

Módulo : PREP

Fecha Inicia : 6/6/2016

Fecha Finaliza : 8/4/2016

Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
MGMT 4000	Pre - Mba Courses	Curso Obligatorio	Crédito Pass/Fail	1	2	[Carlos Fernandez]

Descripción:

Módulo : PARA

Fecha Inicia : 8/4/2016

Fecha Finaliza : 7/28/2017

Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
METH 6008	Critical Thinking and Decision Making	Curso Obligatorio	Crédito Alfabético	2	4	[Julio Sergio Ramirez]

Descripción:

The Critical Thinking and Decision Making course will be taught along several modules during the MBA's first year. Seven written analysis will be assigned. In this document you'll find the complete description of the course.

Course Objectives

1. Develop in the student the knowledge and critical thinking skills that are key to decision making
2. Reinforce capabilities for analysis and decision making in real management problems
3. Strengthening the managerial point of view, by mastering the techniques of analysis of complex problems, both in public and private enterprises, and through the development of attitudes and values of effective management

LEAD 6020	Leadership	Curso Obligatorio	Crédito Pass/Fail	2.5	5	[Margaret Rose Grigsby]
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Descripción:

Leadership is the ability to influence a group of people towards an objective. In this course students will be introduced to the general theories of leadership and organizational behavior and their application to the type of managerial problems that students will likely face in their leadership positions.

The objective of this course is to develop and improve the leadership skills of students and prepare them to run high performance and successful companies and organizations in the future.

ETCS 6012	Business Ethics	Curso Obligatorio	Crédito Alfabético	1	2	[Susan Clancy]
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Descripción:

Leaders cannot avoid difficult moral questions. They come with the territory. What is the ethical responsibility of the business in the first place? Do companies and leaders have a responsibility to behave ethically? If so, what incentives, systems and processes can be implemented to encourage ethical behavior? And what is ethical behavior anyway? How do you know what the "right" thing to do is? What

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is the difference between a sound compromise and a sell out? When do ethical ends justify dubious means? To what degree should an individual sacrifice personal ethics for professional success?

No ethics course can answer these questions; there often are no right answers. That being said leaders have a grave responsibility to exercise their power in the most ethical and responsible way they can. This requires men and women of broad knowledge and sensitive perception, with a well-developed moral philosophy and set of ethical values, a solid understanding of the moral complexity and ambiguity of the ethical dilemmas they will face, and the responsibility they have to negotiate effectively through them.

The class consists of two modules. The emphasis of the first module is on the individual – how managers within companies (especially new managers) can navigate effectively through the real world ethical challenges likely to face them.

The emphasis of the second module is on corporate governance – the ethical responsibility of business organizations.

Through the use of 1) documentaries and cases based on actual ethical challenges faced by corporations and the people that run them, 2) classic articles and readings on ethics, law, economics and social sciences, and 3) guided discussion, students will:

- Carefully consider the ethical and social obligation of business (and whether capitalism conflicts with ethics)
- Confront some of the real world ethical challenges organizations and the leaders that run them face
- Be exposed to some powerful, realistic and practical tools for navigating through these challenges
- Confront in depth their own values and how these values may be compromised or enhanced in the future

The issues and concepts covered in the course were selected on the basis of their importance for management practice, their theoretical significance, and their relevance for students.

Módulo : 01MO

Fecha Inicia : 8/4/2016

Fecha Finaliza : 8/12/2016

Código	Materia	Clasificación	Crédito	Peso Créditos	Profesor(es)
MGMT 6158	Introduction to Business Administration	Curso Obligatorio	Crédito Pass/Fail	0.5 1	[Niels Ketelhöhn]

Descripción:

This course introduces students to business and the management perspective. The course covers basic concepts of business thinking, entrepreneurship, the functional area of the firm, relevant environment, corporate governance, and the basic relation between the chief executive officer and the board of directors. The course also explores the importance of business in society and the future role of students as managers of the only entities that create economic value: firms.

Learning objectives

1. Introduce the student to business thinking of the role of business in society.
2. Provided a general understanding of the accountability of the manager towards the firm's stakeholders.

Módulo : 01MO

Fecha Inicia : 8/4/2016

Fecha Finaliza : 8/12/2016

Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
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3. Give an overview of the typical functional areas of a company and the need for coordination.

Módulo : 02MO

Fecha Inicia : 8/15/2016

Fecha Finaliza : 9/23/2016

Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
METH 6009	Advanced Quantitative Methods	Curso Obligatorio	Crédito Alfabético	1	2	[German Fernando Retana]

Descripción:

This course aims to provide you with the quantitative tools to satisfy the needs and demands of an MBA program as well as to perform data analyses at your future jobs. We will first learn the fundamentals of probability and statistics (e.g., modeling and understanding uncertainty), and then gradually start employing software tools to perform increasingly sophisticated statistical analyses of data (e.g., linear regressions with multiple explanatory variables). The examples we will discuss to illustrate the statistical techniques will come from other areas of study in the program: finance, economics, marketing, operations, and IT.

Learning Objectives

1. Develop basic intuition pertaining probability and statistics concepts and models.
2. Learn to visualize and identify (statistically significant) relationships between variables.
3. Develop criteria to choose what statistical models are most appropriate for what managerial problems or questions given the data available.
4. Learn how to run basic statistical analyses of data using freely available software tools to back managerial decisions.

COM 6008	Managerial Communication	Curso Obligatorio	Crédito Alfabético	1	2	[María Elena Carballo]
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Descripción:

This course has two parts. First, we try to reinforce our ability for planning and decision making around communication. We will seek to write and speak in a more persuasive way. Thus, we evaluate communication in terms of its influence over the actions of others. How well we know them and how well we know ourselves will shape up our choices for effective, persuasive communication.

For our second part, we will also discuss key texts and films of our Western civilization so we can improve our knowledge of people and learn to transmit our ideas through storytelling. We study works of art which include multiple and ambiguous dimensions of the human experience, not taken into account by case studies and scientific research, but yet essential to people.

Summarizing, we present a course that tries to develop flexibility and understanding of others, knowledge of ourselves and the ability to translate those conditions into persuasive communication. As you can see, this is not a language course. We assume that you know how to speak and write correctly. We will improve on the base of correction towards persuasion.

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General objective

This course aims at developing and/or improving the student's empathy and therefore his/her skills and abilities to persuade.

