

Sincerely yours,

A handwritten signature in black ink, appearing to read 'R. Ortega', with a large, sweeping underline stroke.

PhD. Mr. Rafael Ortega

Dean of ESIC

II. General Overview

ESIC is an academic institution that is committed to its mission and values. The development of ethical values and corporate social responsibility is carried out by a unique Social Responsibility Project that aims to promote ethical values amongst the entire group of people that make up our institution as well as amongst society in general.

ESIC, as part of its Social Responsibility Project, develops various programmes that focus on four areas:

Academic Area

SUSTAINABLE LEADERSHIP

The Social Responsibility Project, in its academic sphere, aims to educate people committed to society that maintain their ethical values during any kind of decision-making process. ESIC wants to encourage professionals towards an international market that follows responsible leadership.



Social Area

ORBAYU: Development Micro credits

Our own social project

ESIC promotes its own social project with actions that aim to provide Third World aid:

The Orbayu Project is a non-profit foundation from the Congregation of Priests of the Sacred Heart of Jesus, owners of ESIC, whose purpose is to provide micro credits in the Third World through its website. ESIC and AVIVA also participate in the foundation.



ETHICS FORUM: BUSINESS & SOCIETY

Beginning as an initiative by a group of students with ever increasing participation, it is currently directed by one of the Centre's staff members. It meets on a weekly basis to debate topics with religious, anthropological, philosophical, sociological content etc. Apart from the meetings in the School itself, its members organise excursions and short trips outside Madrid.

In addition, the **Volunteer** Project allows students, alumni, personnel and faculty the possibility to carry out volunteer work in developing countries.

Business Area

Promoting Social Responsibility in the Company

In the ESIC Executive Education area, various programmes are conducted that aim to promote Social Responsibility in the company, among these are the following:

The Generating Changes Project

ESIC has taken part as a training Business School in the Generating Changes Project promoted by the Ministry of Employment and Women of the Community of Madrid. Given the growing strength of a society in favour of a better integration of equality criteria between women and men in the work place, the General Directorate of Women, with co-financing from the European Social Fund, has made the Generating Changes Programme available to 400 SMEs in Madrid with the aim of getting all of them to participate in the programme.

ESIC has provided complete development and deployment support in order that companies can develop an Equality Plan and a recognition from society for their commitment to the implementation of measures to promote equality between men and women in the workplace.



Linked to Socially Committed Companies

ESIC, in its different areas and especially in its Career Guidance Department, works with companies that have shown social responsibility and also with social companies, such as Foundations from across the social spectrum, among which are:

Fundación Universidad Carlos III; Fundación Empresarial De Ciudad Real Ceoe-Cepyme; Fundación Integra Laboral De La Comunidad Valenciana; Fundación Internacional Plan España; Fundación Anant; Fundación Juan Bonal; Fundar. Fundación Para La Solidaridad Y El Voluntariado; Prevenida Fundación; Fundación Española Para La Seguridad Vial (Fesvial); Fundación Save The Children; Fundación Updea; Fundación World Vision; Fundación Adecco; Fundación Telefónica; Fundación Santa María - Ediciones Sm; Fundación Internacional De Interpretación Cinematográfica First Team; Fundación Rais; Fundación Madrid Por La Excelencia; Fundación Tecnología Información; Fundación Efe; Fundación Lealtad; Fundación Ilundain Haritz Berri; Fundación De Desarrollo Personal Y Profesional; Fundación José Antonio Artigas Y Sanz; Fundación Esade; Fundación Privada Cuatrecasas; Fundación Nido; Fundación Tomillo; Fundación Museo Picasso De Málaga; Fundación Universidad-Sociedad; Fundación Alia2; Fundación Enrique Montoliu (Fundem); Fundación Villena La Salle; Fundación Bidean Laboral; Fundación Gerardo Rueda; Fundación Ciudad De La Energía; Fundación Castroverde; Fundación Novaterra; Intermon Oxfam.

The Hoy es Marketing (Today is Marketing) annual meeting

This is the biggest event for professionals and executives from the worlds of business, marketing and communication. An exclusive event, where the best experts discover the necessary keys to successfully face the future. Among the issues usually dealt with in the presentations is the *Marketing and Values* topic.

System of Continuous Improvement Programme

The ESIC Community is joined together under a continuous improvement programme that encourages relationships between students, teachers and companies, involving them, through various committees, in the improvements made in our institution and in society. This Project is accredited by the State Agency ANECA, whose mission is to accredit Quality Systems in Higher Education in Spain and thereby comply with the new European Higher Education Space.



Research Area

ESIC wants to promote research on social responsibility, and thus has created different lines of work that support this action. From the Research Division of ESIC, in collaboration with the ESIC Editorial, research groups are set up and their results are shared through books and magazines both nationally and internationally. In turn, ESIC wants to reward sustainable actions related to the business sector through its Aster Awards.

- *EsicMarket Journal*
- *Spanish Research in Marketing Journal*
- *ADResearch Journal*
- *ASTER Marketing & Values Awards*

Our commitment is a fact

ESIC is committed to its ethical values and this is evident through the continuous activities in all areas where it operates and by being a signatory academic institution of **Global Compact** and of the **Principles for Responsible Management Education**, promoted by the United Nations Organisation.

ESIC is also a member of the **Socially Responsible Excellence Project**; a working group promoted by the Excellence Club in Management and made up of top class Spanish companies that are involved in Corporate Social Responsibility, which aims to develop a Framework of Socially Responsible Excellence.

III. Commitment by principles

Principle 1

PURPOSE: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Mission

ESIC's aim is formulated in its Mission and Identity described below:

The Mission of ESIC can be described under the following terms:

To train professionals capable of creating companies and organisations or holding a management or technical position at any level, and acting responsibly and efficiently in any area of activity within the company in the field of marketing at either a national or international level.

To spread a culture of respect for ethical values and rationality in business in both Spanish and international society, opening communication channels between academic activities and corporate business environments and encouraging the business vocation of our students (undergraduates, postgraduates and executive education).

To encourage scientific and technical research in business administration and marketing, promoting not only the work of our own School members, but also providing the means to promote reflection and activity on research outside the School in international environments.

ESIC is a university centre attached to the Rey Juan Carlos University, a university with an innovative vocation that was founded in 1996 through an agreement between the Madrid Community Government and the Miguel Hernández University of Valencia, an educational establishment that aims to serve society by offering quality teaching and research, with public service criteria. ESIC is authorised by the Community of Madrid and by the Autonomous Government of Navarra to teach official curricula in the United States, and is also an attached centre of Florida Atlantic University (FAU).

ESIC is a non-profit making institution, which belongs to the Sacred Heart Fathers Congregation (Dehonian), whose fundamental aim, based on a Christian humanism perspective, is expressed in the School's mission, mentioned in the previous section.

The development of this mission from a community consisting of students, ex-alumni, teachers, administrative and services staff and ESIC management, is articulated through a series of ethical values and corporate social responsibility.

Projects

Among the projects developed to promote a better society, some of them related to the educational area and others through other activities, we can find:

The Commitment to Justice and Peace

This is our social commitment in the job for Justice and Peace. Sometimes it will be connected with the area of education through Ecology Workshops or Justice and Peace Workshops adapted for the young people that are taught in our centers; another times through the collaboration with some NGOs and others by promoting laity participation in Third World projects. Here we present some of the social commitments acquired by the Reparadores Priests over the years:

*World Day of Peace
Support of 0.7% given to the Committee
Solidarity marches in the South
School Day of Non-Violence
Caravan of peace to Sarajevo - Collaboration with NGOs
Amnesty International Support for Third World Development External debt relief activities against violence*

World Water Day. Clean water for a healthy world

En 2010, the Day for Water will be celebrated worldwide. It was organized by the United Nations in 1992 as a result of the Rio de Janeiro Conference on climate change, held in June of that year. Each year a theme is selected. This year's theme is Clean Water for a healthy world.

We invite our fellow to celebrate this day to widen the movement around this theme and to sensitize the attention of

the community to the critical question of fresh water today.

Eradication of poverty through SCJ

Through SCJ ESIC promotes, using its profits, help to eradicate poverty in countries such as: Albania, Argentina, Austria, Belgium, Brazil, Belarus, Cameroon, Canada, Chile, Croatia, D. R of the Congo, Ecuador, England, Finland, France, Germany, India, Indonesia, Ireland, Italy, Luxembourg, Madagascar, Mexico, Moldova, Mozambique, Holland, Philippines, Poland, Portugal, Scotland, South Africa, Slovakia, Spain, Switzerland, United States, Ukraine, Uruguay, Venezuela.

We would like to highlight some of the projects that are being financed from Spain in developing countries.

- *San Miguel Arcángel (Venezuela)
In the Venezuelan capital, the communities provide treatment in a medical center.*
- *Mariara (Venezuela)
The community provides a children's free meals programme, a professional training school and soon will provide treatment in a medical centre.*
- *Tinaquillo (Venezuela)
The communities provide several children's free meals programs and treatment in the "San Martín de Porres" medical center.*
- *San Carlos (Venezuela)
We mainly work with a professional training school.*
- *Bahía de Caraquez (Ecuador)
The communities help in health work, children's care, renovation of neighborhoods, etc. ...*
- *Quito (Ecuador)
We undertake social welfare work. Our presence is still very recent but committed to this needy reality.*

Principle 2

VALUES: We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Declaration of Values

The Declaration of Values of the ESIC Community was approved by the Directorate General of ESIC on November 17th, 2008, but the Declaration of Values is open and flexible to the possible changes in both the ESIC community and society in general.

