

Catálogo de Cursos
Master in Business Administration
Año Graduación 2020
Del módulo 01MO al módulo 10MO

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Módulo : 01MO

Fecha Inicia : 9/12/2019

Fecha Finaliza : 9/27/2019

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:

Course description

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

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

Provided a general understanding of the accountability of the manager towards the firm's stakeholders.

Give an overview of the typical functional areas of a company and the need for coordination.

Learning method

The course relies intensively on the case method; which is used in most the sessions. Guest speakers and presentations are also used in the course. Class participation accounts for 50% of the grade. Students are expected to have read and worked out a solution to each case, before each class session. All students are also expected to actively participate in the assigned study groups.

FINC 4007	Financial Mathematics	Curso Obligatorio	Crédito Pass/Fail	0.5	1	[Juan Ferron]
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Descripción:

METH 4001	Quantitative Methods	Curso Obligatorio	Crédito Pass/Fail	0.5	1	[Florian Federspiel]
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Descripción:

Objective

The objective of this course is to provide the student with the quantitative tools necessary to successfully face the demands of an MBA program.

The course is divided in two parts of similar extension. The first part focuses in the study of basic probability concepts. The second part focuses in the study of statistical techniques for analyzing and interpreting data. The examples used will come from several study areas such as finance, economy, accounting, etc.

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Módulo : 01MO

Fecha Inicia : 9/12/2019

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Código	Materia	Clasificación	Crédito	Peso Créditos	Profesor(es)
ACCT 4005	Introduction to Accounting	Curso Obligatorio	Crédito Pass/Fail	0.5 1	[Arnoldo Rodríguez]

Descripción:

Course description

This course is an introduction to accounting, where we will focus on understanding the key concepts of the accounting process for the creation of the Financial Statements. During the course we will be creating accounts, posting them to the ledger and using the ledger to generate the required financial statements, all in accordance with generally accepted accounting principles and international accounting standards. The class consists of students with different levels of knowledge of accounting. Therefore, this course aims to level these skills fundamental to a degree that will enable people with less knowledge, to operate with ease in subsequent courses. The students with a more advanced knowledge of accounting will use the course as a refreshment of the most relevant topics of an introductory financial accounting class.

General Course Objective

The objective of this course is to expose the students to the basic concepts of accounting, the financial statements and the fundamental accounting processes.

Specific Objectives

Understand the concept of the basic financial statements: the balance sheet, income statement and cash flow statement.

Understand the accounting process and develop the skills for the development of the basic financial statements.

The student can recognize and describe the main mechanical accounting and accounts that comprise the main Financial Statements

Módulo : 02MO

Fecha Inicia : 9/30/2019

Fecha Finaliza : 11/8/2019

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

Descripción:

Business decisions are often characterized by risks and uncertainties, which are increasingly too complex to be assessed through intuition alone. Understanding the uncertainties involved through proper use of available data is crucial for clarifying available options, developing insights and supporting the analyses needed in making business decisions in a defensible, systematic way.

The basic objective of this course is to help you become more comfortable with number of rudimentary methods in Business Statistics and Risk Analysis to analyze data for enabling better-informed decision-making, with the aid of some commonly available tools such as R and Radian for R.

Learning objectives

Develop an understanding of relevance and applications of data-based business decisions

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Módulo : 02MO

Fecha Inicia : 9/30/2019

Fecha Finaliza : 11/8/2019

Código	Materia	Clasificación	Crédito	Peso Créditos	Profesor(es)
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Develop a basic understanding of some of the most frequently used techniques and approaches, including their respective strengths and weaknesses.

Learn how to implement these techniques in real business contexts using industry grade software.

Learn how to evaluate and present analytic results to enable and support good business decisions.

COM 6009	Communication and Leadership	Curso Obligatorio	Crédito Alfabético	1	2	[María Elena Carballo]
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Descripción:

Introduction

We will start from the notion that empathy with our audiences is a necessary condition for communication. We will study and practice three communication skills: persuading for leadership; storytelling, in order to capture the imagination and to persuade our audiences; and creating an attractive pitch for ourselves and our projects. In addition, we will explore the ethics of persuasion and the importance of nonverbal language.

Course objective

To study and practice attitudes, values and tools advantageous for our communication.

Specific objectives

- To introduce discoveries of neuroscience regarding persuasion.
- To start the development and use of storytelling to communicate.
- o refine key messages about a project, organization and yourself.
- To discuss the ethics of persuasion in our times
- To propitiate coherence between verbal and nonverbal language.

ACCT 6039	Financial Accounting	Curso Obligatorio	Crédito Alfabético	1	2	[Juan Ferron]
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Módulo : 02MO

Fecha Inicia : 9/30/2019

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Código	Materia	Clasificación	Crédito	Peso Créditos	Profesor(es)
HHRR 6017	Managing People and Organizations I	Curso Obligatorio	Crédito Alfabético	1 2	[Silke Bucher]

Descripción:

Course description

The skills for effectively managing people become more and more important as your career advances to managerial and executive levels. This course will provide you with an overview of typical people management practices, as well as conceptual lenses that help you understand the possible underlying factors of people behavior.

In today's economy (if not for a while already!), the management of human capital is as important as the management of physical or financial capital. The course takes the point of view of the general manager ± rather than specifically the human resource professional ± who is striving to leverage people's capacity in ways that lead to superior performance (revenues, profits, growth) and a healthy work environment such that people gather, produce, develop and thrive, and that performance is sustainable. Much of this is based on skills to create effective relationships and interactions with the people that matter in your professional role ± such as your employees, your colleagues, and your bosses.

During the sessions, we will examine key practices of human resource management (recruitment, selection, compensation, talent development, etc.), and how they can be designed and/or effectively applied. As any organizational action, these practices do not happen in a vacuum, but interfere with the 'human factor'. Where relevant, we will therefore refer to aspects of psychology and organizational behavior (e.g. values, interests, motivation) to help understand possible conditions and consequences of designing and implementing people management practices.

Learning objectives

Provide you with tools, knowledge, and skills necessary to diagnose challenges and opportunities related to people management.

Understand how different practices, depending on different environments, can help mitigate challenges and leverage opportunities. 3. Propose and effectively implement people practices and interventions.

LEAD 6040	Leadership I	Curso Obligatorio	Crédito Alfabético	0.5	1	[Margaret Rose Grigsby]
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Módulo : 03MO

Fecha Inicia : 11/11/2019

Fecha Finaliza : 12/20/2019

Código	Materia	Clasificación	Crédito	Peso Créditos	Profesor(es)
FINC 6074	Finance I	Curso Obligatorio	Crédito Alfabético	1 2	[Mahsa Memarian]

Descripción:

Business decisions are often characterized by risks and uncertainties, which are increasingly too complex to be assessed through intuition alone. Understanding the uncertainties involved through proper use of available data is crucial for clarifying available options, developing insights and supporting the analyses needed in making business decisions in a defensible, systematic way.

The basic objective of this course is to help you become more comfortable with number of rudimentary methods in Business Statistics and Risk Analysis to analyze data for enabling better-informed decision-making, with the aid of some commonly available tools such as R and R radiant for R.

Learning objectives

Develop an understanding of relevance and applications of data-based business decisions

Develop a basic understanding of some of the most frequently used techniques and approaches, including their respective strengths and weaknesses.

Learn how to implement these techniques in real business contexts using industry grade software.

Learn how to evaluate and present analytic results to enable and support good business decisions.

OPR 6052	Operations I	Curso Obligatorio	Crédito Alfabético	1	2	[Luis Eduardo López]
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Descripción:

Course Overview

This course covers the fundamentals of operations management and the impact that the operational function has on the competitiveness of the firm. An adequate understanding of the operations is essential to make appropriate decisions in matters related to the design, acquisition, operation and maintenance of facilities and processes, the purchase of raw materials, the control and management of inventories and, in general, the provision of operational needs to meet consumer expectations. This is true in firms dedicated to the provision of goods and in companies dedicated to the provision of services. The Operations Management course refers to the administration of the processes and resources necessary to convert inputs into products and services that are sold to customers.

Objectives

The course will provide tools that serve to analyze productive systems of all kinds. The first part of the course covers different production processes, from a variety of industries, and the way in which the inputs of these processes are transformed into final products. This part of the course covers the analysis of the processes, types of processes and the assessment of these systems' performance evaluated in the light of the company's competitive strategy.

The second part of the course emphasizes the challenge of translating forecasted customer demand into appropriate operational plans. Students will learn about capacity planning, aggregate planning, programming and execution of aggregate plans, inventory management and some elementary topics related to the management of the supply chain. The course will end with an overview of the role of operations within the company's strategy.

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Fecha Inicia : 11/11/2019

Fecha Finaliza : 12/20/2019

Código	Materia	Clasificación	Crédito	Peso Créditos	Profesor(es)
MKTG 6047	Marketing I	Curso Obligatorio	Crédito Alfabético	1 2	[Michael Daniel Metzger]

Descripción:

Objective

To provide participants with the concepts, strategies, and tactics of marketing management in order to form a marketing strategy for value creation that is both competitive and sustainable.