Specific objectives

1. To foster the analytical capabilities of situations where communication is crucial for leadership.
2. To improve our actual contribution to those situations
3. To develop skills for the effective presentation and argumentation of recommendations and proposals.
4. To present and discuss some motivational, cultural and behavioral issues influencing our delivery and reception
5. To present and discuss some values, concepts and attitudes of our culture regarding leadership, authority and power through literature.

ACCT 6039	Financial Accounting	Curso Obligatorio	Crédito Alfabético	1	2	[Arnoldo Rodríguez]
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Descripción:

Course objectives

The course objective is to provide prospective users of financial information an understanding of financial accounting fundamentals. The course focuses on developing the technical skills needed to apply accounting procedures and rules so as to develop an understanding of how economic events are recorded in the financial statements. In addition, it focuses on interpreting financial statements. This course also emphasizes how judgment and choice among different accounting methods, as well as accounting regulation, can influence the reported numbers. While some understanding of the preparers' perspective is necessary, this course focuses on the users' perspective.

Learning objectives

1. Explore in depth the presentation of the following financial statements: balance sheet, profit & loss statement, statement of equity and statement of cash flows.
2. Explore the following financial statement components: accounts receivable, sales, inventories, costs of sales (i.e. cost of goods sold), fixed assets, depreciation, current liabilities, bonds, and leases. The different accounting methods available for these components and their effect on the financial statements are also explored.
3. Expose students to accounting issues associated with the following topics: intercompany equity investments, foreign currency translations, and international financial reporting standards.
4. Evaluate the quality of the firm's financial statements.

ITEC 6034	Digital Transformation - Intermediate	Curso Obligatorio	Crédito Alfabético	1	2	[Juan Carlos Barahona]
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Descripción:

The second decade of this century brought extraordinary challenges and opportunities, associated to change in the organizing and operating manner of the companies facilitating through the new (and old) information technologies. All the changes in the upcoming years will be in the director's agenda and in every manager's mind. It is not optional: as consumers adopt new collaboration tools and get involved

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in the experience that are offered by the "digital masters", their expectations grow and so does their power to demand from the companies spectacular standards of service, competitive prices like never before and even dictate (or punish) behaviors that are consistent with the new social and environmental logic.

The complexity and scope of change vary in time and place; following a logical adoption that is better explained for the diffusion of ideas in the social networks and companies than for its geographic dimensions. This makes that in the same city (sometimes the same building) many companies with highly digitalized processes and innovator business models cohabit next to companies which have not started their transformation. In many occasions the consequences can be the unexpected disruption of an unsuspected competitor that radically changes the rules of the game, giving way to new services, products and business models, but also destroying companies that until that moment were successful.

Being a "digital master" requires the combination of two distinct abilities groups. The first group has to do with the capacity to understand and adopt the digital technologies in a creative manner. The second group of abilities is related with the capacity to implement them in a way they can transform the business. Implementing technologies that transform how the business operates has always being challenging, but this century is marked also for the necessity of doing it in less time, so the one involved has time to react on time.

What you will learn here will be useful and important for a startup. Nonetheless the course is designed thinking in the 90% of companies, that are not new, that have been established, and that need to evolve to adapt to their new environment.

Módulo : 03MO

Fecha Inicia : 9/26/2016

Fecha Finaliza : 11/4/2016

Código	Materia	Clasificación	Crédito	Peso Créditos	Profesor(es)
ESPA 6008	Español Básico I	Curso Idioma	Crédito Pass/Fail	0 0	[Ana Cristina Fonseca]

Descripción:

Brindar habilidades comunicativas básicas para que el/la estudiante sea capaz de interactuar en conversaciones estructuradas básicas en español. Que el/la estudiante pueda comprender e interactuar en situaciones de sobrevivencia fuera de la sala de clase como: en el consultorio médico, en la tienda, en el banco, etc.

FINC 6066	Finance - Intermediate	Curso Obligatorio	Crédito Alfabético	1 2	[Arnoldo Camacho]
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Descripción:

The Finance course has as its main objective to develop the ability of the student to understand and manage the finances of companies and corporations. The course focuses on understanding the key operational processes and the financial implications and alternatives open for management. The implications and alternatives are then tied to strategic objectives and goals for the development of key

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Fecha Inicia : 9/26/2016

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performance evaluation. The specific objectives are to enable students to:

- a) Understand and interpret the main financial ratios as a commonly used tool for assessing the financial health of companies.
- b) Prepare financial forecasts, pro forma financial statements and cash flows.
- c) Assess the financial needs of companies in the short term and the pros and cons of the options they have to finance those needs.
- d) Evaluate and manage the working capital and investment needs of companies.
- e) Manage the relationship with commercial banks and debt markets to address the financing of companies.
- f) Evaluate the financial viability of investment projects (capital budgeting).

HHRR 6012	HHRR - Intermediate	Curso Obligatorio	Crédito Alfabético	1	2	[Héctor Augusto Martínez]
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Descripción:

MKTG 6044	Marketing - Intermediate	Curso Obligatorio	Crédito Alfabético	1	2	[Ryan Schill]
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Descripción:

The purpose of this course is introducing students in the process of marketing, creating the foundational bases for understanding the marketing function in organizations. Even though it is an introductory course, it is focused from a manager perspective, giving an integrated vision of the whole process of marketing.

Learning objectives

By the end of the course we expect students to:

- Be able to understand the modern marketing process framework: concept and applications.
- Be able to understand and to use coherently the basic elements of a marketing plan:
- Components of marketing strategy: Segmentation, Targeting, and Positioning ('STP')
- Tactical aspects of marketing: Product, Price, Place, Promotion (Marketing mix, Marketing plan and monitoring practices)
- Be able to relate theoretical concepts to real-life marketing practices, and understanding the rationale behind each decision.

Módulo : 03MO

Fecha Inicia : 9/26/2016

Fecha Finaliza : 11/4/2016

Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
OPR 6046	Operations - Intermediate	Curso Obligatorio	Crédito Alfabético	1	2	[Luis Eduardo López]

Descripción:

This course is about the management of operations in all types of firms.