Listed below are the 10 values that make up the Declaration of Values of ESIC, and for each one of them, evidence of specific actions promoting them is given.

ESIC's educational activities ethics

- Study plans that combine intellectual rigor and practical application in order to promote a love for knowledge, training in the values of rationality and a work commitment.
- A reduced number of students per classroom (between 39 and 40 students per class)
- A faculty that, in addition to relevant academic qualifications, have professional experience as business people or company managers and that have both teaching and communication skills.
- Open and participatory methodology, using "case study" and similar methods, individual and group work.
- The use of resources and facilities that likewise provide high quality training.

Respect for and development of human rights

- Absence, in the access to studies, in students' development or in the support when finding a job, of any kind of discrimination based on gender, race, religion or culture.
- Development of attitudes of respect for others, exchange of ideas and academic freedom in the classroom and beyond.

Personal and professional development of the members of ESIC

Concerning current students:

- Continuous individualised tutoring for the student once enrolled (1 tutor per group in the first three years of the degree programme, and 1 tutor for each postgraduate programme) and after completion of programmes, through the Association of Ex-students and the Career Guidance Department.
- Special tutoring for foreign students. A specific department to mentor foreign students (Department for International Relations).
- Participation in academic progress through class delegates.
- Open door policy to faculty and management staff for students. Any student can offer their personal opinion about ESIC activity regardless of their professional status.
- Accessibility: ESIC facilities are open to students on the main campus 24 hours a day, 365 days a year.

Concerning alumni:

- Tutoring ESIC alumni in their professional development: The Department of Career Guidance and the Alumni Association (14 people among all campuses) offer support to alumni.

Concerning teachers and researchers:

- Objective selection processes, based on equity and recognition of ability and merit criteria.
- Academic support from the School's Departments with a view to coordinate methodologies and content.
- Respect for the decisions of teachers as long as they do not contradict the other general principles and values of the school.
- Recognition of "academic freedom" as long as it is not incompatible with the general ideology of the school.
- Development and training opportunities.
- Institutional and economic support for research activities.
- See more details on ESIC Teachers and Researchers in the Faculty & Research section.

Concerning administration and services staff:

- Objective selection processes, based on equity and efficiency criteria.
- Training and development options, taking into account not only the needs of the school but, fundamentally, people's vocation.
- Promoting people skills and the polite treatment of staff amongst themselves and also from the managerial board towards them.

People-focused business management:

People management policy based on a personal and professional balance. Here are some of the indicators achieved over the last 5 years:

- Redeployment policy for staff members who are currently in other jobs.
- High percentage of improvements in Faculty Work Contracts.
- Contracts for a large number of interns: ESIC hires a large number of personnel involved in school internships.
- ESIC Staff loyalty. Full time ESIC staff have worked in the institution for an average of 10 years.
- Professional and personal Reconciliation Programme: Work posts are filled by people who fit the required profile, taking their personal needs into account (100% of people who apply for it have flexible work schedules if their personal needs require it).

Collaboration in the development of the community where the school is integrated:

ESIC maintains, in all its activities, partnerships with local, professional and institutional communities into which it integrates:

- With the local community, organising and promoting cultural activities (lectures, classical music concerts, plays, etc., all with free access) as well as supporting sports and cultural activities organised by the local community.
- With companies, linking itself as closely as possible to the business community through open and in-company training for businesses, the Executive Education training area, through the Board of Directors composed of entrepreneurs and managers, by having

teachers from public and private companies, organising student placements in enterprises to supplement their training, etc.

- With Management universities and schools: ESIC is attached to the University Rey Juan Carlos, Madrid and the University Miguel Hernández, Elche. ESIC works with these and with other Spanish universities and universities in other countries in the maintenance of Research Magazines such as ESIC-Market, ESIC Spanish Magazine for Marketing Research, as well as being an active member of Spanish Universities.
- With Schools and Institutes, ESIC holds free annual training events at each of their campuses for the directors of schools; "Pre-university Seminars and the Company." Participation in Fairs in Schools and Public Institutions (UNITUR).
- With students and professionals in Spain and other countries through the Business Marketing Competition organised by and involving teams of students and professionals.

Social Commitment:

- The results obtained annually at ESIC are partly invested in social and educational activities in developing countries.
- Microcredit Plan for small company development: ESIC-AVIVA Plan "Orbayu Project."
- Annual volunteering programmes in developing countries.
- Respect for the environment in all parts of ESIC campuses.

Internationalisation:

In a globalised world, ESIC wants to be an international mobilisation channel for its students. Here are some indicators of what has been achieved: Department of International Relations, international agreements with other schools, students completing international programmes, numerous agreements with multinational companies for training programmes, agreements with multinational companies through the Internship and Professional Careers Service and ESIC belonging to the most prestigious International Associations in the World (EFMD, AACSB, EMBA COUNCIL, CEEMAN, CLADEA, among others)



Principle 3

METHOD: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Based on the first two principles, we include all curricula of both core courses and electives which have social or environmental impact. We also include speakers and seminars that have been on campus.

International Business Environment

To explain the plans of the European Economy to propose structural reforms Also, we will study the features of International multinational organizations such as the IMF, WB or WTO Inherent to his course we can find environmental management and social impact management

International Management

To explain how the external sector works and why having a deficit in the current account is considered a problem. Also, we will study country reports, Argentina, Spain Sustainable Finance and Ethics are key factors in this course.

Seminars y Speakers

International Business Environment

To explain the plans of the European Economy to propose structural reforms Also, we will study the features of International multinational organizations such as the IMF, WB or WTO Inherent to his course we can find environmental management and social impact management.

Balance of Payments and International Markets

To explain how the external sector works and why having a deficit in the current account is considered a problem. Also, we will study country reports, Argentina, Spain Sustainable Finance and Ethics are key factors in this course

Economic Structure and Financial Corporate Policy

To explain how the international financial crisis of September 2008 affects Spanish companies. In a global world, oil prices, the relationship between the euro and the dollar, and international interest rates will affect the functioning of companies. Also, we will study the problems of the Spanish economy and their effects on companies and banks. The situation of Spanish banks and savings banks will be analyzed. Subjects such as Ethics and Sustainable Finance are core issues in this course.

Reward Policies

In this course an ample and in-depth study will be carried out on general employee compensation practices, along with a more specific one on Top Executives compensation, paying special attention to the determination and characteristics of compensation concepts.

The different sources of compensation policies will be analyzed, including the applicable principles in wage matters.

We will further analyze the standard compensation package for a manager, focusing consecutively on each one of its four components: fixed salary; short term variable salary, salary in kind and deferred salary, and long term variable salary.

Finally, we will briefly study the tax and Social Security treatment applicable to the different salary elements, aiming at identifying those compensation formulas that allow tax optimization of compensation packages. Issues such as business and law and social impact management are inherent to this course.

Hiring Policy and Socio-Professional Relations

The aim of this course on employment contracts and industrial relations in Spain is to try to provide the students with some knowledge that is going to be very useful to them in their own professional life, when analyzing the evolution of a work contract from its signature until it is extinguished, reviewing the different circumstances that can affect the employee and the employer, the conditions that can be agreed on with respect to working time, and the vicissitudes that the industrial relation can undergo until its completion.

In addition it will allow the student to obtain some knowledge that will be very useful to the company for whom he/she will work, allowing him to know the types of contract and to choose the most suitable and advisable contract to meet the interests of the company and according to the work to be carried out, considering the advantages, disadvantages and benefits of each type of contract, as well as the resolution of the questions derived from them.

Themes such as Business & Law, Social Impact Management and Public Policy are core in this course

Sales Forecasting

Sales Forecasting, whether implicit or explicit, is at the heart of most, if not all, areas of the company. Marketing, Sales, Production/Purchasing, Finance, Logistics, all of these need sales forecasts as inputs to their plans.

Hence the need for those forecasts to be explicit and rationally arrived at, making adequate use of all the relevant information available to the company. Managers in these areas should understand the importance of developing valid sales forecasts, commensurating with the data and information known to the company.

The purpose of the module is:



- To give participants a specific knowledge of the main Sales Forecasting issues.
- To identify and analyze the company and environment variables that most influence sales forecasting.
- To provide a basic technical knowledge regarding quantitative and qualitative (also called “subjective”) forecasting procedures, so as to allow participants to make appropriate sales forecasts, and to understand and assess those made by others.
- To have the participants directly and personally apply the two main categories of forecasting techniques, quantitative and qualitative techniques, to specific cases.

It is extremely important to highlight the importance of a well directed environmental management and also a study of the finance sustainability.

Financial Accounting

The objective of the course is to:

- Explain the main components of Financial Accounts.
- To show how financial accounting works.
- To understand the impact of the company's operations in the financial accounts of the firm.
- To understand the information provided in an Annual Report and where to find detailed information throughout it.
- Understand the main financial rules and the registration of such operations in the accounting books Ethics is a must in all this subject and needless to say that sustainability finance too.

