

Módulo : PREP

Fecha Inicia : 5/15/2017

Fecha Finaliza : 8/11/2017

Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
MGMT 4001	Pre-Mba Courses	Curso Obligatorio	Crédito Pass/Fail	0	0	[Jose Torres] [Jose López]

Descripción:

INTRODUCTION TO ACCOUNTING

This course is an introduction to accounting where we will focus on understanding the most important concepts of the accounting process for the creation of Financial Statements. During this course we will be creating accounting entries, majorizations and preparing the main financial statements, all in accordance with generally accepted accounting principles and international accounting standards. Because the class is made up of students with different knowledge of accounting, this course pursues the fundamental objective of leveling this knowledge to a degree that allows them, to people with less knowledge, to function with ease in the subsequent courses.

General Objective of the Course

The objective of this course is to provide students with basic accounting concepts mainly about financial statements and basic accounting processes.

Specific objectives

1. Understand the concept of basic financial statements: the balance sheet, the income statement and the statement of cash flow.
2. Understand the accounting process and develop skills for the preparation of basic financial statements.
3. The student can recognize and describe the main accounting mechanics and accounts that make up the main Financial Statements.

Organization and content

The first part of the course will emphasize the process of preparing the financial statements of a company and the mechanics of bookkeeping. The idea is for students to develop the ability to understand how management actions impact the Financial Statements. The second part of the course emphasizes a review of the main characteristics and accounts of the three fundamental Financial Statements.

FINANCIAL MATHEMATICS

This course is an introduction to accounting where we will focus on understanding the most important concepts of the accounting process for the creation of Financial Statements. During this course we will be creating accounting entries, majorizations and preparing the main financial statements, all in accordance with generally accepted accounting principles and international accounting standards. Because the class is made up of students with different knowledge of accounting, this course pursues the fundamental objective of leveling this knowledge to a degree that allows them, to people with less knowledge, to function with ease in the subsequent courses.

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QUANTITATIVE METHODS

The objective of this course is to provide the student with the quantitative tools necessary to successfully face the demands of a Master's program in Business Administration. The course is divided into two parts of approximately equal length. The first part will be devoted to the study of basic concepts of probability. The second part will be devoted to the study of statistical techniques for the analysis and interpretation of data. The examples we discuss in this class to illustrate mathematical and statistical techniques will come from many areas of study: finance, economics, accounting, etc.

Módulo : PARA

Fecha Inicia : 8/3/2017

Fecha Finaliza : 8/3/2018

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

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

LEAD 6020	Leadership	Curso Obligatorio	Crédito Alfabético	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 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.

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Fecha Inicia : 8/3/2017

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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 : 8/3/2017

Fecha Finaliza : 8/25/2017

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

Objectives

Introduce the student to business thinking of the role of business in society.

1. Provided a general understanding of the accountability of the manager towards the firm's stakeholders.
2. Give an overview of the typical functional areas of a company and the need for coordination.

Módulo : 02MO

Fecha Inicia : 8/21/2017

Fecha Finaliza : 9/29/2017

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.

METH 6009	Advanced Quantitative Methods	Curso Obligatorio	Crédito Alfabético	1	2	[Florian Federspiel]
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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 6009	Communication and Leadership	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.

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

Módulo : 02MO

Fecha Inicia : 8/21/2017

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Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
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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:

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.

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 directory's agenda and in every manager's mind. It is not optional: as consumers adopt new collaboration tools and get involved in the experience that is offered by the "digital masters", their expectations grow and so does their power to demand from the company's outstanding 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 in the diffusion of ideas in the social networks and companies than in its geographic dimensions. This makes that in the same city (sometimes the same building) many companies with highly digitalized processes and innovator business models co-habit next to companies that have yet to start 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,

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Fecha Inicia : 8/21/2017

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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 must 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 in which 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, but rather have been established, and need to evolve to adapt to their new environment.

Módulo : 03MO

Fecha Inicia : 10/2/2017

Fecha Finaliza : 11/10/2017

Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
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ESPA 6009	Español Básico II	Curso Idioma	Crédito Pass/Fail	0	0	[Ana Cristina Fonseca]
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Descripción:

Que el/la estudiante sea capaz de mantener un discurso conectado (que no solamente utilice frases) para comunicarse efectiva y fluidamente a nivel de párrafo en presente y pasado.