A good understanding of operations concepts and techniques is essential for making sound decisions in matters related to the design, acquisition, operation and maintenance of facilities and processes, raw material purchasing, human resource staffing and allocation, process control and inventory management, and, in general, the provision of operational needs to meet consumer expectations. Managers in all functional areas of the company should have a good understanding of the role that operations play within any business and the impact that the sound management of the operations function has on firm competitiveness. We will learn tools, quantitative and qualitative, that will allow us to analyze operating systems and to make decisions to improve performance. Organizations capable of systematically implementing these operations management tools will attain significant performance advantages.

Objectives

The objective of the course is to provide concepts, tools and the intuition necessary to design, analyze and manage operational systems. In the first part of the course we will examine different production processes in different contexts (job shops, batch processes, assembly lines and continuous flow processes) and learn to evaluate the performance of these systems in light of the company's competitive strategy and the industry in which the firm competes.

The second part of the course focuses on translating the forecasted demand of customers into appropriate operational plans to meet that demand. Topics in this part of the course include operations planning and inventory control. These concepts will be applied to both industrial and service companies.

In the third portion of the course we will consider the operational function of the company as embedded within the firm's competitive strategy and will take a look at all the interactions with other functions in the firm.

Módulo : 04MO

Fecha Inicia : 11/7/2016

Fecha Finaliza : 12/16/2016

Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
FINC 6067	Finance - Advanced	Curso Obligatorio	Crédito Alfabético	1	2	[Mauricio Jenkins]

Descripción:

There is no doubt today's business world is more complex than ever. The pace of technology innovations and the information era have created a globalized business environment where the number and complexity of the decisions a financial manager has to take have increased exponentially.

The main objective of the course is to develop the knowledge and ability of the student to understand and manage the finances of a modern corporation with a special emphasis on long-term decisions.

Specific Objectives

In particular, it is expected that during the course the students develop their ability to:

- Estimate the cost of capital for corporate investments

Módulo : 04MO

Fecha Inicia : 11/7/2016

Fecha Finaliza : 12/16/2016

Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
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- b) Understand the factors that need to be considered to establish the debt and dividend policies at the firm level
- c) Introduce Adjusted Present Value as a technique to discount cash flows generated from investment projects at the corporate level
- d) Introduce the basic principles and main concepts of business valuation
- e) Understand the principles of financial markets and portfolio theory

MKTG 6045	Marketing - Advanced	Curso Obligatorio	Crédito Alfabético	1	2	[Ryan Schill]
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Descripción:

The course aims to establish student competency in developing, writing and implementing marketing strategies and plans. It consists of eighteen sessions and a final exam and covers the following topics:

1. Brand strategy, brand equity and building regional and global brands through dynamic marketing plans
2. Developing marketing plans for international brands
3. Customer relationship management strategies
4. International market selection, modes of entry and the entry/expansion marketing plan.

ACCT 6040	Managerial Accounting	Curso Obligatorio	Crédito Alfabético	1	2	[Arnoldo Rodríguez]
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Descripción:

Accounting is known as the language of business because many interested parties use the results of the accounting process to make decisions and informed judgments about the economic activities of an organization. Effective participation in planning, control, and decision-making activities related to the achievement of an organization's objectives requires command of this language. The intent of the course is to facilitate the student's ability to apply management accounting concepts and tools to increasingly complex organizational environments by developing problem solving skills and technical competence. An emphasis is placed on big picture relationships that illustrate how cost management affects activities along the organization's value chain.

Students learn management accounting concepts and tools and how they are applied in business practice. Planning, control, and decision-making concepts should also emphasize service organizations and manufacturing companies with equal importance.

Learning Objectives

Students can discuss accounting core concepts, tools, and terminology that encompasses management accounting information as it is used for planning, control, and decision-making purposes

1. Students can address unstructured business problems that span multiple functional areas.
2. Students can evaluate and analyze profitability
3. Students can distinguish relevant versus irrelevant costs for decision making
4. Students can make short-term or tactical decisions that maximize the value of the firm

Módulo : 04MO

Fecha Inicia : 11/7/2016

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Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
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5. Students can understand alternative costing systems and its implications

OPR 6047	Operations - Advanced	Curso Obligatorio	Crédito Alfabético	1	2	[Bernard Kilian]
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Descripción:

This course provides an introduction to the theoretical foundations and analytic methods required to understand and control production processes. The course builds upon the basic understanding acquired in the Operations Management I course, and expands this knowledge to encompass a variety of manufacturing and service environments. We will learn about advanced production management techniques and will start to look beyond the limits of our company to plan and manage Supply Chains.

Course objectives

As a general objective this course intends to provide the students with an understanding of different manufacturing paradigms. The course will provide the students with advanced analytical tools for understanding production processes. With such tools the student will be capable of making sound decisions in both service and manufacturing operating environments.

Specifically, at the end of the course the student will be able to:

1. Deepen understanding of process analysis
2. Understand the main elements of Lean Management, Just-in-time production, synchronized manufacturing, manufacturing cells, and flow manufacturing.
3. Understanding the Theory of Constraints
4. Understand the importance of quality in the production process for the success of the business and to be able to apply statistical tools for quality control.
5. Knowing different forecasting techniques in order to reduce forecasting errors and to improve planification and thus, reducing inventory levels and increasing service levels within Supply Chains.

Módulo : 05MO

Fecha Inicia : 1/3/2017

Fecha Finaliza : 1/13/2017

Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
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SDEV 6045	Principles of Sustainable Development	Curso Obligatorio	Crédito Alfabético	1	2	[Andrea Prado]
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Descripción:

This course seeks to familiarize you with global environmental challenges businesses face, especially in the Latin American context, and to provide you with tools to deal with those challenges. You will learn about global environmental and social problems, related public policies and methods companies are employing to cope and respond.

Módulo : 06MO

Fecha Inicia : 1/16/2017

Fecha Finaliza : 2/24/2017

Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
STGY 6035	Strategy - Intermediate	Curso Obligatorio	Crédito Alfabético	1	2	[Carlos Rodriguez]

Descripción:

Welcome to the Strategy Intermediate course. This course is aimed at developing your understanding of how and why some companies are able to achieve and maintain superior economic performance. Throughout the course, students will have the opportunity to increase their analytical skills and improve their decision-making skills not only through the acquisition and application of strategic tools but also through an active discussion with their colleagues. The emphasis of the course, and particularly during class discussion, is on critical thinking and the development of precise and persuasive arguments rather than identifying a single correct answer to business problems.