Financial Analysis

The objective of the course is to:

- From learning to read the annual accounts from the financial accounting to analyzing the company and identifying its risks, returns and results.
- To learn the process to be used to analyze the company and its financial situation.
- To anticipate potential future performance.
- To be able to become familiar with the main financial ratios.
- To be able to play with the results of such ratios to "read" the problems and/or financial situation of the company Sustainable Finance and Global impact are dealt with in this course.



Working Capital Management

The objective of the course is to:

- Explain the main components of Working Capital.
- To show why it is very important for any firm and to be aware that every single parameter included in it has a financial cost for the company
- To understand that any change in its management/policy has a financial implication for the firm. To be aware that sometimes selling more is a negative move for the Firm (overtrading)
- To understand the importance, financial cost and main tools of trade credit management with suppliers, inventory management and cash management Two key elements that are treated in this course are the social impact management and also the sustainable finance.

Coaching

The course focuses on how to lead one's own career. The emphasis is on personal development. We have four main objectives:

- To know and understand the situation and the dynamics of the labor market
- To identify key competences for professional success -To reflect on and recognize personal areas of improvement.
- To develop a personal plan for the next months to take advantage of the MBA program and to focus on key skills for competition in the current job market.

The issues of leadership and social entrepreneurship are touched in this course.

Strategic Approach of Information Systems Role of Technology in the Company

No company can survive without employing technology to at least stay competitive in their market. Technology management can be difficult because it requires basic knowledge of the technologies involved and a good grasp of trends and future directions in order to make appropriate decisions.

It additionally entails an understanding of how the technology will be utilized and accepted by users. Inability to correctly marry the technology, the users, and the potential desired business benefits can not only destroy employee motivation and incapacitate corporate competitiveness in the long run, but also create great financial loss in the very short term.

The objective of the Strategic Implementation Approach seminar is to help the future manager/director understand how to apply technology as a competitive weapon, while underlining the potential pitfalls and challenges that may be present and must be conquered if attendees are to be successful managing a company.

Strategy and Decision Balanced Scorecard

The balance score card is a tool for strategy implementation. In order to implement strategy one should know how to understand a business model, how to define key success factors in order to successfully define objectives, programs... In this class these techniques will be studied as well as understanding and drawing a causal map of one's strategy. The class requires intensive student participation to be able to work out the examples.

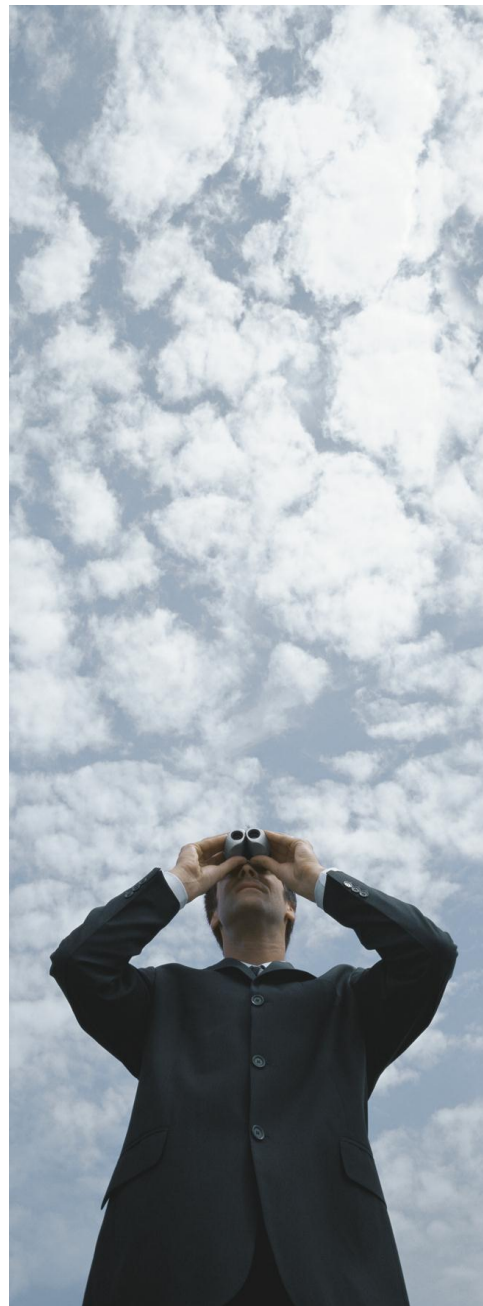
The Balance Scorecard seminar has as an objective the understanding and implementation of a company's strategy with the methodology of the Balance Scorecard. Students will learn the use of these techniques, including drawing a causal strategic map of a company's strategy.

The concept of Ethics is present along the course.

Strategic Planning Management & Analysis of Competitive Environments

Strategy is a key pillar in the life of a firm and therefore it is also critical for every manager to understand the dynamics of the strategy and how a strategic plan can be developed for any company. At the end of the program, it is expected that the participants will acquire the necessary skills to develop a strategic business plan.

To acquire these skills they will have to understand the basic concepts of business strategy and develop a detail analysis of the components and the process through which a strategic plan is formed. The topics of Social Impact Management and Environmental Management are dealt with in this course.



International Contracts

The purpose of the seminar is to provide a global overview on international contracting, studying especially the most commonly used contracts in international trade, as well as the different ways of solving possible conflicts which may arise between the contracting parties. The seminar will be mainly focused (i) on understanding the importance of having properly drafted contracts when dealing in international trade within a global scope, as a way of obtaining legal security for our transactions, and (ii) on developing proper skills in order to choose the relevant contract for the specific transaction, understanding the most important clauses of each type of the studied contracts. Issues such as law and business and ethics are closely linked to this course.

International Markets and the EU

- To learn and become familiar with the EU common external commercial policy as a pillar for the trade relations of the European Union.
- To understand the base of the set of uniform rules under the Customs Union and the Common Customs Tariff which governs the commercial relations of the Member States with Non-EU Member Countries and within EU Member Countries.
- To learn the purpose of the instruments of trade defense and market access to protect European businesses from obstacles to trade Topics such as environmental management and business and law are key in this course.



International Business Management

The objectives of the unit are twofold. On the one hand, it will present the current environment where international businesses operate. On the other hand, it will study the sources of competitiveness of multinational companies. In this context, the unit will critically analyze the companies' functional areas in an international context. The issues of environmental management and global impact are inherent in this course.

East Asia and Global Development

This unit is concerned with the rise in the number of the more prominent East Asian economies in recent decades and its consequences for economic development in other parts of the world.

In particular, it analyses globalization and international trade, the nature of East Asian forms of capitalism and, within that, of East Asian business organizations. It does this, partly, by doing country analyses of particular East Asian economies and their business environment.

It concludes with a focus on some of the implications of the recent rise of China for other parts of the world, especially to Latin America.

International Negotiation Skills

Negotiation is a critical part of management activity and it is important to have an understanding of its dynamics.

At the end of the unit, it is expected that the participants will acquire the necessary skills to spot and question the assumptions one brings into negotiations, develop awareness of the negotiation process, define the appropriate measure of success for different kinds of negotiations, prepare negotiations, choose and execute the most effective negotiation approach for the context, manage multi-party negotiations, create new forms of value, and effectively review negotiations.

Concepts such as ethics and culture diversity surround the whole course.

Marketing Fundamentals and Areas of Application

To comprehend the strategic role of the marketing function within the company, recognizing its importance when guiding decision making processes. To understand the need to continually adjust different marketing activities to changing markets and high speed consumers, recognizing the impact of new technologies in new channels definitions Topics such as global impact and ethics are essential in this course.

Consumer Behavior

To understand the relevance of consumer pattern that will definitively influence purchasing processes. To comprehend and recognize the impact of new technologies in new channels definitions It is important to take into consideration the issues of Social Impact Management and Global Impact too.



Market Segmentation

To comprehend the concept of segmentation, recognizing up-to-date ways of application To understand the concept of constantly changing environments To bear in mind Environmental Management and Global Impact.

Marketing Research and Quantitative Methods

To comprehend the relevance and strategic application of research processes in decision making projects To understand the concept of changing environments that require constant track record. The issues of Environmental Management and Global impact are dealt with in this course.

Human Resources Policies

Policies are systems of codified decisions, established by an organization to support administrative personnel functions, performance management, employee relations and resource planning. Each company has a different set of circumstances, and so develops an individual set of human resource policies. HR policies allow an organization to be clear with employees on:

- The nature of the organization
- What they should expect from the organization
- What the organization expects of them
- How policies and procedures work
- What is acceptable and unacceptable behavior
- The consequences of unacceptable behavior

The establishment of policies can help an organization demonstrate, both internally and externally, that it meets requirements for diversity, ethics and training as well as its commitments in relation to regulation and corporate governance.

For example, in order to dismiss an employee in accordance with employment law requirements, amongst other considerations, it will normally be necessary to meet provisions within employment contracts and collective bargaining agreements.

The establishment of an HR Policy which sets out obligations, standards of behavior

and documents disciplinary procedures, is now the standard approach to meeting these obligations.

Understanding how policies promote consistency, continuity, and understanding within an organization.

To learn how HRM policy and activities should be established in congruence with the mission and specific objectives of the organization in terms of customer's requirements.