Marketing themes

The importance of marketing in customer value creation and firm value creation

The importance of the situation analysis in marketing strategy formulation and execution

The fundamentals of marketing strategy formation and execution: segmentation, targeting and Positioning and implementation through the marketing mix

The fundamentals of developing and managing the marketing mix: product, price, place, promotion and related tactical decisions

The fundamentals of marketing, social networks, and integrated marketing communications as an integral part of marketing strategy and execution

The fundamentals of financial analysis for marketing decision making - The fundamentals of marketing services for customer value creation and firm value creation

TECH 6002	Digital Transformation I	Curso Obligatorio	Crédito Alfabético	1	2	[Juan Carlos Barahona]
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Descripción:

Introduction

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 companies 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, 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 been 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.

Benefits for the participant

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At the end of the course, you will have a better understanding about the technology's impact in your own life, your management career, and the way companies compete.

You will have a better understanding of your relationship with technology and will be able to make decisions regarding your own career, in which areas to focus and design strategies and mechanisms to keep yourself at the cutting edge of change to take advantage of the opportunities and lesser the threats.

You will have the tools and conceptual maps to facilitate making management related decisions regarding adoption, acquisition and implementation of technology.

You will be able to better appreciate the impact of the four principal drivers that are transforming the companies and the management: 'social', 'cloud', 'mobile' and 'data'.

You will have a perspective and strategy that facilitate communication with the information technology department of the company and criteria to lead the digital transformation processes of your company.

LEAD 6041	Leadership II	Curso Obligatorio	Crédito Alfabético	0.5	1	[Silke Bucher]
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Descripción:

Working in teams has become the go-to approach for tackling complex issues in a variety of types of organizations. Decades of research provide us with knowledge, guidelines, and practical examples of what it takes to build effective teams. However, effectively leading teams remains challenging. While becoming an effective team leader is also a question of practice, the course aims to equip you with knowledge of key concepts around building, launching and managing teams. The course also aims to help you gain a better understanding of dysfunctional team processes and what you could do about them.

Overall, the course tries to convey a couple of key learnings such as that leading teams is more than leading a number of individuals, but a group with a common purpose; that leading teams goes beyond handling the internal dynamics of a group, and involves a skillful handling of a team's external context as well; and that while a team leader is often important, every single member has his/her share in making a team effective.

Teams come in many facets. The cases we use in the course draw from a variety of team settings ± temporary project teams, management teams, sports teams, and permanent functional teams. Together with the accompanying technical note, each case allows focusing on particular issues, but we will also draw learnings from looking across cases. The simulation exercise and the reflection of an own past team experience aim to provide the platform to deepen the learning.

Learning objectives

Provide you with tools, knowledge, and skills necessary to diagnose challenges and opportunities related to leading teams.

Understand how typical team challenges and opportunities develop, depending on different environments.

Propose and effectively implement levers and interventions that help making teams effective.

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Módulo : 04MO

Fecha Inicia : 1/6/2020

Fecha Finaliza : 1/17/2020

Código	Materia	Clasificación	Crédito	Peso Créditos	Profesor(es)
SDEV 6047	Fundamentals of Sustainability I	Curso Obligatorio	Crédito Alfabético	1 2	[Urs Peter Jäger]

Descripción:

Description

The obsession with China and India has led to an international literature on sustainability that pays little or no attention to Latin America. INCAE went a different path. Since its foundation, it has been working as a leader in the field of Sustainability in the region. Latin America can certainly learn from best practices around the world but it can also teach the world about sustainability because it is, for instance, a resource-rich region with a huge potential for greater resource efficiency, along with business innovations that can tackle the challenge of the strong inequality in present in its countries.

Learning objectives

This course is an introductory course to sustainability. It gives you an introduction to:

the definition of sustainability and the discussion around the term,
 the current stage of knowledge on sustainability in Latin American countries and other regions of the world,
 the methods and strategies that companies are employing to cope and respond to the rising sustainability challenges as well as the opportunity to access to key projects created at INCAE, such as the Social Progress Index and
 reflect about the learnings of the course with external experts.

SDEV 6048	Fundamentals of Sustainability II	Curso Obligatorio	Crédito Alfabético	1	2	[Andrea Prado]
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Descripción:

Course description

The external institutional pressures facing companies and the expectations of different stakeholders are constantly changing. At present, the environmental and social challenges that afflict societies demand a revision of the traditional way of doing business. The operation of companies in the long term is at risk, unless they contribute to the sustainable development of the countries where they do business.

³Fundamentals of Sustainability II' explores the different opportunities and risks that arise around the operation of the business when environmental and social dimensions are included in strategic decision making. The main objective of the course is to provide students with a series of analytical tools and frameworks to review the way in which businesses generate their profits and develop the ³business case' to implement sustainable strategies as an integral part of their operations.

Course content

Increasingly, shareholders, directors of Board of Directors, collaborators and customers are asking companies to manage their businesses in a sustainable way. These demands are motivated by many factors, including a greater awareness of the limitations of our ecosystem and the identification of the "winners and losers" in a globalized economy. Aligning environmental and social practices to business strategy directly influences the competitiveness and sustainability of the business in the long term. Including environmental and social components² in addition to the financial one² in decision making

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Módulo : 04MO

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Fecha Finaliza : 1/17/2020

Código	Materia	Clasificación	Crédito	Peso Créditos	Profesor(es)

strategic for the operation of the business and will allow firms to compete more successfully in different markets, mainly international ones.

Módulo : 05MO

Fecha Inicia : 1/20/2020

Fecha Finaliza : 2/28/2020

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

Descripción:

General goal

The goal of this course is enable the students to understand how macroeconomic performance and policy might impact the private sector, and therefore, to enable them to adjust business decisions and strategy in order to take advantage of the opportunities - and protective measures against the dangers ± provided by the macroeconomy.

Specific goals

At the end of the course, the student will be able to:

- Identify key sources of macroeconomic information
- Correctly interpret macroeconomic indicators and statistics

Use the basic elements of mainstream macro theory to analyze the behavior of the economy in the short and in the long run

Understand the impact of macro policy and performance on private businesses, and adjust business decisions and strategy accordingly

ECON 6070	Global Economy	Curso Obligatorio	Crédito Alfabético	1	2	[Alberto José Trejos]
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Descripción:

General goal

Business decisions must answer, primarily, to the issues that arise within the firm. However, for those that make the decisions at the highest level, it is important to understand what surrounds the company. Among other things, running 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, outsourcing and other global arrangements. Finally, we will try to understand why countries grow and develop, and some specific hot topics in geopolitics and global economics

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Fecha Inicia : 1/20/2020

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today. 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.

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.

Description

The course is divided into two parts:

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.

Strategic interaction (10-18): Game Theory and analysis of the following industries: cement, paint, airlines and search engines.

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

Description

According to David Easton² one of the most distinguished political scientists² "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, assuming reliable information, we can determine the capacity of a political system to make difficult decisions (often associated with questions 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.

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Fecha Inicia : 1/20/2020

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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 ³weak pluralism² 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, Greece, 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.

LEAD 6044	Leadership III	Curso Obligatorio	Crédito Alfabético	0.5	1	[Héctor Augusto Martínez]
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Módulo : 06MO

Fecha Inicia : 3/2/2020

Fecha Finaliza : 4/24/2020

Código	Materia	Clasificación	Crédito	Peso Créditos	Profesor(es)
MKTG 6050	Marketing II	Curso Obligatorio	Crédito Alfabético	1	2 [Luciano Ciravagna]

Descripción:

This course develops the skills needed for marketing management, improving on the concepts learned in the previous courses in the area of marketing and strategy. Its approach is oriented to the point of view of the general manager, leader of the company or organization. It consists of 18 sessions, which address the following key topics:

- Consumer-driven marketing
- Brand building
- Muti-brand portfolio
- Customer Value Proposition
- International marketing ± addressing different customer needs
- Base of the pyramid marketing

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Fecha Inicia : 3/2/2020

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Emotional and functional marketing
Channels and marketing
Digital marketing and social media

Objectives

Understand the effects of the culture and local customs

Learn the principles of Brand awareness and Brand loyalty
Understand how to develop and manage a multi-brand portfolio in a multiple markets.
Understand the key principles of blue ocean marketing
Understand the differences between emotional and functional marketing
Manage the marketing key concepts for the base of the pyramid
Identify the principles of digital marketing and the use of social media for marketing platform.
Understand the challenges of brand extension strategies.

TECH 6003	Digital Transformation II	Curso Obligatorio	Crédito Alfabético	1	2	[Carla Fernández]
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Descripción:

Course description

Managers in today's corporate environment cannot be effective without knowing the role of IT and its impacts in terms of transformations on the organizational, process, market, and global enterprise levels. Since IT is usually composed of heavily invested corporate resources, decisions on whether to adopt certain IT or not often can have important managerial consequences. This course teaches how IT affects management methods and transforms organizational and industry structures.