To be successful, the strategy must be aligned across all departments and functional areas of an organization. For this reason, the adopted perspective of the course is the one of the general manager of the corporation, business or company that must procure the general success of the company. This comprehensive business perspective will help the student integrate the functional area courses he has taken so far.

HHRR 6013	HHRR - Advanced	Curso Obligatorio	Crédito Alfabético	1	2	[Andrea Prado]
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Descripción:

Welcome to the course on Advanced Human Resources. This course introduces the student to the analysis of organizational factors, such as organizational design and strategic management of human resources, which are essential tools for achieving high performance within the context of a business firm, a public agency or a non-profit organization.

Achieving a high performance in the organization implies increases in productivity and stimulation of innovation. These outcomes can rarely be achieved without implementing processes of organizational change. Such processes inevitably require a participation of the human resource of the organization or can influence their performance significantly. Therefore, it is necessary to understand how to involve and motivate the staff of the organization during a process of change.

For an organizational change process to be successful, the manager must have three skills: (i) to make an effective diagnosis of the situation, (ii) to design interventions that correct the root causes of the problems encountered in the diagnosis, and (iii) to implement change initiatives that take into account organizational constraints and sources of resistance to change. The development of these skills conforms to the three fundamental objectives of this course.

Learning Objectives

1. Diagnosis: The student should be able to diagnose organizational problems whose root causes may be found in structures, policies and practices that are inappropriate for the high performance of essential tasks. This diagnose will require an understanding of the causal relationships, of the objectives sought by the manager, and the tasks that must be performed to meet these objectives.
2. Design: The student should be able to design changes in the organizational context (structure and systems), that address the root causes identified in her diagnosis of the situation. Making these design changes will require an understanding of the advantages and disadvantages of design alternatives.
3. Execution: The student should understand the limitations that exist within the organizational context of the organization to achieve specific objectives (e.g., founder succession, innovation, sustainability strategy). The process of planning and implementing change must reflect such understanding.

Módulo : 06MO

Fecha Inicia : 1/16/2017

Fecha Finaliza : 2/24/2017

Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
ENTR 6017	Entrepreneurship	Curso Obligatorio	Crédito Alfabético	1	2	[Luis Figueroa]

Descripción:

During this course, students will be developing an original new venture idea with its respective business plan. That business plan will represent the final exam of this course.

ITEC 6035	Digital Transformation - Advanced	Curso Obligatorio	Crédito Alfabético	1	2	[Juan Carlos Barahona]
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Descripción:

In this course, we will explore the technology manager's journey. As we did in Digital Transformation I, we focus on IT as a management subject.

I chose to design this course around an extended narrative. By introducing the new edition of "The Adventures of an IT Leader", I think it is safe to say that we are using the longest case ever used at any INCAE Program. We will be engaged with the adventures and misadventures of a fictitious manager that gets appointed to create a team and lead the technology department of a firm. Each chapter of the story will guide us to new frameworks and ideas. We will use complementary readings, cases and expert visits to the classroom to explore different views or deepen our knowledge in the new issues that every chapter brings.

By the end of this course you should have a clear picture of what effective IT management looks like.

Módulo : 07MO

Fecha Inicia : 2/27/2017

Fecha Finaliza : 5/8/2017

Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
ECON 6069	Applied Macroeconomics	Curso Obligatorio	Crédito Alfabético	1	2	[Carlos Ernesto Quintanilla]

Descripción:

A manager's decisions must respond, mainly, to considerations about the internal operation of his company, and about the conditions in the specific markets where it produces or sells. However, especially for those taking high-level decisions, it is important to understand the behavior and outlook of the economy around the company. Our goal in this course is for the student to notice, understand and forecast the macroeconomic phenomena that affect the company, and the decision-making associated with those phenomena.

Specific goals

The Macroeconomics course has several specific objectives:

- I) Understanding economic statistics. In this section, we study different statistics used to "take an economy's pulse", and that are often mentioned by experts, press and government. Beyond definitions and calculation methods, that are not really the scope of an MBA course, the goal is for the student to be able to translate, when she reads these indicators, messages about the present and future of the economy around its company, market, providers, clients, bankers, and government. This includes being able to analyze how a particular company can relate its peculiarities with its environment.
- II) Business cycles and managing the short-run economic performance. Short-run volatility in several variables can significantly change the operation of a company. It is important to understand the patterns and impulses that rule those cycles. We will focus on the variations of output, interest rates, prices and exchange rates.
- III) Understanding (short run) economic policy. In this section, we study the different instruments that the State has to influence the short run economic performance of a country. Again, the goal is not to

Módulo : 07MO

Fecha Inicia : 2/27/2017

Fecha Finaliza : 5/8/2017

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teach the student how to govern, but rather how to anticipate and react to the actions by government that will change the economic environment of their company.

IV) Understanding and predicting crises. Different types of problems and incidents may lead an economy into crisis: a sudden change in conditions, making it unfeasible for some markets to operate in the way that they normally do.

V) Flavor of the month. We will dedicate the last sessions of the course will be allocated to macroeconomic topics of high visibility at the time the course is being thought. Those are the financial global crisis that happened near the end of 2008, the debt crisis challenging Europe today, and the discussion of income and wealth inequality.

PMG 6027	Political Analysis	Curso Obligatorio	Crédito Alfabético	1	2	[Arturo Cruz]
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Descripción:

According to David Easton—one the greatest modern political scientists—"facts must be ordered in some way so that we see their connection". It is like a jigsaw puzzle, each piece by itself is useless until they are all placed together to create a picture.

The conceptual frameworks you will learn in this class are designed to work exactly as stipulated by Easton, they help you put the jigsaw puzzle together. Based on questions derived from these conceptual frameworks, supposing reliable information, we can determine the capacity of a political system to make difficult decisions (often associated with question of the budget), and endure despite of those decisions.

In this class we will develop a conceptual framework that comes from the work of four political scientists: D. Easton, S. Huntington, F. Fukuyama and T. Carothers. Underlying and supporting the work of these four, we will highlight the work of M. Weber.

We will learn the relation between the political and the economic, which will become increasingly evident as we advance through the course. We will study the variety of political systems, from classic autocracies, passing through authoritarian bureaucracies, until we arrive at representative democracies, many of which are now degenerating into a type of "weak pluralism"—i.e. a system without the capacity to make difficult decisions because those decisions affect the interests of the best organized groups in society.