A wide variety of themes is consequently dealt with in this course: ethics, business and law, leadership, diversity in terms of culture...



Job Description and Assessment

There is a great deal of bureaucratic process in Human Resources. This is due to the legal nature of the employer – employee relationship, and that can involve a company being taken to court by a disgruntled or sacked employee.

Although not strictly relevant outside HR, it is always worth consulting them about legal issues. However, some aspects of your relationship that seem like a bureaucratic process are absolutely critical to your relationship with other members of your team.

Performance evaluation is one of these and causes more boss – employee relationship problems than almost any other aspect of company life. The seminar has the following objectives:

- To show the techniques necessary in order to write a job description
- To understand the importance of performance review
- To understand how to perform a performance review within any “imposed” HR system
- To anticipate the possible pitfalls of this very important management activity Topics such as business and law and culture diversity are inherent in this course.

Development of Professional Skills

Although we often talk about teams and working as a team, a good team does not happen by accident. Creating a good team has a significant benefit in that the total is superior to the sum of the parts, but it also requires a significant amount of management effort.

This seminar looks at a number of issues in the formation and management of teams, and deals with those situations that create management – team conflict, and a clearer definition of management and team roles. The seminar has the following objectives:

- To understand the techniques involved in personal development
- To improve capability to work in a multinational environment
- To understand the importance of culture
- To better understand how to form effective teams

The role of management Issues such as leadership and culture diversity are core in this course.

Corporate Culture, Environment and Change

The word culture is used a great deal and can be considered ‘fashionable’, but it is important to understand what culture means, how it can be recognized and how it can be used as a management tool. In addition, to this theme, the seminar will address the need to develop the skills to make effective presentations. An important aspect of success is your ability to work as a team in presenting your ideas and convincing other people of their validity.

The seminar has the following objectives:

- To understand the importance of corporate culture
- To understand the impact of corporate culture on strategy
- To know how to align culture with strategy
- To be able to present business ideas and proposals effectively As the name of this course says Culture is spread all over this course.



Business Management Capstone Simulation

Using the business management capstone simulation allows the student to learn how to manage a company by running it (hands-on learning). Its main objectives are:

- To practice actual strategic and tactical management, acquiring managerial experience.
- To develop executive skills: Know-how (problem solving). Analysis. Decision making. Plan execution (negotiations). Tracking of results. Emotional intelligence. High-level communications. Teamwork.
- To apply theoretical concepts and business logic.
- To develop an ability to see the business as a whole by experiencing the inter-relationships among different decision areas and/or functional departments. Bound to this course are the issues on social impact management and public policy.

Exchange Control and Currency Markets

To introduce the currency markets, their major players, functioning, main drivers and their implication of the competitiveness of global companies.

A review of the last sovereign European crisis and the currency war initiated in 2010 to increase the competitiveness of developed economies in detriment of developing ones and China.

A highlight of foreign exchange risk determinants and the tools to hedge them.

This course is closely bound with the concepts of global impact and ethics.

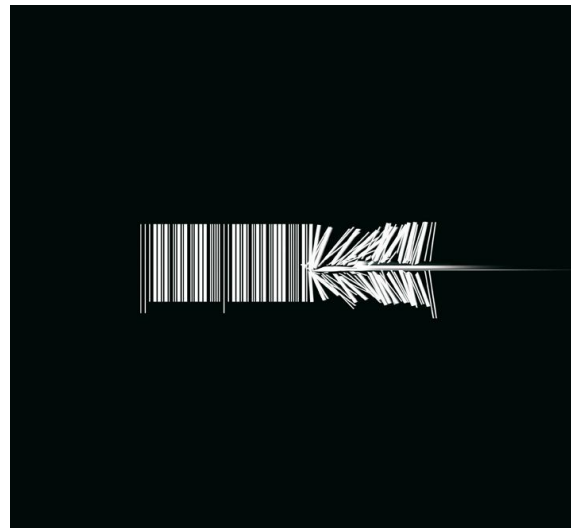
Process Simulation

This seminar focuses on modeling techniques in general and simulation in particular.

The objective is to familiarize the students with the tools that are necessary to analyze the complex real processes that are part of the supply chain.

In particular, by the end of the seminar the students should be able to:

1. Understand the basics of modeling.
2. Show modeling skills in MsExcel.
3. Understand the nature of the flow of materials along the supply chain.
4. Demonstrate a solid body of statistical knowledge Issues such as global impact and sustainability are inherent in this course.



Production Systems

The purpose of this session is for the student, once he is familiarized with the manufacturing processes of goods and services, to be able to distinguish among the different types of processes that he may face at his own company as a function of the total throughput. In particular, the main objective is for the students to be able to:

- Understand the behavior of the manufacturing processes of goods and services.
- Differentiate among the process types according to the throughput rate
- Identify the key parameters and criteria and their relationship while studying and improving these processes.
- Social impact management and sustainability are dealt in this course.



Stock Management

Once the student is comfortable with the basic concepts of client satisfaction and cost control, this seminar studies the relationship among them in terms of the material flow from supplier to customer. The basic objective is to analyze the supply chain and set the correct framework to optimize it. In particular, this seminar's objective is that the students will be able to:

Understand the nature of the flow of materials along the supply chain Demonstrate a solid body of conceptual knowledge, explained using real cases solved using quantitative techniques Establish the correct framework to study a given process, assigning the proper values to the parameters that determine the logistics strategy as a function of the available data and the optimization criteria.

Global impact on the decisions taken, social management and ethics bind this course.

Supplies and Purchase Management

- The purpose of this seminar is for the student to understand the nature of the supplying process.
- To understand the relationship between costs of work-in-progress and level of service.
- To use the most common tools for the calculation of order quantities.
- To demonstrate an understanding of inventory control systems along the supply chain. Concepts such as sustainability and sustainable finance are inherent to this course.

Setting and Controlling Objectives

- To understand the role of a balanced scorecard in linking an organization's strategy with the individual objectives at all levels of the organization.
- To understand the key elements of a balanced scorecard and their interdependencies.
- To develop performance objectives and indicators for a balanced scorecard.
- To understand and apply the key steps and contents of developing a management by an objective system.

It is essential to have into consideration the concepts of global impact and ethics.

Career Development for Managers and Professionals

To improve career development opportunities - within or outside the company - by developing a personal marketing plan. Specific objectives:

- Using self-knowledge to achieve objectives for development Optimizing one's own personal marketing and selling by using presentation tools based on achievements reached in the past Improving one's own positioning by making a personal action plan, adapting to target areas or company / -ies.
- Gaining better access to opportunities for development by using one's own professional network and/or head hunters Issues such as Leadership and ethics are a constant in this course.

Financial Calculations

The objective of this seminar is to provide students with the basic knowledge and skills necessary to understand and follow the financial issues contained in other areas and seminars of the IMBA.

Therefore, we will review the basics of Financial Maths covering three aspects.

- First, it will focus on the theoretical foundations of the most commonly used financial math formulae.
- Later it will go through the application of the financial math in the context of several financial decisions such as cash flows analysis and bond and equity valuations.
- The last aspect deals with the use of financial Calculators and Excel spreadsheet on the calculations which will be explained and practiced.

With this scheme, students will be familiar with the main financial operations such as capitalization, bank discount, installment credit, repayment of loans , cash flows analysis, bond and stocks valuation and the mathematical equations which are involved.

This seminar will help students to develop some skills such as the ability for analysis and synthesis and their ability for solving problems.

More specifically, they will learn to understand different financial laws, to correctly interpret concepts, methods and specific techniques used in financial transactions, to use appropriate methods to apply these concepts and techniques to different financial transactions and to acquire the ability to select and use the appropriate computer applications to solve the financial methods studied.

Students will also gain a thorough knowledge of financial language and terminology and a knowledge of basic financial transactions for self business or financial institutions that will allow the identification of the financial reality with the financial models studied.

They will also acquire abilities to develop and to design instruments, tools and basic financial techniques, to analyze and interpret financial information (financial text, economic and financial journalism, Stock Exchange reports, financial indicators, interest rate development, etc.)

Project Management

- To understand and apply the principles of successful Project management in all stages of the Project lifecycle from the identification of the opportunity to its closure.
- To learn how to manage the trade-offs of the tripe constraint variables: cost, time & scope.
- To learn the pros and cons of the different contract types, as well as the project selection criteria.
- To identify, analyze and manage the key stakeholders with influence over the project and/or affected by the project and the responsibilities of the Project Manager.
- To understand the importance of communication in a project and the contents of the Project Communication Plan.
- To understand how to determine the scope of the project and how to manage scope change requests.
- To develop a milestone plan, the associated responsibility matrix and the project's critical path.
- To learn the different estimation Techniques and how to estimate the Project Costs.
- To manage the project's risks using a risk register and matrix and plan successful risk management strategies.
- To measure the deviations of the project applying the Earned Value Methodology and learn how to forecast the Project costs at the end of the Project.

The issues of Business and Law and Sustainable Finance are core in this course.

Financial Business Game

This Business Game is a management model that simulates the behavior of several companies that compete in the domestic and the foreign markets, producing and selling a product of similar characteristics.

The product is a handhold vacuum cleaner with a selling price of around 80 euros. The model reproduces a certain industrial structure, defined by a productive sector, the environment in which it operates and the interactions within both, incorporating the main factors that explain how they work. Therefore, the Business Game reproduces the behavior of companies that compete in a same industry.