FINC 6066	Finance - Intermediate	Curso Obligatorio	Crédito Alfabético	1	2	[Mauricio Jenkins]
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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 performance evaluation. The specific objectives are to enable students to:

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

Módulo : 03MO

Fecha Inicia : 10/2/2017

Fecha Finaliza : 11/10/2017

Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
MKTG 6044	Marketing - Intermediate	Curso Obligatorio	Crédito Alfabético	1	2	[Margaret Rose Grigsby]

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.

OPR 6046	Operations - Intermediate	Curso Obligatorio	Crédito Alfabético	1	2	[Santiago Kraiselburd]
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Descripción:

The objective of this course is to introduce you to the basic aspects of the Operations function of all types of firms, to provide you with an integrated vision of key concepts and techniques, and to help you understand the role of Operations in the overall strategy of the firm.

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.

These concepts will be applied to both industrial and service companies. This course assumes the student has no prior experience or knowledge of operations management. Part 1: Process Analytics. Here, you will familiarize with key concepts in process analytics, and see them at work in different contexts. You will learn how to evaluate the performance of operating systems, and predict on the impact that possible changes/investments might have on such performance. Part 2: Inventory Deployment. In this part, we will work on how to use demand forecasts and cost information to adequately deploy inventory, helping you decide how much to order, when, and where to place your inventory to minimize cost/maximize profits. Part 3: Long, Mid and Short Term Planning and Execution. In this section, we will work on creating operations plans that appropriately balance supply and demand. We will also discuss what to do when such plans meet reality and adjustments need to be made. Part 4: Operations Strategy. Here, 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 : 03MO

Fecha Inicia : 10/2/2017

Fecha Finaliza : 11/10/2017

Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
HHRR 6012	HHRR - Intermediate	Curso Obligatorio	Crédito Alfabético	1	2	[Héctor Augusto Martínez]

Descripción:

As with most courses in an MBA program, this course is framed from a managerial perspective. In other words, this course is not intended to provide you with an in-depth HR curriculum, but with a broader vision and understanding of how managers can approach, diagnose, design, execute and develop an organization's structures and its talent capital to meet a firm's mission and strategy.

This course aims to introduce students to organization factors such as organizational structure, strategic human resource management, and implementation of processes of change, which are essential for achieving high performance in business enterprises, public institutions, or non-profit organizations. Improving performance involves several factors, but generally speaking, we are looking to increase productivity and stimulate innovation, as well as maintain a motivated, coordinated and inspired workforce. Rarely are improvements achieved in an organization without change initiatives. To achieve a change in an organization, managers must have the skills to perform three tasks: (i) diagnose the situation, (ii) designing interventions to address the causes of the problems encountered in the diagnosis, and (iii) execute change initiatives that take into account the limitations of the organization and sources of resistance to change. The development of these skills is the primary learning objective of this course.

During this course, we will explore the following questions and issues:

1. What is an organization? How is it defined? What are its qualities and structures?
2. What are the parts of an organization?
3. What functions are best addressed by the human resources department in organizations?
4. How can we generate changes in an organization?
5. How does the human resources department add value in the realization of the strategy and mission of the organization?

Learning objectives:

1. Diagnosis: The student must become able to diagnose organizational problems related to human resources. The causes of these problems can be found in the structures, policies, and practices that limit the organization achieve high performance on essential tasks. For effective diagnosis, understanding of causal relationships, the objectives pursued by management, and the tasks to be undertaken to meet these goals is required.
2. Design: The student must be able to design changes in the context of the organization (structure and systems) to address the causes identified in its assessment of the situation. This will need to understand the advantages and disadvantages of alternative designs.
3. Execution: The student must understand the conditions that exist within the context of the organization, and implementation plans should incorporate them appropriately.

Módulo : 04MO

Fecha Inicia : 11/13/2017

Fecha Finaliza : 12/22/2017

Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
ESPA 6013	Español Básico III	Curso Idioma	Crédito Pass/Fail	0	0	[Ana Cristina Fonseca]

Descripción:

Este perfil es una propuesta que se va a construir con la intervención activa de la estudiante para ofrecer los instrumentos comunicativos necesarios para lograr fluidez en el discurso oral y escrito en tiempo pasado.

Objetivo General

Aproximarse a varios tipos de tiempos pasado del español.

Módulo : 04MO

Fecha Inicia : 11/13/2017

Fecha Finaliza : 12/22/2017

Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
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Combinar elementos sencillos para ser más creativa con el idioma y no depender solo de frases memorizadas.
Evitar la reiteración en el discurso con estrategias comunicativas.