At a conceptual level, this course is designed to make the students knowledgeable of the fundamentals underlying the design, implementation, control, evaluation and strategic use of modern technologies. While some of the effort will be devoted to hands-on work with technology, the major emphasis will be on the understanding the managerial and strategic aspects of emergent technologies.

Learning objectives

At the end of this course, students will be able to:

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Módulo : 06MO

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Appreciate how, in recent years, technology has helped bring about radical changes in traditional business models, and in our way of understanding competition and value.

Understand benefits, challenges, and similarities between several technologies that are enabling the digital transformation of organizations.

Identify and suggest appropriate responses to managerial and organizational issues stemming from selection, development, implementation, and use of technologies for digital transformation.

Understand the major social and ethical issues involved in the development and use of information technology.

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

Course description

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.

Students can address unstructured business problems that span multiple functional areas.

Students can evaluate and analyze profitability

Students can distinguish relevant versus irrelevant costs for decision making

Students can make short-term or tactical decisions that maximize the value of the firm

Students can understand alternative costing systems and its implications

STGY 6038	Business Strategy	Curso Obligatorio	Crédito Alfabético	1	2	[Octavio José Martínez Argüello]
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Descripción:

Course Description

The course objective is to build your understanding of how and why firms are differentially able to achieve and sustain superior economic performance. Throughout the course you will have the opportunity

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Módulo : 06MO

Fecha Inicia : 3/2/2020

Fecha Finaliza : 4/24/2020

Código	Materia	Clasificación	Crédito	Peso Créditos	Profesor(es)
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to refine your analytical skills and improve your decision-making capabilities through the acquisition and internalization of strategy tools and through active discussion and debate with peers. The emphasis in the course, and particularly class discussion, is on critical thinking and the development of precise and persuasive arguments rather than identifying a single right answer to a business problem.

In the course, you will be introduced to the fundamental concepts, frameworks, and methodologies useful to managers in crafting and executing business strategy. Here you will develop the ability to generate and evaluate strategic decisions in terms of positioning of a company relative to external and internal factors to maximize shareholder value.

To be successful, the strategy must achieve the coordinated action of all the departments and functional areas of an organization. For this reason, the perspective adopted in the course is that of the CEO of the company, who is primarily responsible for achieving this alignment between the strategy and the organization. This "holistic" perspective of the business will help students integrate knowledge from courses on the functional areas studied in the master's degree.

Learning Objectives

At the end of the course, students will be able to:

Define the relevant industry for a company, evaluate the competitive forces that influence profitability, and understand the dynamic interaction among the macro environment, competitive behavior and firm strategy.

Understand the concept of strategic positioning, evaluate the attractiveness of different positions in an industry, and formulate a sustainable competitive strategy.

Master basic principles on how to make strategic decisions when the effectiveness of these depends on the actions taken by other competitors in the industry.

GNWK 6000	Global Network Week	Curso Obligatorio	Attended or did not attend	0.5	1	[Alexandra Esquivel]
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Módulo : 07MO

Fecha Inicia : 4/27/2020

Fecha Finaliza : 7/10/2020

Código	Materia	Clasificación	Crédito	Peso Créditos	Profesor(es)
OPR 6053	Operations II	Curso Obligatorio	Crédito Alfabético	1 2	[Bernard Kilian]

Descripción:

Introduction

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:

Deepen understanding of process analysis

Understand the main elements of Lean Management, Just-in-time production, synchronized manufacturing, manufacturing cells, and flow manufacturing.

Understanding the Theory of Constraints

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.

Knowing different forecasting techniques in order to reduce forecasting errors and to improve planning and thus, reducing inventory levels and increasing service levels within Supply Chains.

FINC 6076	Finance II	Curso Obligatorio	Crédito Alfabético	1	2	[Mauricio Jenkins]
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Descripción:

ETCS 6013	Business Ethics I	Curso Obligatorio	Crédito Alfabético	0.5	1	[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.

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Código	Materia	Clasificación	Crédito	Peso Créditos	Profesor(es)
ETCS 6014	Business Ethics II	Curso Obligatorio	Crédito Alfabético	0.5	1 [Luis Cuenca]

The class consists of three modules. The first module focuses on individual level ethical decision-making and outlines some frameworks students can use to navigate the ethical challenges they will face in the real world. The second module focuses on the cognitive and organizational factors that impede and prevent ethical decision-making and how to overcome them. The third module focuses on individuals and organizations that have managed to lead ethical firms through crisis and what we can learn from them.

ETCS 6014	Business Ethics II	Curso Obligatorio	Crédito Alfabético	0.5	1	[Luis Cuenca]
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Descripción:

Course description

Corruption and fraud in companies are plagues that have a negative impact on the economy, politics and society. At the economic level, the figures are compelling. According to the Association of Certified Fraud Examiners (ACFE), both plagues represent 5% of the total income of companies in the world. Furthermore, corruption is intimately linked to the inefficiency of States and therefore damages the capacity of companies to develop their business without assuming costs linked to the malfunctioning of public administration. At the political level, corruption corrodes institutions and represents a risk for the balance of the three powers that shape representative democracy. Finally, at the social level, the resources diverted by corruption and fraud damage the capacity of states to respond to the demands of education, health, security and justice.

The general objective of this part of the course is to provide students with basic knowledge about the problems of corruption and fraud from a management perspective in private companies. We will treat these problems as elements that generate uncertainty and require the company to have adequate tools and processes to deal with them. In other words, in the face of uncertainty

Learning goals

After this course, you will be able to:

To understand the basic notions for analyzing the phenomena of corruption and fraud as well as the conditions of possibility of these scourges in private companies.

To know the ways in which companies are fighting and preventing corruption and fraud.

Learn about compliance initiatives and other standards that have proliferated in the business world to fight corruption and fraud.

To critically analyze real cases of reporting on corruption as well as the experience of those who decided to blow the whistle. Make a critical analysis of these phenomena in order to be able to make decisions in your career.

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

HHRR 6018	Managing People and Organizations II	Curso Obligatorio	Crédito Alfabético	1	2	[Andrea Prado]
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Descripción:

STGY 6040	Corporate Strategy	Curso Obligatorio	Crédito Alfabético	1	2	[Carlos Adrián Rodríguez Redondo]
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Descripción:

Introduction

Welcome to the Corporate Strategy course. Corporate Strategy analyzes how a corporation creates value through the configuration and coordination of its multi-market activities. During the different sessions, we will study the scope of the corporation in three dimensions: types of products, geographical space and the stages of the value chain in which it participates.

The central question analyzed in this course is "How do you add value from the center of the corporation?" To answer this question, we seek to define the limits of the corporation and the way in which its different business units develop their strategy. Throughout the sessions we will study situations that large corporations face in diverse industries and contexts. Our discussions will address the following questions: How do we justify the existence of the corporate center? What activities and businesses should be maintained within the company and which should be pursued by other means? In what form should the corporation expand? What businesses should be sold? How do we globalize our businesses? All these topics will be analyzed from the perspective of the CEO and the Board of Directors.

The course is divided into four modules:

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The Corporate Strategy Concept: In this sub-module, the basic concepts on which the corporate strategy theme is based will be discussed.

Alternative Forms of Corporate Control: The strategic control mechanisms that the corporate center can use to modify the operation of the strategic units will be analyzed, among them: Output Controls, Strategic Behavior Controls and Direct Intervention through distinctive competences.

Changes in the scope of the Corporation: The Corporation can use mechanisms such as Alliances, Mergers, Acquisitions and Restructuring as mechanisms to quickly change the scale and scope of the corporation and modify the complexity of the management of this. How should a company choose acquisition objectives? How should they be evaluated? How should the resulting company be managed and integrated?

Organizing and Transforming the Corporation: The fourth module examines some of the design choices behind the structures, systems and processes that corporations use to create value in their scattered businesses. Moreover, the module is based on the idea that any corporate strategy must be robust to changes in the external environment. In this way, the module discusses change alternatives that examine how a corporate strategy can be improved or adapted to external threats.

Learning objectives

At a general level, the student is expected to develop his/her personal perspective in the identification and resolution of strategic problems and opportunities faced by the management team at the corporate level. The following are the specific objectives of the course:

Develop a management perspective on how to create and sustain a competitive advantage in the context of a diversified organization.

Generate an understanding that it constitutes valuable resources (i.e. tangible or intangible assets that can be applied through different product segments, industries or geographies to create and capture value for shareholders.

Critically evaluate the costs and benefits of specific corporate decisions, such as alliances, acquisitions or outsourcing.

Strengthen the ability to analyze the levers that help to move from formulation to execution of the strategy.