The participation in the Game will allow the student to be trained in how to manage a company without running the risks of doing it in a real situation, giving the opportunity to develop managing capabilities and to implement business techniques to improve decision making without paying for errors.

The asset of this game is that it comprises leadership, global impact, social impact management and social entrepreneurship. All of them have to be combined in order to progress in the game.



Strategic Information Management

Strategic Information Management (SIT) is crucial and drives ROI for any corporation in 2011.

It helps an organization do an effective job. To focus its capacities, to ensure that members of a firm are working toward the same goals, to assess and adjust the organization's direction in response to a changing environment.

The process of Strategic Information covers numerous functional dimensions and it involves preparing the best way to respond to the circumstances of the company's environment.

SIT must be IT and business oriented.

This course covers four key dimensions of SIT:

- CRM
- HRM
- SCM
- IT

Issues such as environmental management and sustainable finance are inherent to this course.



Product Policy

The seminar PRODUCT MANAGEMENT will provide the student with a general overview about the role played by the product and the product range in the marketing strategy and operational scenarios.

The course is divided in 5 parts:

- A general overview about today's product concept, including product classifications, branding and positioning.
- The second part brings us to the main tools for product range analysis: Information sources, main ratios, strategic and operative matrixes and product life cycle.
- At the third step, new product launch is covered. Including the most used programs to secure the success and the product launching plan.
- Finally we devote some of the last part of the module to study the peculiarities of the services and what they have in common with the tangibles and the main differences.

With this program the student will go through all relevant items on product policy, from the very simple concept, such as the product as it is in today's business, to the more complex developments as the new products launch and develop.

Product will be linked with all marketing variables in order to give the students a whole view of today's competitive markets. Needless to say that when dealing with this topics it is extremely important to bear in mind the legal issues and ethics issues that any launching implies.

Investments

The student should learn the basic principles for making correct corporate finance analysis. The role of a CFO in an organization and the tasks he is supposed to perform in order to create value for shareholders are the basic guidelines of this subject, where the student will learn about asset valuation and investment, risk and return and financial leverage.

It is intended to train students to make investment decisions. Issues to be addressed are fundamentally issues of profitability and cost affecting any area of the company.

Students will learn how to set the company's strategy in numerical form. Issues such as sustainable finance and ethics are essential in this module.

Financing

This section is closely related with investment projects. Issues to be addressed are fundamentally issues of costs of liabilities. In the previous section assets to be included are analyzed and in this section the focus is on the other side of the balance sheet.

To sum up, sustainable finance is a key factor.

Management Control

To investigate the role of Management Control Systems in organizations and comprehend the strategic role of management control in planning and decision making processes.

To understand how organizations select and focus on the appropriate performance metrics in order to implement their strategy.

To understand the need to continually adjust control mechanisms in the light of changing environments, strategies and technologies.

To have an overview of the main tools used: budgets, performance indicators, balance scorecard.

To have a full understanding of the principles underlying the design, implementation and effectiveness of information systems for control.

The issues of leadership and environmental management are core in this course.

Team Building Activities and Meetings

Team Building Programs are designed to bring your group closer together, help the group achieve its goals, and allow every person to discover new strengths and a greater, more positive sense of self.

To gain a better understanding of why teams fail or succeed. It focuses on the essential elements of team dynamics, process and organizational barriers to success.

To develop a framework to work in teams to discover the importance of trust, accountability and interdependence Goal setting supports achieving results.

To learn about and explore effective communication strategies Problem solving and decision making.

Strategic Planning of Human Resources

Strategic HR planning is an important component of strategic HR management. It links HR management directly to the strategic plan of your organization.

Organizations need to develop a strategic plan to guide decisions about the future. Based on the strategic plan, your organization can develop a strategic HR plan that will allow you to make HR management decisions now to support the future direction of the organization.

Strategic HR planning is also important from a budgetary point of view so that you can factor the costs of recruitment, training, etc. into your organization's operating budget.

The course will teach participants about concepts and approaches in developing HR strategies and plans.

In this course students will learn about the many roadblocks to becoming an organizational partner in the formulation and implementation of institutional strategy. Students will be introduced to the resulting frustration, resentment, confusion and possibly even a regression back to maintaining nothing more than an administrative function. The issue of roles and leadership is essential in this course.

The Human Factor and Emotional Capital

This course is designed to improve people management in the workplace by the increase of emotional management skills and techniques in order to provide effective and efficient communication.

- To know and understand the five broad areas of Emotional Intelligence.
- To practice the skills required in order to increase Emotional Awareness of self and others.
- To apply the knowledge gained and obtain experience in a structured way.
- To bear in mind the culture diversity and the social impact management.



Setting up a Business Structure of Business Plan

The Business Plan to set up a company covers Marketing Planning, Financial Planning, Human Resources Planning, Logistic Planning and much more..... but it is also more than that.

To begin with you start from scratch with no past, no history and no background in the type of business you are planning ahead.

This lack of past means, among others things, that you don't count with a set of past data to base your predictions and back them up.

On the other hand present and future are and will be there and only by a careful analysis of market needs and their evolution you can select your targets and products accordingly.

At the same time to be successful you need to foresee how the scarce financial resources will flow gradually as needed to and from your business needs and count with the right people for the job and the necessary logistics to interconnect operations to market channels in the most efficient way.

To sum up besides analytical tools, forecasting techniques and control planning devices we need to find the sort of Business Intuition and Marketing Flair for sound achievements.

Social entrepreneurship and Sustainable Finance have to be central in this course.

Brand Positioning

To design a strategy for a corporate brand, to create a new brand, to launch a new product, to create a new category.

All the activities that revolve around branding, involve, in some extent, predicting the consumers' behavior. Therefore, the only way to maximize the probabilities of being successful predicting the consumers' behavior, is analyzing which strategies work in each situation.

The seminar is an orderly compendium of the principles that should drive an effective marketing strategy.

From how to cope with the perceptions in the mind of consumers, (POSITIONING), to how to work with key tools like the Name or the PR (LAWS OF BRANDING)

The aim is that attendants learn the basic theories of branding. In other words, what should I know to be able to analyze a branding problem? The results expected are:

- That students understand (and are able to apply), in the hyper-competitive current world, the analysis of strategic problems, requiring a specific approach, quite different from the one applicable to operative marketing problems, more usual in the companies day to day problems.
- That they know which principles should be considered The issues of Global impact and Public Policy are key in this course.

Marketing Plan

To learn how a marketing plan is structured.

To identify the key elements of the marketing plan, as well as the internal and external information needed for its implementation. To analyze all the variables of the marketing-mix when they are planned to fulfill objectives and follow specific strategies.

The issues of environmental management and social impact management are considered in this course.

International Banking Negotiation

To give participants an insight into International banking negotiation. Various examples about the City of London are given.

Practice international negotiation case studies between 2 corporate finance banks. During the entire course values such as ethics and culture diversity are brought up continuously.

Problem Analysis and Decision-Making Processes

- To understand the steps in methodical problem analysis and to define and identify potential pitfalls in the process.
- To understand and apply the discipline and creativity model to problem analysis and definition. To understand the steps to follow in creating problem solving.
- To understand and apply decision making process to complex business situations.

Whenever a decision has to be taken, global impact and ethics have to present.



International Strategic Alliances

Growing and creating value. Alliances and acquisitions are the main options to favor external growth. If both are complex, we will focus in this subject on alliances, and more specifically on International Strategic Alliances, as a fundamental value creation instrument.

The ability to design strategic alliance constitutes a substantial element in order to consolidate a competitive advantage through the collaboration and the competition challenges. The main targets of this course are:

- To provide the tools to set up international strategic alliances.
- To provide the tools to evaluate international strategic alliances.
- To develop potential to discern promising alliances far ahead of competitors.

The course will be divided in several parts:

- The necessity to develop strategic alliances to grow.
- The international strategic alliance advantages.
- Building up international strategic alliances.
- Measuring the impact of the alliances.

The issues of Global Impact and Culture Diversity surround the whole course.



Corporate Social Responsibility

The course CORPORATE SOCIAL RESPONSIBILITY (CSR) presents an overview of central concepts in business ethics and corporate social responsibility.

It examines the responsibilities of corporations and executives to all its stakeholders, and provides an introduction to how social and environmental problems are incorporated into corporate strategy.

The course will begin by reviewing recent corporate scandals like those of Enron, WorldCom or Arthur Andersen. The course will address the shift towards a new governance where the value creation does not obey exclusively to the classic bottom line criteria but to the triple bottom line i.e. firms need to take into consideration social and environmental criteria to create value as well.

In that sense, the collaboration or the confrontation with the stakeholders acquires a new strategic dimension for which new tools are required. Until recently, CSR was much more defensive in order to prevent any stakeholder offense.

Nevertheless, success stories such as Ben and Jerry's, Starbucks or the Bodyshop paved the way to much more offensive ideas to create value. Central topics in this course are the mentioned CSR and Ethics.

Distribution Policy and Customer Analysis Policies

To give students an understanding of distribution as a key strategic marketing tool Students will understand the role of distribution within the marketing mix, the types of functions and characteristics of various distribution systems.