STGY 6035	Strategy - Intermediate	Curso Obligatorio	Crédito Alfabético	1	2	[Luciano Ciravegna]
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Descripción:

This course is part of the series of courses in Strategy. We will study the multimarket scope of the corporation including its products, geographic and vertical integration boundaries and its related and unrelated diversification. We seek to address which activities and businesses should be retained inside the firm and which should be pursued by other means. We want to define the alternatives modes of expansion and the advantages and disadvantages of each one of them. We will discuss how the firm manages the activities and businesses that lie within the corporate hierarchy. This recognized the importance of both the implementation and formulation of corporate strategy. This course is about the job of the top management of the corporation particularly from the perspective of the CEO and the Board of Directors.

Objectives

1. To understand how a complex corporation competes, using its different divisions
2. To develop the skills and capabilities to maximize value creation
3. To develop the skills and capabilities that the CEO and the Board of Directors of the Corporation require to diagnose and find realistic solutions to problems and opportunities in complex business settings
4. Finally, it is expected that the student develop her/his personal synthesis and perspective to identify and solve strategic problems and opportunities at corporate level.

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.

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

Módulo : 04MO

Fecha Inicia : 11/13/2017

Fecha Finaliza : 12/22/2017

Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
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4. Students can make short-term or tactical decisions that maximize the value of the firm
5. Students can understand alternative costing systems and its implications

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.

ITEC 6035	Digital Transformation - Advanced	Curso Obligatorio	Crédito Alfabético	1	2	[German Fernando Retana]
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Descripción:

In your prior Digital Transformation course, you learned that becoming a digital master requires both leadership and digital capabilities. That first course focused on the former set of capabilities, and hence you have already learned about high-level IT strategy, the implementation of information systems (e.g., ERPs, BIs, CRMs) and quite likely some other topics that involve organizational changes too. 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 software applications.

This is a shift from prior discussions in the Digital Transformation course, from adopting to creating technology. Creating and efficiently operating technology is a skill of growing importance if you are set to sustain competitive advantages by offering unique services. We will talk about open source software, cloud computing, and DevOps. We also devote time to explore a topic of top strategic relevance: IT security threats and controls. We'll examine cases of firms that have been attacked, including Mossack Fonseca and its Panama Papers leak. Nearing the end, we will be talking and experimenting first-hand with emerging technologies, including cognitive computing services and blockchain. 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.

- Objectives
1. Develop criteria and know frameworks to guide IT investment decisions that are aligned with business strategy.
 2. Develop managerial capabilities associated with IT governance, with emphasis on the tradeoff between adding new functionalities vs. having a stable operation.
 3. Become aware of the strategic role that IT security plays in firms, and develop a pragmatic understanding of security threats and controls.

Módulo : 04MO

Fecha Inicia : 11/13/2017

Fecha Finaliza : 12/22/2017

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4. Learn about emerging technologies that offer alternative IT investment models, such as cloud computing and cognitive computing services.

5. Understand the impact that exponential technologies, such as cognitive computing and blockchain (what supports bitcoin), will have on business and society in upcoming years.

Módulo : 05MO

Fecha Inicia : 1/8/2018

Fecha Finaliza : 1/19/2018

Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
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SDEV 6046	Principles of Sustainable Development	Curso Obligatorio	Crédito Alfabético	1	2	[Andrea Prado] [Urs Peter Jäger]
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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 : 1/22/2018

Fecha Finaliza : 3/2/2018

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

General Objective

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
- Understand the factors that need to be considered to establish the debt and dividend policies at the firm level
- Introduce Adjusted Present Value as a technique to discount cash flows generated from investment projects at the corporate level
- Introduce the basic principles and main concepts of business valuation

Módulo : 06MO

Fecha Inicia : 1/22/2018

Fecha Finaliza : 3/2/2018

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e) Understand the principles of financial markets and portfolio theory

HHRR 6013	HHRR - Advanced	Curso Obligatorio	Crédito Alfabético	1	2	[Andrea Prado] [Carlos Rodriguez]
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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 diagnosis 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.

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

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.

Description:

The course is divided into two parts:

- 1-Competitive and monopolistic markets (1-9): Supply and demand analysis and its application to the aluminum and banana industries. Equilibrium and price policy under monopoly.
- 2-Strategic interaction (10-18): Game Theory and analysis of the following industries: cement, paint, airlines and search engines.