ENTR 6020	Entrepreneurship	Curso Obligatorio	Crédito Alfabético	0.5	1	[Francisco Eduardo Pérez]
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Descripción:

BUSI 6031	Negotiation	Curso Obligatorio	Crédito Alfabético	0.5	1	[Urs Peter Jäger]
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Código	Materia	Clasificación	Crédito	Peso Créditos	Profesor(es)
LEAD 6021	Women and Leadership	Curso Obligatorio	Crédito Alfabético	0.5 1	[Susan Clancy]

Descripción:

METH 6011	Critical Thinking and Decision Making II	Curso Obligatorio	Crédito Alfabético	1	2	[Florian Federspiel]
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Descripción:

ENTR 6021	Silicon Valley Entrepreneurship	Curso Obligatorio	Crédito Pass/Fail	1	2	[Francisco Eduardo Pérez]
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Descripción:

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Código	Materia	Clasificación	Crédito	Peso Créditos	Profesor(es)
SOST 7026	Emprendimiento en Países Emergentes: Tran	Concentración Desarrollo Sostenible	Crédito Alfabético	1 2	[Urs Peter Jäger]

Descripción:

RESUMEN

Este curso es para estudiantes que desean aprender sobre la incorporación de temas sociales / ambientales (también estudiado como sostenibilidad) en la estrategia empresarial para mejorar la competitividad en tiempos de incertidumbre. El enfoque del curso se trata de la estrategia y cómo las soluciones a los desafíos sociales / ambientales se pueden incorporar en una estrategia empresarial para aumentar la competitividad en los mercados emergentes que se caractericen por la incertidumbre.

CONTENIDO DEL CURSO

Desafíos de gestión en países emergentes

Las teorías económicas generalmente enfatizan el papel del beneficio como uno de los principales objetivos subyacentes de las empresas y los inversores en el desarrollo de nuevas oportunidades de riesgo en países emergentes. Sin embargo, según un libro editado sobre 'estrategia y competitividad en mercados emergentes' (Jäger & Sathe, 2014), es cuestionable que las ganancias económicas sean el principal motor de los esfuerzos empresariales en los mercados emergentes.

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La competitividad de una empresa es su capacidad para proporcionar productos y servicios que generan al menos tanto valor para los clientes como lo hacen los productos de la competencia, lo que lleva a un rendimiento financiero superior al promedio de la industria. Esto es cierto para las estrategias en los países industrializados. También es cierto para las estrategias que se centran en los mercados emergentes, pero también deben enfrentar otros dos desafíos antes de poder competir.

En los mercados emergentes, es posible que los mercados no sepan o no se preocupen por las mejoras en la sostenibilidad. Pero incluso si este es el caso, las inversiones para mejorar el desempeño social y ambiental pueden ser necesarias para garantizar el éxito económico de dos premisas de la empresa: Primero, las empresas deben poder funcionar a pesar de los mercados informales, las instituciones débiles y la infraestructura deficiente, como los puentes, carreteras y sistemas de seguridad. Por lo tanto, su primer desafío es la viabilidad ("Necesito invertir en temas sociales y ambientales para poder funcionar"). Su segundo desafío es la legitimidad dentro de las comunidades y sociedades locales en las que opera la empresa. En países con un alto porcentaje de pobreza, el crecimiento y el éxito financiero de una empresa deben legitimarse para garantizar la licencia social para operar ("Necesito ayudar al medio ambiente y a la sociedad a obtener una licencia para operar").

Aprendiendo de organizaciones que actúan en mercados emergentes de América Latina.

La obsesión con China e India ha llevado a una literatura sobre estrategia y sostenibilidad que presta poca o ninguna atención a América Latina. Este curso se centra en esta brecha. América Latina ciertamente puede aprender de las mejores prácticas en todo el mundo, pero también puede enseñar al mundo. América Latina es una región rica en recursos con un enorme potencial para una mayor eficiencia de recursos, junto con las dimensiones culturales derivadas del catolicismo y el humanismo a las tradiciones del paternalismo corporativo que se prestan para hacer el bien haciendo el bien.

Además, muchos desafíos dentro de los mercados emergentes no permiten la separación entre los mercados y los desafíos de la sociedad civil. En las sociedades menos desarrolladas, estos sectores están más institucionalizados que en los países desarrollados y, por lo tanto, están separados débilmente entre sí. Por eso, en muchos casos, las organizaciones en los mercados emergentes de América Latina se ven fuertemente afectadas por todos los sectores. Como consecuencia, los gerentes de esas organizaciones deben aprender cómo administrar de manera efectiva y eficiente entre los mundos.

METAS DE APRENDIZAJE Y ENSEÑANZA

Los participantes se introducen en el campo de la gestión estratégica en mercados en países emergentes que se caractericen por incertidumbres:

1. Aprendiendo la razón porque muchos mercados son caracterizados por incertidumbres con base del concepto de mercados informales,
2. Aprendiendo un marco de estrategia que proporcione orientación al reflejar la acción en mercados con incertidumbres,
3. Comprendiendo los principales temas discutidos en la investigación sobre estrategias en mercados de países emergentes, y
4. Aplicando los conocimientos aprendidos en el curso en un caso real.

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Código	Materia	Clasificación	Crédito	Peso Créditos	Profesor(es)
EMPR 7030	Emprendimiento Avanzado	Concentración Emprendimiento Crédito Alfabético	0.5	1	[Francisco Eduardo Pérez]

Descripción:

DESCRIPCIÓN GENERAL

El curso plantea la importancia de una mentalidad emprendedora como marco teórico para la creación de empresas. Adicionalmente, se experimenta cómo encontrar oportunidades de negocios a través de la observación y búsqueda activa de problemas de la vida real.

Además, busca que los estudiantes sean capaces de definir un modelo de ingresos, entender que contiene un acuerdo de accionistas y otros aspectos importantes a la hora de iniciar la creación de su negocio. Por último, se analizan varios aspectos éticos que enfrenta el emprendedor, y su importancia a la hora de la planificación y sus implicaciones.

Temas: Habilidades para emprender, emprender solo o acompañado, international entrepreneurship, temas legales, creación de modelos de ingresos, desarrollo de redes profesionales, ética, aprender del revés, new venture.

MGMT 7016	Portfolio Management	Concentración Finanzas y Economía Crédito Alfabético	1	2	[Pedro Raventós]
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Descripción:

COURSE DESCRIPTION

This course on managing investment portfolios is primarily designed for students who want to develop a career in the financial sector. The region urgently requires well trained professionals that can manage money for individual clients, pension plans, insurance companies and endowments. This course will also be very valuable to students who plan to take an active role in the management of the financial assets that they will accumulate over their working lives.

It is a very practical and hands on course. We will use technical notes and Excel exercises to pick up the investment management tools that would otherwise take years to acquire in a money center financial institution. We will use several Harvard and Incae cases to study the challenges of managing an equity fund, designing an investment plan for a couple, whether to index with a firm like Vanguard or invest actively, the challenges in timing the market, whether or not to invest in a hedge fund or private equity and the use of target date funds. The course covers a lot of ground and moves quickly so I would not recommend it to students who have struggled with the core Finance courses.

INCAE Business School is a partner of the CFA Institute, together with universities like NYU, Cornell, London Business School and Oxford. The CFA awards the CFA certification, which according to the Financial Times has become 'the industry's benchmark' and which The Economist calls 'global currency'. Portfolio Management develops subjects that are not covered in other INCAE courses and which are part of the CFA Body of Knowledge. I will award three scholarships for the CFA Level 1 examination amongst the students who take this class.

MKTG 7015	Market Research	Concentración Mercadeo	Crédito Alfabético	1	2	[Michael Daniel Metzger]
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Descripción:

INTRODUCTION

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Marketing research is an essential component for consumer value creation and hence firm value creation. Firms with superior customer knowledge and insight create more competitive products and services, greater customer satisfaction, and superior sales and profits. However, much marketing research is poorly designed, methodologically flawed, and poorly executed, resulting in suboptimal managerial decision making and wasted firm resources (e.g. New Coke launch).

Marketing research is not intuitive, but requires an understanding of research design and methodology, and asking the right questions. This course provides the necessary methodological foundation and the application of essential marketing research tools for excellent marketing research.

COURSE DESCRIPTION

The Marketing Research course is divided into three components. The first component focuses on research methodology and the basics of qualitative research and survey research design. This first component will include the following topics: Research Problem Definition, Research Design (Descriptive and Causal), Data Collection (Qualitative and Quantitative), Questionnaire Design and Measurement Basics, Sampling and Data Collection, Data Analysis, and Presentation of Findings (Written and Oral).

The second component focuses on the implementation of survey research methodology and analysis of collected data by student teams focusing on a real original research problem of their choosing. The MCP may provide a suitable research problem of this component of the course, or the professor will assist teams with the identification of viable research problems.

The third component addresses special topics in marketing research related to internet, such as google analytics, and search.

COURSE OBJECTIVES

Upon completion of Marketing Research the student should be able to formulate a research problem, design an appropriate research methodology to answer the problem, create an instrument to collect original data, code and analyze the data, and organize and communicate research findings via a written report and oral presentation.