They will learn that the key objective of distribution is customer service and will examine the constituent components of an effective distribution system.

Two factors to have into account in this course will be the environmental management and the global impact.

International Distribution

World trade has expanded dramatically since the end of the second world war and the setting up of key organizations like the World Trade Organization designed to foster such trade.

The pace of this expansion is unlikely to be checked, even by the current recession, as communication flows and technology facilitate globalization.

Distribution has internationalized, and one of the more visible features of this is seen in the presence of large global retailers in most countries of the globe.

This course is designed to review the trends in international distribution and involve students in these trends via examples and cases.

Aligned in this course the concepts of global impact and sustainability.



Corporate Responsibility/Business Ethics

Make administration and managers aware of the need to adopt a responsible and supportive manner with society and the economic agents with which their company comes into contact with.

Making them see that, not only is it not in conflict with the basic aim of all business to make profits, but that it more efficiently contributes to sustaining them in the long term.

Delimiting the concept of business ethics.

Presentation of international press releases related to the topic.

Thoughts and recommendations of professionals and important people.

Practical cases for debate thought.



Management Distribution and Marketing Logistics

In order to give students an understanding of distribution as a key strategic marketing tool:

They will learn to understand the role of distribution within the marketing mix and the advantages and disadvantages of various distribution systems.

They will be taught effective channel management and customer service. Students will be taught techniques to measure distribution levels and channel profitability and effectiveness.

Emphasis will be placed on assessing the effects of channel change, as Internet based distribution channels replace or supplement existing channels, and how best to take advantage of these changes. Students will learn how to deal with channel conflict.

Students will be exposed to modern merchandising techniques and category management.

During the course the issues of global impact and environmental management are more than present.

International Transport

To provide high quality and business education in international and inter-modal transportation and related areas and a comprehensive business foundation in operations, business models and transport economics In-depth exposure to business of transportation topics including ocean, air, road, railroad and transportation intermediaries Energy in a way is involved in this course and so is environmental management.

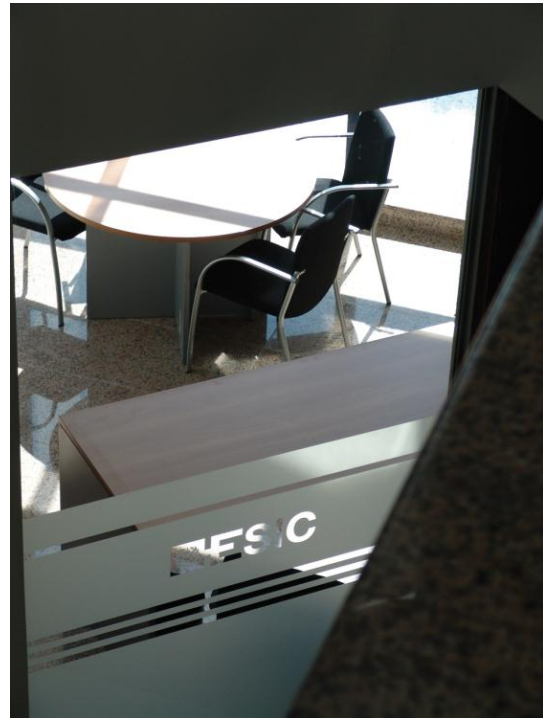
Corporate Structure

This seminar explains the formal aspects of the organization in terms of its structure. The objective is to familiarize the students with the possible types of structures and the ones that best suit each company according to different parameters such as management style or demand rate.

In particular, by the end of the seminar, the students should be able to:

Understand the market orientation of organizational structures
 Demonstrate a solid body of theoretical knowledge
 Understand the factors and design parameters that affect the corporate behavior.

The issues of environmental management and culture diversity are implicit in this course.



Process of Industrial Purchasing

To understand the key variables in the process of industrial purchasing differentiating products and services.

The concepts of global impact and sustainability are inherent in this course.

Product Design and Engineering

The purpose of this seminar is for the student, once he is familiarized with the basic marketing concepts of product design, to acquire also the idea of design for manufacturing, following the concurrent engineering philosophy. In particular, this course has as an objective that the student should be able to:

- Understand the nature of the process of designing a product when considering manufacturing and assembly.
- Demonstrate a solid body of conceptual knowledge about the relationship between product design and manufacturing throughout.
- Use the most common tools of concurrent engineering.



Global impact and sustainable finance are inherent to this course.

Finished Product Logistics

This seminar deals with all the aspects that concern the organization of a warehouse. First, it deals with the physical organization of the warehouses, and second, with the optimization of the picking process of orders. In particular, this course has as objectives that the student is able to:

- Understand the process of locating products in the warehouse
- Think in terms of flows and not just costs
- Understand the picking process and techniques.

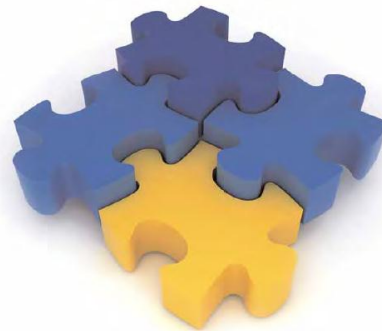
Sustainable Finance is deducted in this course.

Strategy Fiscal

Introduction into the field of taxation from a business perspective. Identification of major taxes in the Spanish tax system and knowledge of key aspects of them. Tax implications of common business operations. Basic tools for tax planning. Business and Law as well as ethics are implicit in this course.

Social Networking Datawarehouse and Datamining

Social networks are tremendously pervasive in our delay lives. They allow us to have a great deal of communication. This permits large groups of people to be informed of the activity of one individual. The social networking phenomenon has created a new frontier for companies who are challenged by the information on the net and has opened avenues of opportunities for those who have the savvy to grasp and execute the new business models needed to be employed. The new technologies can be foreseen as a sort of energy and can promote leadership.



Enterprise Resources Planning & Decision Support Systems

There are various ways of classifying the different systems that companies may have implemented. Front-office and back-office systems seem to be a simple, readily understood, and frequent classification method within the IT industry. The most frequent systems referred to, within the front-office label, are ERP systems. These systems are applications that are used to run the day to day operations of the company. Back office applications are applications that do not have direct contact with the customer and tend not be time critical. Management may use these to make decisions for analysis, strategy implementation results, and comprehension of the data supplied by front office applications. Students will learn the importance of these systems to company success. They will learn to define and differentiate the applications, the company benefits, their uses and the implementation issues derived from their implementation. Sustainability and social impact management are considered in this course.

International Marketing

International marketing has become more important in the last years for 3 reasons: Foreign markets constitute an increasing portion of the total world market, foreign competitors are more important than before, and foreign markets can be essential sources of low-cost products technology and capital. It is essential to bear in mind the ethics and the global impact in this course.



Official Export Credit

- To provide the students with the knowledge and the appropriate tools in order to manage export transactions including financing.
- To be able to identify and evaluate the main risks of international transactions.
- To be able to use more sophisticated tools of the market for risk distribution and risk mitigation.

It is essential to bear in mind the relationship between Business and the global impact.

Interpersonal Communication

This workshop is designed to give participants the opportunity to develop their personal communication style. It will provide them with a toolbox that will allow them to see this key leadership skill both from the communicator's point of view and that of their audience.

We will visit and practice the key principles of effective listening due to its fundamental role in Leadership and Executive Management.

We will explore the underlining processes of preferences, behavior and mental positioning which influence people in being able to establish positive, effective and constructive personal communication at work in any circumstance.

Leadership and ethics are essential on this course.



Time Management

What is happening to our working day? Most of us have been on a time management course – because it was generally accepted that to be effective we need to manage our time successfully.

However, we are now driven by actions, meaningless deadlines such as “as soon as possible” and are continuously interrupted by our ever constant companion the Blackberry. We are under constant pressure from our manager, our colleagues, our clients as well as our own work/family commitments.

The current financial crisis has also resulted in most organizations expecting higher performance, but with fewer employees. The usual method – working harder and longer hours doesn't work anymore. Many of us are exhausted, disengaged or permanently stressed out.

It is time to re-think the way that we work, and manage our ENERGY instead of our time. Defined in physics as the capacity to work, energy comes in four dimensions:

- BODY
- EMOTIONS
- MIND
- SPIRIT

To be fully engaged at work – we must be physically energized, emotionally connected, mentally focused, and spiritually aligned with a purpose beyond our immediate self-interest. Just like the battery in our Blackberry, our own personal batteries are also rechargeable; we just need to adopt some relatively simple positive rituals to help us replenish our energy levels.

We also need to practice these rituals until they become unconscious and automatic behaviors.

Individuals need to take responsibility for recharging themselves and recognize the dangers of significant energy depleting behaviors.

They then need to change these behaviors regardless of the circumstances they are facing. A lot of it is common sense, such as

- Overcoming the barriers to great performance Understanding the principles of managing time.
- How to prioritize daily activities.
- Understanding the four types of Energy How a lack of Energy affects your working day
- How to manage your Energy effectively.
- How to use positive rituals to make permanent change Non-profit management is underlined in this course.

understanding when your energy levels are at their highest, and then scheduling your work around these times.

Managing energy is also about doing things right first time, so you do not have to waste even more energy redoing the same work the next day.