Módulo : 06MO

Fecha Inicia : 1/22/2018

Fecha Finaliza : 3/2/2018

Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
OPR 6047	Operations - Advanced	Curso Obligatorio	Crédito Alfabético	1	2	[Bernard Kilian]

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. 2)

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.

ESPA 6014	Español Básico IV	Curso Idioma	Crédito Pass/Fail	0	0	[Ana Cristina Fonseca]
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Descripción:

El curso Español Básico IV consta de 20 sesiones de 1 hora y 20 minutos cada una. Este perfil es una propuesta que se va a construir con la intervención activa de los estudiantes, esto con el fin de ofrecerles los instrumentos necesarios para lograr expresar y respaldar opiniones e hipótesis usando diferentes estrategias de comunicación como las usaría un nativo hablante.

Objetivo General:

Aumentar la producción oral y la comprensión auditiva a través de la revisión de temas relacionados con los intereses profesionales particulares de los estudiantes.

Módulo : 07MO

Fecha Inicia : 3/5/2018

Fecha Finaliza : 5/4/2018

Código	Materia	Clasificación	Crédito	Peso Créditos		Profesor(es)
ESPA 6016	Español Básico V	Curso Idioma	Crédito Pass/Fail	0	0	[Ana Cristina Fonseca]

Descripción:

El curso Español Básico V consta de 20 sesiones de 1 hora y 20 minutos cada una, este perfil es una propuesta que se va a construir con la intervención activa de los/las estudiantes. Esto con el fin de practicar estrategias comunicativas para que los/las estudiantes sean capaces de describir y narrar con detalle a nivel de párrafo y para que puedan iniciar, mantener y terminar una conversación tanto en temas cotidianos como en temas especializados.

Objetivo General:

Aumentar la producción oral y la comprensión auditiva a través de la revisión de temas relacionados con los intereses profesionales particulares de los estudiantes.

ECON 6069	Applied Macroeconomics	Curso Obligatorio	Crédito Alfabético	1	2	[Carlos Ernesto Quintanilla]
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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 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

Módulo : 07MO

Fecha Inicia : 3/5/2018

Fecha Finaliza : 5/4/2018

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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.

ECON 6070	Global Economy	Curso Obligatorio	Crédito Alfabético	1	2	[Victor Umaña]
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Descripción:

General objectives

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.

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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?

ENTR 6017	Entrepreneurship	Curso Obligatorio	Crédito Alfabético	1	2	[Ryan Schill]
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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.

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 their previous courses, MBA students have examined processes to formulate and implement strategy and the firm level. In this course

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Fecha Inicia : 3/5/2018

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we will shift the unit of analysis to the country, and cluster, to 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.

GNWK 6000	Global Network Week	Curso Obligatorio	Attended or did not attend 0.5	1	[Alexandra Esquivel]
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Descripción:

Global Network Weeks give students and faculty the opportunity to pursue intensive study at another network school, in a focused course that leverages the perspectives, programs, and faculty expertise of that school. Alongside their counterparts from elsewhere in the network, students attend classes, tour local businesses, and meet with experts focused on current business problems.

Módulo : 08MO

Fecha Inicia : 5/7/2018

Fecha Finaliza : 6/15/2018

Código	Materia	Clasificación	Crédito	Peso Créditos	Profesor(es)
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ESPA 6011	Español para Ejecutivos I	Curso Idioma	Crédito Pass/Fail	0 0	[Ana Cristina Fonseca]
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Descripción:

Que el/la estudiante adquiera efectividad comunicativa en pasado (todos los pasados del indicativo), mediante la producción oral.

Que el/la estudiante desarrolle fluidez y mejore su capacidad de comprensión.

ITEC 6067	Data Mining	Curso Obligatorio	Crédito Alfabético	1 2	[Florian Federspiel]
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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

Módulo : 08MO

Fecha Inicia : 5/7/2018

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of and understand the immense opportunities offered by techniques that extracting useful information from large amounts of data - Data Mining.

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

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:

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 simply choose 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 competencies 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 choose 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

Módulo : 08MO

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enter new markets?

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.