OPER 7008	Gerencia de Calidad	Concentración Operaciones	Crédito Alfabético	1	2	[Guillermo Selva]
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Descripción:

DESCRIPCIÓN DEL CURSO

La gestión de la calidad en cualquier organización (privada, pública, ONG) debe ser responsabilidad de todas las personas y áreas, pues todas impactan la calidad de los productos y servicios en la realización de sus tareas.

Por mucho tiempo la calidad se asoció únicamente con los productos y servicios. Los extraordinarios desempeños de empresas ejemplares que se han distinguido persistentemente por la satisfacción de sus clientes han demostrado fehacientemente de que la calidad es un concepto o fenómeno de muy amplia cobertura en la empresa y de sus socios en la cadena de suministros, y que

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desafortunadamente no siempre es bien comprendido y apreciado en las organizaciones.

No hay ninguna empresa en ningún entorno competitivo que acepte que sus productos no son de calidad, pero la evidencia de tantos problemas con productos de todo tipo en los mercados globales y locales son evidencia de que las empresas sufren deterioro de su calidad con alguna frecuencia. Los problemas de calidad de empresas reconocidas (¿Recuerdan la sorpresa del retiro del mercado del Samsun Galaxy S7 hace unos pocos de años? ¿Y la orden en todo el mundo de dejar en tierra el avión Boeing 737 MAX?) nos alerta de que el monitoreo y seguimiento de la calidad debe ser un esfuerzo persistente de todos los miembros de una organización.

El curso de Gerencia de la Calidad se enfoca en el estudio de estrategias, políticas y enfoques de calidad para competir en mercados regionales y globales de empresas de manufactura y de servicio. Un elemento importante del contenido es el enlace consistente entre la gestión de la calidad y la estrategia competitiva de la empresa. La gestión de la calidad es un medio de mejoramiento competitivo, no un fin per se. Por ello en el curso nos podremos explicar las razones por la cuales tres empresas en años pasados que ganaron el Premio Malcolm Baldrige, el premio nacional de la calidad de los EEUU, al año siguiente estaban en la quiebra.

El curso reforzará y ampliará los conceptos y enfoques de la gerencia de calidad introducidos en el curso de Gerencia de Operaciones del primer año del MBA y abordará en detalle las diferentes concepciones de la calidad:

- 1) el sistema responsable del grado en el que los productos o servicios de una empresa, así como los procesos para su provisión, cumplen de forma consistente y satisfactoria las propuestas de valor para sus clientes, empleados y demás 'stakeholders'.
- 2) el sistema de control para conseguir los objetivos de calidad de una empresa a lo largo del tiempo, abordando la definición de procedimientos, la medición y las acciones necesarias de calidad.
- 3) el sistema organizacional, con sus políticas y gestión de los recursos para orientar en forma estratégica las iniciativas de calidad.

FORMATO DEL CURSO

El formato de la clase incluye discusiones de casos, ejercicios, mini-conferencia. El contenido está fuertemente orientado a la perspectiva gerencial de gestión de la calidad, aún cuando algunos enfoques cuantitativos serán descritos y analizados en un par de sesiones del curso.

OBJETIVOS ESPECÍFICOS

1. Fortalecer nuestra comprensión de las inter-relaciones entre la gerencia de la calidad y la estrategia competitiva de una organización.
2. Familiarizarnos con enfoques cualitativos y cuantitativos de resolución de diferentes problemas que deben ser erradicados para satisfacer mejor a los clientes.
3. Practicar algunas de las herramientas de calidad para la resolución de problemas.
4. Estudiar varios sistemas gerenciales de mejoramiento de la calidad y del desempeño organizacional (ISO 9000, Sistema Europeo EFMD, Malcolm Baldrige).
5. Analizar varios procesos de implementación de la calidad (calidad total, JAT/Lean en servicios, rediseño de procesos, seis sigma) señalando cómo los recursos organizacionales pueden gestionados y desplegados para eliminar los problemas endémicos de resistencia al cambio y falta de integración de las áreas funcionales.
6. Entender los grandes riesgos que implica la participación de las empresas en las cadenas de suministros regionales y globales por los problemas de calidad originados por los proveedores y los

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proveedores de los proveedores.

7. Sensibilizarnos a los estilos de liderazgo y valores que deben ejercerse para gestionar el cambio a través de enfoques y sistemas de calidad.

Temas

Los objetivos propuestos del curso serán alcanzados con el estudio de los siguientes temas:

1. Introducción a la gerencia de calidad precisando la forma como han evolucionado en el tiempo sus principales conceptos, objetivos y sistemas.
2. La relación entre la gerencia de la calidad y la estrategia competitiva y la estrategia de operaciones.
3. Principales sistemas de la gerencia de calidad (Normas ISO 9000, sistema EFMD, Malcolm Baldrige).
4. Uso de las herramientas (básicas y nuevas) de la calidad.
5. Barreras 'técnicas' y organizacionales al logro de los beneficios de la calidad.
6. Gestión del proceso de implementación de la gerencia de calidad para crear habilidades competitivas (principales palancas, contenido, proceso). Ejemplos de los procesos de calidad total, JAT/Lean, Seis Sigma).
7. Otras herramientas de la calidad empleadas con los sistemas de eliminación del desperdicio.
8. Principios y enfoques de la innovación y rediseño de los procesos (Reingeniería).
9. La gerencia de la calidad a lo largo de la Cadena de Suministros
10. Papel del liderazgo y de la gestión del talento humano en la implementación exitosa de los procesos de mejoramiento competitivo basados en la calidad.

EMPR 6028	Emprendimiento Social	Curso Electivo	Crédito Alfabético	0.5	1	[Urs Peter Jäger]
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Descripción:

PROGRAMA DEL CURSO Y MATERIALES

Este curso permite a los estudiantes aprender a hablar de 'finanzas sociales' con mayor fluidez y prepararse para un acceso exitoso a la inversión de impacto.

Es un curso de 'cómo hacerlo' basado en experiencias prácticas y conceptos comprobados del campo. Paso a paso, los estudiantes aprenderán el proceso de prepararse para la inversión eligiendo el instrumento financiero adecuado, acercándose a los inversores y firmando un contrato de financiación, estableciendo buenas relaciones con los inversores, evitando el desvío de la misión y preparándose para el próximo financiamiento a desarrollar en la vida real.

El acceso al capital es un problema crítico para las empresas sociales que comienzan a competir en las 'grandes ligas'. Los inversionistas de impacto, aquellos inversionistas que buscan un impacto tanto social como económico, se supone que son la pareja perfecta para los emprendedores sociales una vez que sus necesidades de escalamiento se materialicen.

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Sin embargo, a pesar de toda la emoción pública en torno a la inversión de impacto y la enorme cantidad de capital que se espera desplegar, los emprendedores sociales y los inversores de impacto a menudo no parecen hablar el mismo idioma. Por lo tanto, este curso pretende superar la barrera del idioma mejorando el conocimiento financiero de los estudiantes y empoderándolos para asegurar los recursos que necesitan para alcanzar la verdadera escala.

VIVA Idea y SOCIAL FINANCE ACADEMY (una iniciativa de Roots of Impact) - en asociación con Ashoka y el Centro Latinoamericano de Emprendedurismo de INCAE Business School - desarrollaron este curso impulsado por acción para explorar los principales aspectos de las finanzas sociales a lo largo de un marco de 18 pasos.

El plan de estudios se basa en experiencias prácticas y en la investigación de vanguardia y se centra en los participantes que utilizarán los aprendizajes del curso para desarrollar sus propios proyectos

CONCEPTOS DE APRENDIZAJE Y OBJETIVOS

El curso se extenderá durante un período de 9 sesiones. Aplicará un enfoque de aprendizaje combinado y unirá elementos en línea con tutoría complementaria opcional en el sitio.

Al finalizar el curso, los participantes deberían haber adquirido una comprensión básica sobre:

- Cómo asegurar la inversión para escalar,
- Cómo navegar a través del denso bosque de los mercados de capital social,
- Cómo gestionar y comunicar su impacto y contar su historia de una manera convincente,
- Qué herramientas y recursos son efectivos para estar listos para la inversión,
- Cómo explorar y elegir los instrumentos financieros más apropiados,
- Cómo definir el perfil y el enfoque de búsqueda correcto del inversor,
- Cómo prepararse para una negociación efectiva, debida diligencia y comunicación con los inversores, y finalmente
- Cómo evitar alejarse de su misión a lo largo de este proceso.

EMPR 7026 Garaje I

Concentración Emprendimiento Crédito Alfabético

1.5

3

[Francisco Eduardo Pérez]

Descripción:

DESCRIPCIÓN GENERAL

El garaje es un curso tipo laboratorio, donde los estudiantes tienen la oportunidad de incubar sus ideas y transformarlas en emprendimientos exitosos. En este se busca dotar al estudiante de insumos para la creación y validación de sus ideas de negocio en el mercado, de una manera ágil y eficiente.