In this class we will examine the cases of Central America, including Panamá, Chile, Ecuador, Bolivia, Venezuela, China and the United States, among others, with the objective of verifying the solidity and universality of the conceptual framework.

Throughout the course, there will always be the tension between the desirable and the possible in politics. Or put another way, the eternal tension between the idealists (what should be) and the realists (what is). At the outset I confess that I place myself in the second category, although this does not signify that I have completely renounced what ought to be.

As you will notice in the course description, there are sessions without any reading, which is a way to compensate for how extensive some of the assignments from other sessions will be. Also notice that there are two sessions for conceptual review. Generally, there is not enough time to cover everything in each session, and accordingly, these sessions will be utilized to ensure we have covered all the material of the other sessions in a comprehensive manner.

Módulo : 07MO

Fecha Inicia : 2/27/2017

Fecha Finaliza : 5/8/2017

Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
ECON 6070	Global Economy	Curso Obligatorio	Crédito Alfabético	1	2	[Alberto José Trejos]

Descripción:

The goal of the course is to enable students to understand why operating a company in a trading environment and a global economy is different from addressing solely the domestic matter. For this purpose, we will study why and how do countries trade, the type of policies that affect trade, the initiatives that governments and private sector undertake to use trade as an instrument for development, and the many types of international negotiations going on in the world today which significantly change the rules for trade. We will also try to understand the decision-making process for companies to engage in either foreign trade or investment overseas.

These topics matter. Most relevant companies in the world today engage actively in trade, and as time goes by, looking at the world as your market and your competitor will increasingly become a requirement for a company to be competitive and successful. Policies in trade can be very blunt and effective in changing the incentives for companies, so understanding negotiations and trade initiatives is important for the manager, not only for the policy maker. I believe that, in five years, it will be impossible for the MBA program to keep this course as elective, rather than required material.

You will be graded on the basis of a final exam and class participation. As always, participation is not measured by frequency but rather by quality.

Specific Goals

Companies from different countries relate with one another, either through the sale of goods and services, the funding or acquisition of one another, or the decision by one firm to operate in several countries at once. They find in foreign lands resources, providers and markets, competitors and locations to do business. This kind of interaction changes their performance and strategies, and also affects both their home country and the place where they do business.

We want to understand

- I. The exchange of goods and services. Why does it happen? Who wins or loses? What forces shape trade? What do companies face, or do, that differs from similar operations within their home borders?
- II. Trade policy and productive development policies to trade. What tools does a government have to influence the size, pattern, and nature of the trade and investment that involves their territory or their nationals and firms? How is the policy to promote growth and development related to trade policy?
- III. Economic growth. Why do some economies grow quickly and reach development, why others stay stagnant? What are the implications of growth for an economy? What are the sources?
- IV. Foreign Direct Investment. Why do companies establish or acquire operations in other countries? What is the overall economic effect in both the home country and the site? What makes one place more attractive to FDI?
- V. International trade laws and agreements. What are they, how do they work, and what is their impact?
- VI. Globalization and its discontents. Why has trade and FDI transformed into such a controversial topic worldwide? What are the possible long run implications of this? What does the future have in stock?

OPR 6048	Industrial Organization	Curso Obligatorio	Crédito Alfabético	1	2	[Pedro Raventós]
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Descripción:

Objective

- The objective of this course is to learn how markets work.
- Managers who understand the competitive dynamics of the markets in which they compete in, can take better decisions and react more intelligently to public policies.

Módulo : 07MO

Fecha Inicia : 2/27/2017

Fecha Finaliza : 5/8/2017

Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
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Description

The course is divided into two parts:

1. Competitive and monopolistic markets (19): Supply and demand analysis and its application to the aluminum and banana industries. Equilibrium and price policy under monopoly.
2. Strategic interaction (1018): Game Theory and analysis of the following industries: cement, paint, airlines and search engines.

STGY 6036	Competitive Advantage of Nations	Curso Obligatorio	Crédito Alfabético	1	2	[Luciano Ciravegna]
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Descripción:

¿Why is the United States so competitive in aircrafts manufacturing and so inefficient in the production of cars? ¿Why are locations like Orlando, Detroit, Las Vegas, and Silicon Valley known as the capital of their respective industries?

These questions will be addressed in this course, which studies the competitive advantage of nations from a "bottoms up" microeconomic perspective. While sound macroeconomic policies, stable political systems, and the accumulation of factors of production affect the potential for competitiveness, wealth is actually created at the microeconomic level. The strategies of firms, the vitality of clusters, and quality of the business environment in which competition takes place are what ultimately determines a nation or region's productivity.

This course also provides guidelines to design economic strategies. In the first year of the MBA students have examined processes to formulate and implement strategy and the firm level. In this course we will shift the unit of analysis to the country, and understand the implications of designing a national economic strategy. The course will cover both developing and advanced economies, and addresses competitiveness at the level of nations, states or provinces, clusters, and groups of neighboring countries. A major theme of the course is that competitiveness and economic development is affected by policies at all these levels.

In modern international competition, the roles of the constituencies have shifted and expanded, and the traditional separation between them works against successful economic development. The course will explore not only theory and policy, but also the nature of the organizational structure and institutions for sustained improvements in competitiveness.

Módulo : 08MO

Fecha Inicia : 5/1/2017

Fecha Finaliza : 6/9/2017

Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
ITEC 6067	Data Mining	Curso Obligatorio	Crédito Alfabético	1	2	[Florian Federspiel]

Descripción:

Nowadays, the amount of customer data that companies generate and can capture is enormous. Foreseeable technological advances as well as customers' tendencies in adopting technologies that facilitate data generation are only likely to further reinforce this reality. In increasingly competitive environments, the most successful companies will be those that can transform this abundance of data into information that allows them to make better predictions, to make better decisions, resulting in more successful strategy implementations. This creates the need for today's business executives to be aware of and understand the immense opportunities offered by techniques that extracting useful information from large amounts of data – Data Mining.