The objective of this one day course is to give you practical help and advice in overcoming the daily obstacles that we now face, and give you the power to increase your performance without increasing the number of hours you work.

It is highly inter-active, often humorous and will change the way you organize your day for good!

By the end of this course, delegates will understand:



Marketing Communication

To comprehend the strategic impact of adequate communications strategies as basis for the corporate image definition, recognizing the impact of new technologies and new channels deployment.

The issues of global impact and social impact management are inherent to this course.

Sales

To comprehend the strategic role of sales planning and management to guarantee the fulfillment of modern company's value chain, recognizing the impact of new channels deployment.

The concepts of sustainable finance and ethics are implicit in this course.



Customer Relation Management CRM & Management Information Systems

CRM systems allow companies to develop a closer relationship with their customers in order to serve them better. The importance of CRM systems, therefore, is based on the concept of customer satisfaction.

Greater satisfaction should mean greater purchases, more word of mouth communication and greater loyalty. These are factors that directly affect company sales and profits.

CRM systems should be implemented with the objective of increasing the satisfaction of customers, potential customers and employees. Implementing and operating a CRM system has, however, often been a

treacherous and extremely difficult thing to do.

The losses incurred by companies have been great and many faceted. We will have a close look at the objectives, difficulties and potential benefits a CRM system may have for a company.

In the Information Systems part of the seminar the objective is to understand holistically how the current technology fits within the evolution of past technologies and its effects on companies. Ethics and global impact have a relevant role in this course.



Pricing Policy

Pricing is one of the most important issues in Marketing and is especially important because it needs to combine consumer insights, competitor's position and internal costs and profits.

Understanding the most important factors involved and how they should be taken into account is the objective of this module.

It is important to take into consideration the issues of Sustainable Finance and Ethics.

Quality and Quality Systems

The management of quality has been one of the key underpinnings of modern business success. It is safe to say that the Global Economy would not be what it is without it.

This course has been designed to serve as an introduction to the history and application of quality and quality control systems.

At the end of the course participants will have gone over the basic concepts, developed an awareness of the key areas to keep an eye on, and investigated the human side of quality systems.



E-Management

To offer in a session a broad idea of the latest technologies applied to companies from a strategic point of view. Global impact and social impact management will arise from this course.

Leadership, Motivation and Management Styles

- To acquire knowledge and develop leadership skills.
- To know the competencies related to the efficiency of a leader.
- To learn to adapt the management style to the environment and the needs of the people and teams.
- To recognize the value of responsible autonomy and to establish necessary conditions for delegation.
- To learn the key factors that contribute to motivation and commitment.
- To use adequate strategies to promote efficiency and development of collaborators.

As the title of the course says, the topic of leadership is more than present and this is concept is not understood if it is not bound with ethics.

Principle 4

RESEARCH: We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

ESIC Research Centers

Research at ESIC strives to promote the research of social responsibility and has therefore created different research groups with specific aims. These groups inform the public about their activities through articles, presentations, support papers, etc. Some of these **research centers** are:

Group: Socioemotional competencies

Lines of research:

Absenteeism

Academic activity

Group: Social and Methodological research

Lines of research:

Social and Methodological research

Sociology of the consumer

Market research

Qualitative research

Group: Immigration and communication

Lines of research:

Brand recommendations

Target focused communication

Specific aids

Group: Corporate Social Responsibility

Lines of research:

Comparative research

Corporate communication

Group: Family businesses

Lines of research:

Internationalization of the family business

Innovation process in the family business

Implementing franchises in the family business

Group: Quality

Lines of research:

Implementing quality systems

Quality of university education

Group: Emerging markets

Lines of research:

Social responsibility in developing countries

Emerging markets

China

Latin America

Entrepreneurship Center

The business creation centre contributes to ESIC's mission of forming professionals capable of starting new businesses and initiatives in their organisations "training professionals capable of creating businesses and organisations or carry out in them, responsibly and efficiently, a management or technical function –at whatever level- , and in whatever area of activity".

And disseminate and instil a business culture in the university students "the dissemination in Spanish society of a culture of esteem for ethical values and rationale in business, opening lines of communication between academia and business and boosting the business vocation among university students".

To do this, it develops activities and programmes concerning the creation of businesses to support past and present university students in their business initiatives and in the consolidation of those already started, with both training courses as in consulting and in establishing contacts which will help the launch of their businesses.

Simulation Center

One of the School's priority objectives is to instil professionals with managerial abilities, and organise outside of the programme courses, games and Projects that develop these abilities:

Simulations and Business Games: The international edition is carried out in partnership with EFMD and The Economist, the Latin American edition with CLADEA, the Santander Group and the economic magazine America Economía, the Chinese edition with the Spanish Embassy, Instituto Cervantes, King Juan Carlos University and Banco Santander, and, the Spanish edition in partnership with ABC.

The simulations are organised not only nationally but internationally to develop intercultural exchanges at the same time.

ASTER Institute

ESIC has held the ASTER Awards since 1983, awards that annually recognise individual and company achievements in their professional activities. ASTER, the name given to the awards, refers to the trophy presented to the winners: A statue of singular design, awarded at a social gathering after the respective juries have given their verdicts.

The juries are made up of important people from the worlds of business, academia and politics. Its makeup is predicated by the specific requirements governing each Award. Co-ordinating the ASTER ceremony is a Committee made up of representatives from various Departments of the School. These prizes are awarded in various categories, with specific requirements for each of them.

Principle 5

PARTNERSHIP: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

ESIC encourages partners that may, just like itself, promote values in connection with social and environmental responsibilities. Therefore ESIC counts on partners that either own quality and/or environmental certifications; or subscribe the Global Compact; or have proved the fulfilment of Human Rights throughout their business life. ESIC has an average relationship term with partners of about 10 years, and a very low level of partners give up.

‘Generating Changes’ project

ESIC Business & Marketing School has developed the ‘Generating Changes’ project, promoted by the Community of Madrid’s Institute of Employment and Equality. These days we are experiencing better equality integration in the workplace between men and women. The National Women’s Association, with co-funding from the European Social Fund, has opened the project up to 400 SMEs from Madrid with the aim that they actively participate in the project.

ESIC supports the development and introduction of an Equality Plan so that companies can implement and promote equality between men and women in the workforce.

Project in Excellence in Social Responsibility

ESIC actively participates in working groups organized by top level companies that is promoted by the Association of Excellence in Innovation and Management (Partner of the EFQM, Spain) and whose objective is to build a Framework Reference for Excellence in Social Responsibility. <http://www.clubexcelencia.org/>

Membership of Institutions

ESIC is a member of the following national and international Associations and Institutions

NATIONAL

adigital

(Asociación Española de la Economía Digital)

AEC

(Asociación Española para la Calidad)

AECE

(Asociación Española de Comercio Electrónico)

AEECC

(Asociación Española de Expertos de Contacto con Clientes)

AEEDE

(Asociación Española de Escuelas de Dirección de Empresas)

AEMARK

(Asociación Española de Marketing Académico y Profesional)

CEDE *

(Confederación Española de Directivos y Ejecutivos)

CEG

(Club Excelencia en Gestión)

CEIM

(Confederación Empresarial de Madrid)

CEJE

(Confederación Española de Junior Empresas)

CEOE

(Confederación Española Organización de Empresas)

CEPYME

(Confederación Española de Mediana y Pequeña Empresa)

DIRCOM

(Asociación de Directivos de Comunicación)

DIRFO

(Directorio de Formación)

Red Pacto Mundial España

*AESIC (ESIC Alumni Association) is a member of this Confederation)

INTERNATIONAL

AACSB

(The Association to Advance Collegiate Schools of Business)

CEEMAN

(Central and East European Management Development Association)

CLADEA

(Consejo Latinoamericano de Escuelas de Administración)

efmd

(European Foundation for Management Development)

EMBA Council

(Executive MBA Council)

FEDMA

(Federation of European Direct Marketing)

Global Compact

(Naciones Unidas)

PEEAC

(Pan European Education and Accreditation Committee)

PRME

(Principles for Responsible Management Education)

SACS

(Southern Association Colleges and Business School USA)

Principle 6

DIALOGUE: We will facilitate and support dialog and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students.

Associations, Accreditations & Certificates

ESIC carries out a continuous dialogue process within the actions framework set out in national and international and sector and multi-sector to promote issues related to global social responsibilities and sustainability models, and as a result, ESIC is a member of important national and international Associations, as well as holding Accreditations and Certificates from prestigious Institutions.



Student Clubs

Cinema Club

A movie space that promotes the Exchange of opinions, ideas, thoughts...etc., Started through a students' initiative, it shows a film on a monthly basis, in which professors and students participate. The dialogue is not confined to cinematographic elements but also includes their sociological, historical and political implications.

Theatre Club

Directed by a professor of the School and a theatre director, it constitutes a valuable means of cultural development and also a means of learning communication skills. Plays are presented inside the school and also in other locations. One of the many awards received was from Madrid City Hall (Spain) Among the works presented, we would like to highlight the following:

- *LA COSA HUMANA. José Ricardo Morales*
- *MADE IN SPAIN. Fernando Almena*
- *AHORA QUE ME DESPIDO PERO ME QUEDO. Beatriz Carrera*
- *THE LESSON. Ionesco*
- *LOS PELÓPIDAS. Jorge Llopis Establier*
- *SALUTATIONS. Eugène Ionesco*
- *CUENTOS Y CHISMES DEL OFICIO. Enrique Jardiel Poncela*

The plays are selected, analyzed and decided upon by the members of the Theatre Group, looking for a social as well as theatrical impact.