A través de este curso, los estudiantes entenderán y aprenderán actuar de mejor manera en las diferentes etapas del proceso emprendedor, desde la idea de negocio hasta su ejecución como empresa.

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Temas: ideas y oportunidades de negocio, investigación de mercado, lean canvas, prototipado, value proposition canvas.

FINC 7036	Money and Banking	Concentración Finanzas y Economía	Crédito Alfabético	1	2	[Arnoldo Camacho]
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Descripción:

COURSE DESCRIPTION

Money talks. Not only we use money for accounting and transaction purposes, but the financial system provides intermediation services that contribute to economic efficiency and growth. The first part of the course focuses on the processes of determination of prices, exchange rates and interest rates as key factors affecting the process of savings and investment in any economy. The current levels of these indicators and any distortions or misalignments significantly affect consumption and production decisions. In addition, the level of development, competitiveness and efficiency of financial and capital markets further affect the incentives and availability of instruments for savings and the level of resources and types of funds available for investment. The course focuses on the nature of monetary economies, and the contribution of developed financial markets to economic growth and enterprise competitiveness.

LEARNING OBJECTIVES

The objective of the course is to reinforce the students' ability to understand the implementation and implications of monetary and financial policies, and their linkages to other areas of economic management, and the impact on business decisions.

ORGANIZATION AND CONTENTS

The course is divided into two modules: (1) the first module will focus on macroeconomic management and the implementation of monetary policy; and, (2) the second module will be oriented to the analysis of the role of the financial system.

The first module will focus on:

The role of money and the financial system in the economy, and the determination of prices, exchange rates and interest rates.

The interaction of financial markets with capital markets.

The implementation of Monetary Policy, the Determination of Interest Rates and the impact on the efficiency of Financial Markets.

Fed Fund Futures, Interest rates, yield curves and the Valuation of Financial Instruments.

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Forecasting interest rates: fundamental analysis, technical analysis, and market indicators.

The second module turns the attention to considerations of the efficiency and competitiveness of the financial system:

The role of the financial system, economic growth and financial sector reform.

The efficiency, competitiveness and profitability of financial institutions.

The regulatory and supervisory requirements on the financial system.

The financial and technical evaluation of financial institutions.

During the second model a Competitive Banking Game Simulation will be run that focus on Understanding the Economic Environment and its implications for Financial Strategy and Financial Policy decisions. Credit, Liquidity, Profitability and Interest Rate Risk management is illustrated in the Game.

MKTG 7018	Digital Marketing	Concentración Mercadeo	Crédito Alfabético	1	2	[Sergio Restrepo]
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Descripción:

COURSE DESCRIPTION

How to design digital strategies in an integrated marketing framework?

This course is Hands ON ± Strategic - Tactical

Many companies today fail with their digital marketing efforts because they have no strategic maps in place for digital marketing. They are essentially 'flying blind' and hoping they find something that works. Instead of having a real plan, they utilize tactical initiatives and believe it is the same thing as strategy. However, it's not. Those are individual tactics and not a full plan, which you need if you hope to succeed.

When a concrete methodology is used, it can help to provide companies with a powerful digital marketing strategy roadmap. Having a plan in place, knowing the steps you need to take, the tools and steps to sustain your strategy in time, will make successful digital marketing much easier.

During the development of this course we will unlock the digital potential to transform businesses. Some of the structured topics we will be discussing:

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- a) Empathy: Understand, listen and map customer centric experiences.

SOCIAL MEDIA LISTENING
BUYER PERSONA DESIGN
CUSTOMER JOURNEY
CONSUMER NEUROSCIENCE

- (b) Design the proper touchpoints and content for a great digital experience.

INBOUND MARKETING ± Some students can decide to take the official Hubspot certification exam.
DIGITAL LIFECYCLE DESIGN
SINGLE CUSTOMER VIEW

OPER 7007	Dinámica de Sistemas	Concentración Operaciones	Crédito Alfabético	1	2	[Luis Eduardo López]
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Descripción:

DESCRIPCIÓN GENERAL

Este curso brinda una introducción al análisis y la simulación de sistemas. En el curso se estudian estructuras que generan comportamientos y se desarrollan sofisticadas herramientas de analítica descriptiva y predictiva para entender comportamientos y a intervenir sistemas con decisiones efectivas. Usted aprenderá a visualizar las organizaciones empresariales en términos de las estructuras y políticas que crean dinámicas y regulan su comportamiento, será capaz de crear modelos de esas estructuras en la computadora y utilizará esos modelos para el análisis, la predicción y la prescripción de políticas administrativas.

OBJETIVO GENERAL

El objetivo general es brindar herramientas analíticas para entender las estructuras que subyacen los patrones de cambio en industrias, compañías y sistemas. El curso le ayudará a mejorar su habilidad de análisis y lo ayudará a pensar de manera crítica. Con el despliegue de mapas de recursos y la simulación computarizada usted podrá crear herramientas analíticas que le permitirán predecir efectos de posibles intervenciones en un sistema. Con ello, podrá tomar decisiones más acertadas y evaluar los posibles efectos que sus acciones podrían desencadenar en el sistema. Así, sus decisiones e intervenciones se pueden evaluar ex-ante desde varios planos, incluyendo el ético y el socialmente responsable.

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OBJETIVOS ESPECÍFICOS

Al final del curso el estudiante:

Tendrá un conocimiento básico de las causas del comportamiento dinámico de un sistema.

Sabrá pensar sistémicamente

Conocerá el enfoque estándar para el desarrollo de modelos computarizados de simulación.

Estará familiarizado con algunas de las herramientas y técnicas utilizadas en el desarrollo de modelos y su validación.

Podrá hacer análisis de la estructura interna de cualquier sistema, empresarial o no, y podrá evaluar posibles efectos de intervenciones gerenciales dentro de esas estructuras.

Podrá anticipar comportamientos desfavorables de intervenciones en sistemas.

Podrá desarrollar estrategias empresariales basadas en escenarios dinámicos.

El curso se divide en cuatro porciones. La primera parte introduce las bases conceptuales y los rudimentos de la simulación computarizada. La segunda parte estudia la aplicación de las nociones de simulación a una cadena de distribución. En el tercer segmento veremos pandemias y modelos de difusión de nuevos productos. En la parte final se examinarán varios temas relacionados con la simulación como el efecto de los retrasos, la inicialización en equilibrio, y la validación en el contexto de ejemplos y casos relacionados con la administración de cadenas de suministros, cadenas de envejecimiento, modelos económicos y sistemas ambientales. A lo largo del curso se ilustrará el proceso de construcción de modelos de simulación, desde su formulación hasta su validación.

FINC 6070	Risk Analysis	Curso Electivo	Crédito Alfabético
1	2	[Florian Federspiel]	

Descripción:

COURSE DESCRIPTION

In today's increasingly complex, volatile and uncertain world, ravaged as of late by the low probability, high impact event that is COVID 19, the ability to understand, manage, adapt to, and take risk-based decisions is ever more important ± and valuable. Risk analysis is the identification, quantitative and qualitative analysis, and prioritization of risks, forming part of the broader risk management process

of the coordinated treatment of risk to prevent, minimize, monitor, and control the probability and/or impact of undesirable events and consequences. This introductory course covers the principles and applications of risk analysis and management in the context of business applications, enabling a systematic approach for better risk-based management decisions. The goal of the course is to engage students in an active discovery and application of risk analysis and management topics, concepts and tools. Through applications, students will become familiar with the challenges, the tools, and the process of designing and implementing risk analysis and management strategies. Taking a holistic perspective, this course will draw from the decision sciences to incorporate the assessment of risk preferences, value and probability judgements, as well as the social and behavioral sciences to better understand and manage risk perceptions.

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LEARNING OBJECTIVES

1. Develop an understanding of the relevance and applications of risk analysis in business
2. Develop a basic understanding of some of the most frequently used techniques and approaches in assessing risks and risk preferences, including their respective strengths and weaknesses
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 risk-based business decisions
5. Develop an awareness of possible limitations and shortfalls, including the topic of risk perceptions

BFIN 7028	Fusiones y Adquisiciones	Concentración Finanzas y Economía	Crédito Alfabético	0.67	1.34	[Jose Nicolas Marin]
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Descripción:

DESCRIPCIÓN DEL CURSO

Las fusiones y adquisiciones son una ciencia y un arte, puesto que en ellas se combinan técnicas financieras y estratégicas con apreciaciones personales derivadas del conocimiento de las distintas áreas funcionales de toda organización.

El enfoque de este curso es eminentemente práctico, apoyado en la solidez de la teoría financiera y en los modelos de estrategia modernos. Durante el desarrollo de los temas se cubre una serie de etapas, iniciando con el análisis del acoplamiento estratégico de las empresas participantes, seguido de las valoraciones, negociaciones, financiamiento, presentación de la oferta de compra, realización de las debidas diligencias, hasta culminar con el cierre de la transacción.