Learning Objectives

1. Develop an understanding of the relevance and applications of data mining in business
2. Develop a basic understanding of some of the most frequently used techniques and approaches, including their respective strengths and weaknesses (e.g. unsupervised vs. supervised approaches)
3. Learn how to implement these techniques in real business contexts using industry grade software
4. Learn how to evaluate and present analytic results to enable and support good business decisions

Learning Method

We will employ a mix of case study discussions, lectures, in-class practice examples, group presentations and individual exams. However, an equal amount of the learning experience is expected to take place outside of class. The classes themselves will be hands-on and focused on interactively applying, discussing and evaluating a variety of approaches to solve concrete business problems. This requires for you to have read and familiarized yourself with the case, as well as the theoretical underpinnings of the various approaches beforehand. To become comfortable with the process of data mining, you need to spend time with the material as well as analyzing data on your own and along with your teammates.

I will start each class session under the assumption that you have reviewed the assigned materials and prepared the appropriate cases or material. While we may include a brief review, we will not discuss theory in class (we can do so outside of class). This will help us have more meaningful discussions during the scarce class time. Before each of our in-class sessions you are expected to:

1. Watch and make sure you understand the assigned videos and readings.
2. Review the optional readings or videos only if you feel it is necessary or are intrigued.
3. Seek assistance from your peers (in person or through use of the forum) and myself (in that order) when needed. This is a group based learning experience and we are all in it together!

STGY 6037	Strategy - Advanced	Curso Obligatorio	Crédito Alfabético	1	2	[Niels Ketelhöhn]
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Descripción:

The central question in corporate strategy is "How do we add value from the corporate center?" We seek to understand what should and what should not be done at the center. We seek to define the boundaries of the corporation and the way its business units make strategy. We will study situations including big family owned business groups and publicly traded giant corporations. So, we'll discuss boundaries for intervention by the center, business unit definitions, the creation of business portfolios, rules for inclusion and exclusion of businesses, creation of corporate strategy, the adoption of different organizational forms for coordination of corporate processes, the internationalization of corporations, and growth through mergers and acquisitions.

We shall take the point of view of the CEO of the corporation, important subordinates, division and country managers. We will also address the relation between owners and the CEO. Our discussions will address in different ways the following questions: How do we justify the existence of the center? In what businesses should the corporation compete? Which businesses should be sold? How do we globalize our businesses? We'll explore these questions in five groups of issues:

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Fecha Inicia : 5/1/2017

Fecha Finaliza : 6/9/2017

Código	Materia	Clasificación	Crédito	Peso Créditos	Profesor(es)
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A. Outcome Controls As Core Competence

When most businesses are unrelated the center may renounce coordination for synergy creation and exploitation of core competencies. It may simple chose to build a single distinctive competence based on managing tight outcome and/or financial controls. The center adds value through exercising these controls. In this case businesses compete for resources ignoring synergy creation.

B. Strategic Behavior Controls As Core Competence

Presence in several unrelated businesses requires several competencies at the center to add value to the business portfolio. Businesses are grouped and organized to exploit core competencies. The center coordinates several competencies seeking to create synergy among businesses. Synergy creation calls for cooperation among units. So, the center adds value emphasizing strategic controls and leaves operating and strategic decisions to unit management.

C. Distinctive Competence

Distinctive competences occur when the corporate center adds value through direct management intervention in its business unit operations and strategy. Usually the CEO and team at the center know their businesses so well that they chose to run them from the center. The center exploits its distinctive competence.

D. Mergers and Acquisitions

Mergers and Acquisitions can quickly expand the scale and scope of the corporation, and increase the complexity of managing a corporation. How should a company choose acquisition targets? How should they be evaluated? How should the resulting company be managed and integrated?

E. International Strategy for the Corporation

Corporations compete in global markets. Free trade treaties, lower logistic barriers, transparent information and economies of scale, scope and learning open up traditionally closed markets, bringing in foreign competitors. How do we globalize our products? How to choose the country with most favorable conditions to our business? How do we defend our markets from foreign imports? How do we enter new markets? We'll explore these areas with cases and exercises designed to make corporate strategy.

We'll learn through simulation of strategic decision making under uncertainty, with imperfect information, accumulating and adding our experiences. Cases and readings were chosen from a wide range of experiences so that concepts and models are used creatively. We'll emphasize the practical use of models and concepts, with special attention to strategic reasoning.

MGMT 6159	Management Control	Curso Obligatorio	Crédito Alfabético	1	2	[Arnoldo Rodríguez]
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Descripción:

The MCS class will be focused on strategy implementation and the tools that a manager can use to increase the probability of reaching the strategic objectives. Professor Michael Porter commonly argues that the most relevant problem with strategy is not the definition per se, but how to get the organization to focus on those imperative goals. In this course, we will give you the tools required to increase that probability.

Módulo : 08MO

Fecha Inicia : 5/1/2017

Fecha Finaliza : 6/9/2017

Código	Materia	Clasificación	Crédito	Peso Créditos	Profesor(es)
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Topic will include a general framework on how to analyze and perform a diagnostic with respect to possible strategic misalignments, EVA as a strategic tool, Balanced Scorecard, Fraud Control Systems, organizational structure and others.

Objectives

- Introduce the student to the concept and analysis of the Management Control Process
- Evaluate the different alternatives firms have for tactical and strategic control
- Understand Business Fraud and its impact on firms' value
- Evaluate the alternatives managers have for internal control of a firm
- Give an international perspective to the Management Control Process

TECH 6001	Digital Transformation - Transversal	Curso Obligatorio	Crédito Alfabético	1	2	[German Fernando Retana]
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Descripción:

Throughout your prior Digital Transformation courses, you have learned that becoming a digital master requires both leadership and digital capabilities. With respect to the former, you have already learned about the implementation of information systems (e.g., ERPs, BIs, CRMs) and about the adventures of an IT leader heading a firm's IT department. In this course, we will focus on the latter set of capabilities, the digital ones.

The goal of this course is to prepare the business executive to become an agent of digital change within its organization. To accomplish this, a decent understanding of the technical nuances behind digital technologies is necessary. We will start by closely examining some of the decisions an IT government must take, with emphasis on the alignment between the business strategy and IT capital investment decisions. Then, we will learn about deploying and running digitized platforms. This is a shift from prior discussions in Digital Transformation courses, from adopting to creating technology. We will also devote time to explore examples of IT security threats and controls, as well as examine the case of a firm that suffered an important intrusion: Mossack Fonseca and its Panama Papers leak. Nearing the end we will be talking and experimenting first-hand with emerging technologies, including cloud computing and cognitive computing services. To conclude, we will discuss business implications of what is deemed as the new oil: data, in our data management module.