Topic will include a general framework on how to analyze and perform a diagnostic with respect to possible strategic misalignments, EVA as an 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 MBA, you have already had some experiences with information systems and data. From your prior Digital Transformation courses you have learned what software applications are, how we develop and run them, and in particular you learnt that most applications have a database in the backend as part of their application architectures. You even had a succinct introduction to databases (albeit merely locally with Microsoft Access) and understood how ERPs may structure their data. Then, in courses such as Quantitative Methods and Data Mining you mastered multiple models and tools that allow you to extract business value from data. However, the data usually came in the form of flat files (e.g., .csv or .xlsx) ready to be imported into some stats and analysis package such as R or Rapidminer. Have you ever wondered how the data ended up in that file handed to you, already tidied up and ready to use?

Data management is the foundation of data-driven enterprises and a cornerstone for business analytics. Through this course, you will first gain competence in practical database querying and data modeling using SQL. Then, having the R programming language as our tool, we'll learn and practice data ingestion, storage, cleansing, integration, and exploration. All these are key elements of the data pipeline that allows firms to finally analyze the data. We'll wrap up the course learning about current trends in data management, accompanied in some sessions by external industry experts.

Objectives

After successful completion of this course, you are expected to:

1. Be familiar with relational database concepts and their place in application architectures.
2. Be able to use SQL to perform complex queries and manipulate data.

Módulo : 08MO

Fecha Inicia : 5/7/2018

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Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
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3. Be proficient in data modeling using E-R modeling techniques and designing well-organized relational databases.
4. Be able to use R to ingest data from multiple and heterogeneous data sources.
5. Be familiar with R's packages useful for data cleansing and organization (the tidyverse).
6. Be familiar with the latest advances in database and storage technologies.

Módulo : 09MO

Fecha Inicia : 6/18/2018

Fecha Finaliza : 8/3/2018

Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
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ESPA 6012	Español para Ejecutivos II	Curso Idioma	Crédito Pass/Fail	0	0	[Ana Cristina Fonseca]
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Descripción:

Que el/la estudiante logre expresar y respaldar sus opiniones e hipótesis usando diferentes estrategias de comunicación como las usaría un native hablante.

Que el/la estudiante aumente su producción oral y su comprensión auditiva a través de la revisión de temas relacionados con sus intereses profesionales.

FINC 6069	Finance - Transversal	Curso Obligatorio	Crédito Alfabético	1	2	[Arnoldo Camacho]
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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 assess a new company's potential, the risk and returns to venture capital, and the nature of deals in this

Módulo : 09MO

Fecha Inicia : 6/18/2018

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type of processes.

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:

This course builds upon previous operations courses (Intermediate and Advanced) to focus on service operations. The course analyzes the unique aspects of service businesses and links them to operations management concepts. The course develops qualitative and quantitative tools useful for managing service operations. The course has three 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.

With this course students will acquire an understanding of services' major characteristics, will be able to estimate the value of a customer, will be able to quantify word of mouth effects, will understand and organize 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 to 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	[Konstantina Tzini]
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Descripción:

People management in the 21st century can be as thrilling as it can be challenging. This course will introduce you to contemporary HR topics and to broader issues a top level executive faces in today's tech-savvy, interconnected, fast-paced, and diverse workplace. During the sessions we will examine best practices related – but not confined – to HR (such as the use of data, behavioral interventions, diversity and intergenerational management, work-life balance, etc.) focusing on both the advantages and the possible downsides of implementing such practices. Moreover, we will discuss a series of current phenomena in the workplace (such as whistleblowing, public scandals, social media influence, etc) with the aim of anticipating and resolving challenging situations.

Learning Objectives

1. Successfully navigating the current demands in people management.
2. Anticipating and proactively addressing challenging situations in the workplace.

Módulo : 09MO

Fecha Inicia : 6/18/2018

Fecha Finaliza : 8/3/2018

Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
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3. Effectively designing and implementing people policies and interventions.
4. Critically forming and presenting your recommendations.

ENTR 6018	Silicon Valley Entrepreneurship	Curso Obligatorio	Crédito Pass/Fail	1	2	[Francisco Eduardo Pérez]
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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 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 : 8/6/2018

Fecha Finaliza : 9/28/2018

Código	Materia	Clasificación	Crédito	Peso	Créditos	Profesor(es)
MCPE 8051	Management Consulting Project	Curso Obligatorio	Crédito MCP	3	6	[Guillermo Selva] [Felipe Perez] [Octavio Martínez] [Bernard Kilian] [Carlos Rodriguez] [Arnoldo Rodríguez] [Héctor Augusto Martínez]

Descripción:

Objetivos Generales

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
- 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 repórtenlo 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.