OBJETIVOS DE APRENDIZAJE

1. Analizar y estudiar el proceso y las técnicas relativas a las fusiones y adquisiciones
2. Efectuar recomendaciones prácticas para mejorar las decisiones durante el proceso

METODOS DE APRENDIZAJE

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El curso utilizará el análisis de casos, presentaciones y simulaciones de negociación. El texto a utilizar será el libro *Fusiones y Adquisiciones en la Práctica*, escrito por José Nicolás Marín Ximénez y Werner Ketelhöhn Escobar, edit. Cengage, 2011.

ITEC 7025	Redes Sociales	Concentración Mercadeo	Crédito Alfabético	1	2	[Juan Carlos Barahona]
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Descripción:

DESCRIPCIÓN DEL CURSO

Bienvenidos al curso/taller de 'REDES'. La ciencia de las redes (network science) nos provee los conceptos y las herramientas para analizar efectivamente las redes sociales en que todos operamos, en las que se difunden ideas e innovaciones y en las que se forman y rediseñan culturas organizacionales. Existen muchas formas de capturar información social, desde observación y cuestionarios, hasta captura digital de grandes masas de datos en redes sociales, sensores o grandes depósitos de datos.

Durante la última década el aumento en el uso de conceptos y herramientas de análisis de redes ha tenido un aumento dramático. Su uso que alguna vez estuvo muy concentrado en los departamentos de sociología matemática de algunas universidades pioneras, hoy es un tema de creciente influencia en varias disciplinas y, cada vez con más fuerza, en las escuelas de negocio. INCAE Business School fue pionera en América Latina con la introducción de este curso en el 2010.

Figura 1 Red de consejo técnico en una corporación centroamericana

Algo que facilita su difusión es la aparición de libros de textos, algunos de ellos gratuitos y de excelente calidad (como el que estaremos usando como referencia), y la existencia de software robusto que reduce significativamente el reto de la ejecución de rutinas complicadas cuyo detalle está explicado usualmente en un lenguaje técnico y matemático.

Los humanos somos criaturas sociales, nuestro comportamiento individual está fuertemente influenciado por las relaciones que tenemos con otras personas. En el análisis de redes sociales, los actores se ven como interdependientes y no como unidades independientes, de modo que la unidad de análisis no son las personas, sino la red que conforman ellas y sus relaciones de interdependencia.

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Por ejemplo, un gerente puede estar interesado en conocer la estructura de comunicación entre los altos directivos y gerentes funcionales de la organización y querer evaluar que tan bueno es su conocimiento de esa red de conversaciones, pues el análisis empírico y el sentido común sugieren que un gerente es más efectivo en función de su posición dentro de la estructura social informal de la empresa y en función de que tan bien la entiende y administra. O bien, medir la influencia que pueden tener distintos individuos de la organización en la difusión de ideas, valores y conocimientos más allá de lo que la estructura formal podría indicar.

Grupos de ejecutivos han pasado por las aulas de INCAE para aprender cómo usar 'people analytics' para identificar quiénes son las personas más influyentes de la organización, cómo formar equipos efectivos para el manejo del cambio o la implementación de proyectos de innovación

OBJETIVOS DE APRENDIZAJE

Tendremos la oportunidad de discutir cómo utilizar las plataformas digitales disponibles a favor de los ejecutivos y de las empresas ante situaciones como las que se ilustran en la siguiente figura:

También tendremos la oportunidad de discutir al menos una metodología para enfrentar el tema sobre la estrategia de medios digitales en la empresa. Eso lo haremos con la presencia de un miembro activo en esta industria y preferiblemente en formato de taller.

Objetivo 1:

Presentar y discutir el impacto del advenimiento de la sociedad red y cómo se traduce en nuevos retos y habilidades para las organizaciones y sus gerentes.

Objetivo 2:

Entender la diferencia entre la estructura formal de una organización y la red de relaciones informales de la misma, con el fin de familiarizarse con los conceptos básicos de ONA.

Objetivo 3:

Cómo mejorar y optimizar las redes personales para mejorar productividad

Objetivo 4:

Elementos básicos para aplicar conceptos aprendidos en el análisis de información generada en social media (i.e. Twitter) como parte del desarrollo de una estrategia de medios digitales para la empresa.

Al final de esta sección del curso el estudiante podrá contestar preguntas como:

1. Qué es el análisis de redes sociales y por qué le debe importar al gerente general y no solo al de mercadeo o de T.I.?
2. Cuáles son los conceptos clave y cómo diseñar un experimento estudio
3. Medidas básicas y su aplicación a decisiones gerenciales
4. Cómo pensar desde la teoría de redes temas estratégicos y operativos relacionados con el capital social, la innovación, la cultura organizacional, el manejo del cambio, la creación de incentivos, etc.

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HUMA 6012	Storytelling, Cultura y Valores	Curso Electivo	Crédito Alfabético	1 2	[María Elena Carballo]

Descripción:

DESCRIPCIÓN Y CONTENIDO

Después del curso de Comunicación gerencial y de liderazgo y literatura, continuaremos desarrollando las capacidades de storytelling, escucha y reflexión, a la vez que las destrezas analíticas con respecto al comportamiento humano. El cine, la filosofía y la literatura se utilizan para desarrollar habilidades de observación e interpretación de los seres humanos y para suscitar la reflexión personal sobre aspiraciones, éxitos, fracasos y responsabilidades. A la vez, se comentan aspectos estéticos de las obras que se estudian y se impulsa la argumentación y el análisis acerca de asuntos culturales.

OJETIVOS DE APRENDIZAJE

OBJETIVO GENERAL

Impulsar el análisis y la reflexión acerca de las personas y su potencial de liderazgo, dentro de un contexto cultural específico, desde perspectivas múltiples.

OBJETIVOS ESPECÍFICOS

1. Fomentar la inclusión deliberada de la dimensión moral, psicológica, social y cultural dentro de la toma de decisiones.
2. Afinar la capacidad de relatar (storytelling), de percepción y análisis de fenómenos de carácter humano.

EMPR 6023	Empresas Familiares	Curso Electivo	Crédito Alfabético	0.5	1	[Luciano Ciravegna]
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Descripción:

DESCRIPCIÓN DEL CURSO

Este (medio) curso sobre las empresas de familia se hará con discusión de casos y un trabajo final de análisis de una empresa familiar (la propia, o la de un compañero). Las empresas de familia se analizan mediante casos de empresas familiares de diversos países. Se tratarán de identificar las mejores prácticas en las empresas de familia, y el esquema más común para analizar y propiciar su desarrollo. El trabajo final podrá realizarse sobre el análisis de una empresa familiar (puede ser la propia empresa de familia) en grupos de dos estudiantes. El curso no tendrá un examen final, se valorarán la participación, y múltiples tareas escritas (ensayos cortos y análisis de caso).

OBJETIVOS DE APRENDIZAJE

Este curso está diseñado para quienes quieran entender mejor y en el futuro trabajar en un entorno de empresas familiares, en particular prepararse para los desafíos de su desarrollo.

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ORGANIZACIÓN Y CONTENIDO

Los temas centrales son los retos y la evolución y desarrollo de la empresa familiar, sus fases de estrategia y estructura, generaciones y sucesión, gobierno corporativo, el desarrollo del protocolo o la constitución de la familia, y profesionalización de la empresa familiar.

MGMT 6160	Power and Influence	Curso Electivo	Crédito Alfabético	1	2	[Susan Clancy]
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Descripción:

COURSE DESCRIPTION AND LEARNING OBJECTIVES

MBAs make two critical mistakes after the graduate. First, they believe that being "smart" is sufficient to acquire power in the real world. A large body of data indicate that this belief is misguided. IQ, although important in getting to middle management levels, does not predict who rises to top leadership and who does not.

The second mistake MBAs make is that they believe that their job titles will confer power; that the networks of people they work with will comply with their wishes and requests because "I am the boss and I told them so." Regrettably, in the real world this is not the case.

As students will learn, the key to accomplishing their professional goals will rely on their ability to understand power and influence dynamics (at a personal, organizational and societal level) and be able to use them as effective tools.

Power and Influence is not a course for the politically correct or the "faint of heart". It is a course for students who are change agents ± students who really want to make things happen and are willing to accept and understand the conscious (rational) and unconscious (irrational) reasons why other people will choose to "buy in" to their wishes and desires and follow them.

Through the use of real world cases, classic readings (ranging from Machiavelli to Aristotle, from Robert Powers in the popular press to Jeffrey Pfeffer at Stanford), personal assignments (ranging from standardized questionnaires to their own "cover letters" and responses to CIA interview questions), research articles from the fields of psychology, business and economics, and class discussion, students will develop a solid understanding of what power is, how to acquire it and then successfully leverage it to accomplish their professional goals.

COURSE OBJECTIVES

This course includes conceptual models, tactical approaches, and self-assessment tools to help students develop and leverage their own power and influence skills in the interpersonal, organizational and societal framework they will face.