Through the course we will have presentations, case discussions, expert guest speakers from industry, and very importantly practical labs in which you will have direct experiences with technology. An important note is that we will cover all topics with strong focus on their business implications; this is an MBA, not an engineering degree.

Learning Objectives

1. Develop criteria and know frameworks to make IT investment decisions that are aligned with business strategy.
2. Develop digital capabilities that facilitate the creation and operation of digitized platforms.
3. Develop a pragmatic understanding of security threats and controls.
4. Learn about emerging technologies that offer alternative IT investment models, such as cloud computing and cognitive computing services.
5. Develop a basic understanding of the implications of data management in firms.

Módulo : 09MO

Fecha Inicia : 6/12/2017

Fecha Finaliza : 7/28/2017

Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
FINC 6069	Finance - Transversal	Curso Obligatorio	Crédito Alfabético	1	2	[Arnoldo Camacho]

Descripción:

The course focuses on the nature on topics related to strategic finance. The course is divide in four modules:

The first module starts with and revision of the role of financial institutions and capital markets to economic growth and enterprise competitiveness. In particular it allows participants to understand the relationship between economic activity, prices, exchange rates and interest rates.

The second module covers issues related to corporate management, key for the process of assuring the creation of value and determining the impact of risk factors (demand, price, exchange rate, interest rate) on the combination of efficiency, solvency, risk and return of firms. In addition it illustrates the use of control and mitigation strategies to control potential losses and generate superior results.

The third module addresses subjects related to financial strategy, the access to financial and capital markets, and the role of investment banks in the process of creation of value to shareholders: strategic advise; initial public offerings, mergers and acquisition and private finance are cover in the module.

The fourth module makes and introduction to entrepreneurial finance, establishing methodologies to asses a new company's potential, the risk and returns to venture capital, and the nature of deals in this type of processes.

Methodology

The course is set up as a mix of lectures to introduce the basic conceptual frameworks, a series of case analysis and exercises used to illustrate of implementation of methods and indicators used in modern financial analysis frameworks and risk management techniques, and a competitive decision making simulation that covers all bank management areas.

MKTG 6046	Marketing - Transversal	Curso Obligatorio	Crédito Alfabético	1	2	[Margaret Rose Grigsby]
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Descripción:

In the first week the objective is to consolidate your knowledge of Marketing Strategy Formation. In marketing, analysis, decisions, and outcomes are interrelated and often iterative. It is important to understand that a smart marketer's work is never done because conditions shift, tools change, and organizational goals evolve over time.

OPR 6049	Operations - Transversal	Curso Obligatorio	Crédito Alfabético	1	2	[Luis Eduardo López]
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Descripción:

The objective of this course is to analyze some of the unique aspects of service businesses and to connect them to operations management concepts. The class has been designed to develop intuition and quantitative tools useful for managing service processes. The course has four main topics: (1) the nature of services and service concept design, (2) the service encounter and the customer server interface, and (3) the service delivery system.

At the end of the course students will have an understanding of services' major characteristics, will be able to estimate the value of a customer, will understand the effect word of mouth has upon the firm,

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Fecha Inicia : 6/12/2017

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Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
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and will be able to compute the value of a customer. Moreover, during this course we will go over several frameworks that are useful for understanding and organizing the different components that encompass a service operation, including service quality, demand management, service facility location, and queuing theory. Students will be able to use quantitative tools design and locate services as well as manage supply and demand in service operations.

The course is almost entirely case based. Students must adequately prepare all assigned material for each session and must be prepared to make meaningful contributions to class discussion.

HHRR 6014	RRHH - Transversal	Curso Obligatorio	Crédito Alfabético	1	2	[John C Ickis] [Héctor Augusto Martínez]
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Descripción:

In keeping with the meaning of transversality as applied to the field of education, this course seeks to connect and articulate the diverse concepts of "managing self, managing people, and managing organizations" that have been presented and discussed in previous courses (Leadership, HR-intermediate, HR-advanced) while integrating these concepts with those of business and corporate strategy.

This course seeks to develop analytic and administrative skills in the application of behavioral and organizational concepts to multi-faceted managerial situations, placing the student in the role of active participant and decision-maker. While the intermediate course focused on the interpersonal and introspective skills needed for effective interactions with people and groups, and the advanced course introduced the student to those organizational elements, such as the design of structures and processes that are essential tools for managing change in organizations, this course provides students the opportunity to apply those concepts and tools to situations of complexity and transversality.

Learning Objectives

1. Develop in students the ability to apply human and strategic managerial processes for the implementation of strategy in their organizations. This is the main objective of the course. It requires that students understand these processes in depth, and be able to apply them with discipline and rigor.
2. Reinforce the students' mastery of the functional areas of management, and moreover, their understanding the dynamic interactions among these areas, so that they are able to exercise the coordination and leadership of these areas: this is what distinguishes the role of general management.
3. Promote among students, an attitude of dissatisfaction with the status quo and encourage receptivity to change, in ways that are socially and environmentally responsible.

ENTR 6018	Silicon Valley Entrepreneurship	Curso Obligatorio	Crédito Pass/Fail	1	2	[Ryan Schill]
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Descripción:

As a region, Latin America is ripe for inventiveness, creativity and breakthroughs in fields that range from production and sales to technology. To take advantage of this stage, the region needs Latin American leaders to think about its future brand and strategy from an integral view point. Latin Americans not identify opportunities, but they have the highest percentage of people who act on those opportunities, that is they are a vivid example of the entrepreneurial spirit.

This study trip is designed to open minds to the possibilities of building fast companies that scale quickly and have clear global strategies that impact their region. Latin America does not need to emulate

Módulo : 09MO

Fecha Inicia : 6/12/2017

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Silicon Valley, but it definitely can learn from it.

Learning Objectives

At the end of the study trip, students should be able to:

1. Understand the factors that have led Silicon Valley towards becoming a global hub in innovation, technology and entrepreneurship
2. Identify qualities which make Latin America's entrepreneurial ecosystem unique and as a potential entrepreneurship model
3. Write an essay analyzing and applying learnings to the Latin American entrepreneurial context

Structure and Content

This study trip is made up of a series of conferences and visits to companies located in the San Francisco Silicon Valley Area that comply with some of the following characteristics:

- Is currently doing business in Latin America
- Has a Latin American focus/interest
- Is a Start Up / Entrepreneur
- Is a Venture Capital / Incubator / Accelerator

The experience will be furthered with cases, readings, academic discussions, panels, tours and networking events. Please refer to the study trip online itinerary to check the locations and websites associated to each activity.