Classical Musical Seasons

For the last 2,500 years, music has been considered such a potent and influential force in society that the principal philosophers and politicians have looked to control it, including using their nations constitution to achieve it. What is Music? Music is an organized movement of sounds over a period of time. Music plays an important role in all societies and exists in a great variety of styles, characteristic of different geographic regions or different periods in history. For this reason, ESIC offers their MBA students, in each academic year, Classical Music Seasons, organized by the "Permanent Management Education Group" and the Ex Alumni Association, with soloists and orchestras both national and international.

Sports Club

ESIC understands Sport as a means of social training. ESIC, with its Sports Club or 700 student members, offers a wide variety of activities, as it considers important sport values (not only physical but also self-esteem, effort, teamwork, self-control etc.).THE Sports Club participates in various competitions in Madrid's Complutense University (Spain) as well as on ESIC's own campus, together with competitions only for ESIC students.

Business Ethics and Society

A place for dialogue, open to all opinions and viewpoints on business and social topics. Beginning as an initiative by a group of students with ever increasing participation, it is currently directed by the Director general of ESIC and a member of staff. It meets on a weekly basis to debate topics with religious, anthropological philosophical, sociological content etc. Apart from the meetings in the School itself, its members organize excursions and short trips out of Madrid with their families, where a human enrichment for all participants exists.

Alumni Association (AESIC)

AESIC is the Alumni Association ESIC that brings together Alumni who have finished their accredited education in the School. The Association was founded in 1972. The organization is mainly made up of professionals from the business world who develop their careers in almost all sectors, and carry out their work at all managerial levels. The main aims of AESIC and its reasons for being can be summed up as: Promote and strengthen relations between ESIC, its alumni and public and private companies. Promote business and professional areas among its members for the optimum development in society of their activities. Support the development and progress of its members and the businesses they work in. The Association makes available to its Associates certain advantages that are described as follows: Commercial Agreements:

- *Special services for our associates, where products and services are offered at very special rates. A shop window for your company. It offers special advantages to the more than 20,000 ex alumni of ESIC. Net Working:*
- *Alumni directory. From where personal and professional relationships can be established with the rest of the group. Education:*
- *Continuity Programme - Executive Education: Special discounts in higher level courses, seminars, etc.*
- *Accredited Education: Ex alumni have a 10% discount in all post-graduate programs. The discount does not apply to registration fees.*
- *Language Education Alumni have a 20% discount in all programmes and activities organised by Esic Idiomas. The discount does not apply to one-to-one or telephone classes*
- *Conference Series: AESIC Thursdays, in Seville, Valencia and Zaragoza. Free.*
 - ⇒ *Two hours with: Sessions of continuous education in a FORUM.DEBATE format, that aims to offer Alumni a practical vision of business aspects that are extremely relevant and of interest. The said sessions are given by important speakers from a business or academic background.*
- *AESIC workshops: It is a series of practical and dynamic workshops, with the objective of offering the Alumni concrete tools to apply in the day to day in an immediate manner. They are given by important speakers from a business or academic background.*

- *Be a member of CEDE: Be a part of CEDE: by being linked to AESIC, you will also be a member of the Spanish Confederation of Managers and Executives. www.directivoscede.com Press House and free delivery of publications:*
- *Esic Alumni. You will receive the ESIC Alumni magazine quarterly, founded by and for the group of Ex Alumni.*

⇒ 5,000 copies per issue

⇒ 17 published issues



- *35% discount on books in the Esic Editorial catalogue with more than 200 titles.*
- *Esic Market. Professional Marketing research magazine.*
- *Esic Press and Esic English in Action. Reference magazines on the world of Marketing.*
- *Preferential Access to Facilities:*
 - *Meeting rooms, sports facilities, library, chapel... Events and activities:*
 - ⇒ *Educational: TODAY IS MARKETING (HOY ES MARKETING). Annual meeting of alumni.*
 - *Leisure: Christmas activities for children. Test drive, high speed circuits. Jarama, Cheste, Monmelo and Jerez. Visits to wineries and guided culinary tours. Wine, cheese, Iberian meats, cava tasting and trying cigars etc. Free cinema tickets.*
 - *Sports: Specific championships. Golf and racket ball. Entry to ESIC competitions. Winter sports. Regattas.*
 - *Culture: Art seasons. Classical music seasons. Theatre seasons.*
 - *Ethics: Business and Society*

Global Marketing Competition

The MBA students have the possibility of participating, cost free, in the competitions through Business Games simulators, where students from all over the world are grouped together geographically to take business decisions in a simulated environment. The competitions allow the MBA students live market and society situations and decide in an ethical manner.



International Club

In a globalized world ESIC wants to be a channel for the international mobilization of its students, therefore the objective of the club is to see a cultural mix and racial exchange among our students. The International Club begins when the first international program students arrive and a gathering is organized so that all those coming from abroad could get to know each other and exchange experiences. In addition, at this first multicultural event, they visit the city where they will be living and learn something about the culture of the city, its customs and the basic day to day needs that they might have. Following this, after the course begins, the international MBA participants are continuously advised by ESIC's International Department, and continue to meeting the international students group that are part of the International Club.

Women Club

The club's aim is to promote the greater involvement in society and in business of those minorities that suffer discrimination in society and/or in business, whether it be due to their sex, race, handicap etc. Among the activities carried out is the collaboration between Esic and the Women's Institute where women entrepreneurs are advised and tutored. This tutoring consists in the preparation of a business diagnosis, an improvement plan, as well as a monitoring program for the duration of the activity. Year after year we continue with this exciting Project. Since last January we have begun to tutor sixteen business women from Madrid, Galicia and the Canary Islands,

although this number will increase as the year goes on.

Career Development Activities

ESIC professes in its mission statement to train professionals capable of setting up companies and organizations or to carry out managerial or technical tasks responsibly and efficiently at any level. There is a strong emphasis on Marketing at a national and international level.

For this reason the Management of the Careers Department have developed two different types of activities; one from the contents of the IMBA Program with a Professional Orientation Seminar and the other, from the services offered by the Careers Department.

The objective of the Professional Orientation Seminar is to 'know how to manage your professional career successfully while being socially responsible'.

To achieve this, the following aspects will be dealt with:

- Current market situation and future possibilities
- Orientation for new career paths.
- The recruitment process; tools, phases.
- Key competence development for professional growth and social responsibility
- Networking management and other opportunities for your future
- How the Careers Department can support you with personalized advice and identify new opportunities: Employment Forums, Executive Coaching, Employment Opportunities, Networking, etc.

In addition, and from the Internship Department, we offer the possibility to all MBA students to carry out work experience in-company when the Program permits.

As soon as the Program is completed, the Careers Department offers the following services to the IMBA student:

- Managing all offers that match the professional profile, aspirations and preference of the candidates
- Personalized advice and consulting from a Human Resources point of view: Curriculum Vitae, job interviews, job-seeking techniques, professional networking or the personalized follow-up of your professional development.
- Workshops and seminars to orientate your professional career as well as support in developing your career plan.
- Employment Forum where we connect students with talent-seeking companies.
- Round table sessions where Human Resources experts and alumni analyze their visions and experience of different options for professional development.
- Corporative presentations that explain the activity, hiring profile and recruitment process of a company.
- Conferences on the situation of the labor market and work opportunities.

The Careers Department works very closely with companies that are socially responsible. Currently, ESIC has contracts with 42 Foundations.

Business Links

ESIC has spent years building up a **network of upper management contacts in top-level national and international businesses**. These agreements are linked to ESIC through a range of different services aimed towards students and lecturers, such as:

- Internships and professional outings.
- Organising events for upper management, for example, Upper Management Breakfasts with PricewaterhouseCoopers
- Institutional type Agreements
- Holding Upper Management seminars and conferences, etc.

ESIC & Business Forums



ESIC Business & Marketing School, annually presents, Hoy es Marketing (Today is Marketing), the biggest meeting of business, marketing and communications professionals and managers. An exclusive event, where some of the leading experts offer the keys to facing the future successfully.



Every year, ESIC organises meet, the employment forum where national and international business attend in search of the school's past and present students for their selection processes.

With the aim of promoting job placement for ESIC students, meet puts companies looking for management talent in contact with the students who are educated each year in our classrooms, to encourage the increase of ties and knowledge among the recruiting companies and the potential candidates, in the event of them being hired.

Likewise, it is about increasing students' education in the area of how to look for work, with the aim of helping in an adequate transition between university and the world of work.

The last edition of meet was held on the 24th of March 2009 on ESIC's Pozuelo de Alarcon (Madrid), attended by forty top line companies from various economic sectors.

In addition and for the first time, a specific webpage was created for the event, from where the participants could plan their day in meet, reserve and confirm their attendance at different workshops and company presentations; get to know the different profiles demanded by the participating companies being able to send their curriculum vitae beforehand and even, arrange interviews with the different head of Human Resources.

Once again this event was an authentic success in terms of attendance with the highlight being the excellence level of both the participant companies and the attendees.