Módulo : 10MO

Fecha Inicia : 7/31/2017

Fecha Finaliza : 9/22/2017

Código	Materia	Clasificación	Crédito	Peso Créditos	Profesor(es)
MCPE 8051	Management Consulting Project	Curso Obligatorio	Crédito Pass/Fail	3 6	[Guillermo Selva] [Bernard Kilian]

Descripción:

1. Crear valor significativo para el cliente mediante el trabajo de un Equipo de Consultores.
2. Crear una experiencia "integradora" de análisis y solución de un reto gerencial real e importante de parte de los estudiantes que concluyen su programa de MBA Global en INCAE.

Conformación de Equipos de Consultores

Los estudiantes se organizarán en equipos siguiendo las siguientes reglas:

- Los equipos estarán conformados por cinco personas
- Cada equipo mantendrá una diversidad de género (≥ 1 mujer)
- Cada equipo tendrá representantes de al menos tres países diferentes

Módulo : 10MO

Fecha Inicia : 7/31/2017

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Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
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- Cada equipo tendrá una conformación multidisciplinaria (≠ profesión)

Proyectos Gestionados por Equipos de Consultores

- Los proyectos gestionados directamente por los Equipos de Consultores no están sujetos a las reglas anteriores. Sin embargo, una vez que inicien un proceso de negociación con un Cliente, favor reportarlo al Equipo de Liderazgo para efectos de control.
- Recomendamos transparencia en la relación con su Cliente. Si su Equipo está participando en varios procesos, comparta esta información a su Cliente.
- Una vez que su Equipo firme un Acuerdo de Consultoría, debe compartir con la oficina de MCP la información sobre otros procesos en los que estaba participando.

Módulo : 11MO

Fecha Inicia : 9/25/2017

Fecha Finaliza : 10/4/2017

Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
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ADMI 6169	Starting the Journey	Curso Obligatorio	Crédito Pass/Fail	0.5	1	[German Retana]
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Descripción:

"Nuestro ascenso a la cumbre... la mitad del camino"

Propósitos

- Valorar la calidad personal e integral para emprender el "viaje" profesional al concluir el MBA.
- Conocer las percepciones de los colegas actuales de viaje respecto al "equipaje" de cualidades para llegar al destino profesional deseado.
- Analizar fortalezas y oportunidades para la "gestión de uno mismo" antes de avanzar a la "otra mitad del camino."

ADMI 6170	Capstone	Curso Obligatorio	Crédito Pass/Fail	0.5	1	[Niels Ketelhöhn]
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Descripción:

BUSI 6027	Negotiation	Curso Obligatorio	Crédito Pass/Fail	0	0	[John C. Ickis]
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Descripción:

For over a decade now a new way to negotiate has been under development. This new way is better and does not follow the traditional formulae. I will summarize it in a practical

Módulo : 11MO

Fecha Inicia : 9/25/2017

Fecha Finaliza : 10/4/2017

Código	Materia	Clasificación	Crédito	Peso Créditos	Profesor(es)
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manner, and then readers can ask themselves whether this is the way they usually negotiate. Negotiation is what takes place when two parties have conflicting interests but also share a common ground of mutual convenience, where differences can be solved. If we choose not to negotiate, then our only recourse will be the judiciary system. In case it does not work or if we are conflict-oriented, then we will have recourse to coercion, to unilateral action, and we may end up in violence or war.

Each individual has a particular way to negotiate, resulting from family-life experience and relations with neighbors and friends, since for all his/her life that individual has developed this particular way to manage conflict. Thus, each individual has an implicit negotiation theory. On a more general fashion, two different systems can be distinguished: the traditional one and the integrative one (the new negotiation theory.) The first system is essentially a bargaining process, emphasizing the distribution of what is negotiated, under the assumption that one of the parties will win what the other party will lose. The new negotiation theory attempts to redefine the problem through an exchange of interests to expand the results for both parties. This system is now an international trend in different negotiation fields.

Latin Americans generally think that negotiating is equivalent to solving a conflict requiring sacrifice from one of the parties. However, they prefer to do so in their friendly, informal way. Their idea of negotiating is bargaining. They are not characterized by preparing negotiations but they are brilliant when it comes to improvising. They establish short-term negotiations, although they are very flexible in relation to time management. They are very emotional and they apply power tactics in negotiating. However, they take risks and they trust their counterparts if they feel affinity and friendship results. We Latin Americans negotiate in a traditional way.

The new negotiation theory implies a different way to act that can be described through the following ten-point rule:

1. Do not negotiate with colleagues the way you would with your enemies and do not turn the negotiation into friendship. Keep a respectful, gentle relationship at a colleague level.
2. Your main purpose is solving a common problem; it is neither beating the other party nor reaching agreement at any rate.
3. Think of the long-term results of this negotiation, both for your relationship with the other party and for future negotiations.
4. Look for the kind of favorable solution that could be given by a judge or an external arbitrator: turn to numbers and to reasoning. Leave out lies and threats.
5. Think of the other party as much as you think of yourself. Do not make any proposal

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Código	Materia	Clasificación	Crédito	Peso Créditos	Profesor(es)
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which is not fair enough. Instead, make proposals that are good to you and at least acceptable to the other party.

6. Redefine the problem at hand as broadly as possible to include the other party's most extensive interests as well as your own interests. Use negotiation as a means to redefine the problem at hand by asking questions and by opening your mind to new ways to visualize a solution.

7. Ask questions and gradually exchange information. Determine, as accurately as you can, what elements are totally incompatible with those of the other party; which coincide in the same interest, and which are valued differently by each party.

8. Expand the "package"; try to enrich the result of the negotiation to all parties involved. Soundly bargain whatever is to be bargained, use objective standards and criteria which are external to negotiators. Simultaneously, look for and identify the total "package" of issues to be negotiated.

9. Do some calculation work prior to sitting at the negotiation table. What is your external alternative (what you would do in case no agreement is reached)? What are your priorities, what is the relative value of each negotiation point?

10. Determine differences in value between you and your counterpart and try to exchange those points of the highest value to you for those with the highest value for your counterpart. This way value will be created and both parties will receive a larger benefit.