Students will emerge with a solid understanding of what power is, a repertoire of influence techniques that will help them acquire and maintain it, and a strategy for building and exercising power and influence ethically in their own lives.

Módulo : 08MO

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RRHH 6040	Coaching el Cambio Intencional	Curso Electivo	Crédito Alfabético	1 2	[Héctor Augusto Martínez]

Descripción:

DESCRIPCIÓN GENERAL

Coaching está experimentando un momento especial. Su popularidad y aplicación en el ámbito de la administración ha crecido de forma viral. En gran parte, el crecimiento en su aplicación dentro de organizaciones se ha desarrollado por el impacto que el proceso de coaching puede tener en la mejora del desempeño de personas en sus puestos laborales, igual que en el desempeño de organizaciones en el aglomerado y en la colaboración y coordinación de sus miembros. Este curso está diseñado para brindarte la oportunidad de hacer un 'deep dive' en coaching. Apalancando la experiencia del curso de Liderazgo II y AGO II, durante las 18 sesiones, el curso te lleva rápidamente desde lo más básico de coaching para evacuar dudas y supuestos, hasta la práctica y aplicación del proceso de coaching. Al finalizar este curso, se espera que conozcas en detalle el proceso de coaching de Boyatzis, conozcas los factores que impactan el desempeño de individuos en organizaciones, conozcas los factores que facilitan y detienen el cambio en otros, y puedas facilitar el cambio intencional en otros. Igualmente, al cumplir exitosamente los requisitos de este curso, podrás incluir coaching como unas de tus habilidades en tu CV!

OBJETIVO GENERAL

Este curso toma como objetivo educar a futuros administradores Incaistas en el (1) proceso de coaching, buscando (2) comprender su función en el cambio personal y profesional, (3) desmitificar muchos supuestos del coaching, y (4) brindar una oportunidad experiencial para aprender y practicar el proceso científico de coaching. Con el deseo de cumplir esos objetivos, el curso se enfocará en dos dimensiones: explicar y profundizar modelos sobre el desempeño de las personas en organizaciones, y practicar el modelo de coaching de Richard Boyatzis. Las sesiones serán desarrolladas tipo 'workshop' donde se experimentan y comparten experiencias personales, y se aprende de las experiencias propias y de otros. Entre sesiones, tendrás varias tareas de práctica. Durante el curso cada estudiante tendrá sesiones de coaching personales el profesor.

OBJETIVOS ESPECÍFICOS

Al final del curso el estudiante:

Conocerá los objetivos y conversaciones del modelo de coaching de Richard Boyatzis.

Tendrá un conocimiento básico de los factores que impactan el desempeño de personas en organizaciones.

Conocerá sobre las dinámicas que afectan la calidad de relaciones interpersonales.

Se familiarizará con estrategias de cómo abordar temas relacionados con falta de motivación, problemas de desempeño, conflictos interpersonales, y conflictos en grupos.

Desarrollará empatía y una mejor compresión del porqué del comportamiento de otros.

Se espera que el estudiante podrá aplicar estos objetivos en la administración de gente y organizaciones en sus futuros puestos de trabajo.

Módulo : 08MO

Fecha Inicia : 7/13/2020

Fecha Finaliza : 8/21/2020

Código	Materia	Clasificación	Crédito	Peso Créditos	Profesor(es)
ADMI 6196	Global Virtual Teams	Curso Electivo	Crédito Pass/Fail	1 2	[Alberto José Trejos]

Descripción:

GLOBAL VIRTUAL TEAMS

Course Description and Objectives

This is a very short and intensive course on the theory and practice of leading, managing, and functioning in teams that are global and virtual in nature. The course has three primary goals. First, we aim to reinforce the conceptual frameworks for analyzing group dynamics, diagnosing performance problems, and designing appropriate interventions. Second, we will reinforce and build on your practical skills for building effective groups and teams by extending your skillset to diverse, distributed groups. Third, we will help launch you into the global, virtual team in which you will complete an interactive learning exercise that involves team-building, coordination, decision-making, and analysis across the team. This assignment will provide you with real-time, hands-on practice in implementing the lessons from this course. Each of these objectives will be important to your effectiveness in the organizational teams of which you will be a member or leader after you graduate.

Contemporary organizations increasingly assign work to teams that are distributed around the globe. Nearly universally, global virtual team structures are experienced by their members as challenging to manage. Cultural differences, time zone differences, and a number of other issues can emerge to hamper the effectiveness of such teams. While the characteristics that define any successful team also apply to global virtual teams ± including the ability to make high-quality decisions, produce creative or innovative solutions to problems, and complete projects in a timely, efficient, and productive fashion ± the barriers, issues, and challenges faced in such teams are unique. In order to prepare you for the global virtual team experiences you will have during your time at INCAE and beyond, we have designed a course that will give you deeper insight into the social psychology of these teams and how to leverage the latest research to make these teams successful, as a member or leader.

The primary goal of this course is to provide knowledge and skills for managing groups that are dispersed across time, space, and cultures. We will use what you've learned about how to

structure teams and design their processes as a starting point from which to consider the unique stresses of teams that are global and virtual. Assumptions regarding information, perspectives, frames of reference, and preferences abound in far more serious ways in such groups, as you will see in the exercises and cases this week. We will give you guidelines for and practice with structuring communication and process so that teams can truly work from shared understandings in productive ways.

We assume that a conceptual understanding of the principles of team effectiveness is of little use without a more direct, experiential understanding of group process and the behavioral skills

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Fecha Inicia : 7/13/2020

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required to implement this knowledge. We have designed the course with an emphasis on exercises that afford the opportunity to apply the concepts concretely. You will participate in exercises that simulate the challenges and problems encountered by global virtual teams - sometimes emphasizing 'global' and sometimes 'virtual' ± often both. These exercises are designed to vividly and memorably illustrate the challenge of managing complex teams and to provide a forum in which to hone your team skills, feedback processes, and management abilities.

During each day of the course, you will be immersed in coursework with a variety of small groups of three to six students. The core course components are, of course, mandatory ± including those sessions that take place after the conclusion of the course.

It will be a challenging, fun, and valuable course on many fronts. We look forward to all of the learning opportunities it will provide.

The class will include lectures, class discussions, and in-class group exercises. Advance preparation, attendance, prompt arrival to class, and participation in class discussions, exercises, and simulations is essential and provides a major basis for evaluating your performance. Consequently, it is important that you attend all classes and come to class on time and prepared to participate fully in activities. You should read the assigned articles for each session after class. All of the required readings will be posted on the course page.

Descriptions of Assignments/Projects/Problem sets

Group Launch for your Global Virtual Team: At the conclusion of this course, you will form the global virtual team with which you will work on an interactive learning exercise that involves team-building, coordination, decision-making, and analysis across the team. Following the formation of your group, you will launch the group in a virtual session conducted with all members (i.e., your INCAE members plus your teammates from other schools) at a time of your choosing. During this session, you will watch a video instructing you about the activities you will undertake with your GVT teammates. In short, the session video will walk you through some team-building exercises and a discussion of the approach you will take to working as a team. As well, you will prepare a document that answers some questions about the session and summarizes the decisions you have made about working on the interactive learning exercise.

Final: Individual Feedback and Analysis:

Feedback. Following the interactive learning exercise, you will complete a feedback or evaluation form to offer constructive feedback that will be shared with each member of your

group (from INCAE and from other schools). Feedback will be shared with students anonymously - while faculty can see the feedback offered by each group member, students receive this information in an aggregated format and the source of individual comments is not

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Fecha Inicia : 7/13/2020

Fecha Finaliza : 8/21/2020

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identified. We'll let you know when the feedback is due.

Analysis. Each student will prepare a brief 4-page paper (double spaced, 12-point font, 1-inch margins) that provides their own personal analysis of the group dynamic. How did the exercise go from a group process and performance standpoint? This is your opportunity to reflect on how and why the dynamics in the group developed as they did, and what specific steps you will take going forward to reinforce positive elements and improve upon other elements of the processes of the group. How did you try to apply what you've learned about working in global virtual teams? Attention to course material, course exercises, lectures, and reading is important, as is analytic depth. Strive for analysis rather than a recounting of the experience. Writing and content will both be assessed. Due in March (exact date will be announced).

Attendance and Participation: This portion of your grade will be based on being present, actively participating and contributing in a way that enhances the learning of your classmates.

ITEC 6099	ERP Modernos	Curso Electivo	Crédito Alfabético	0.5	1	[Jairo Solano]
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Descripción:

DESCRIPCIÓN DEL CURSO

El curso de ERP Moderno expone las características que debe poseer una solución de ERP en la actualidad, específicamente y, de acuerdo a las tendencias del mercado, en ambientes Cloud, conocido como Software as a Service SaaS, para ello se exemplifica la teoría mediante presentaciones y ejercicios prácticos de alguna solución líder de clase mundial, reconocida por los analistas, por ejemplo Gartner, IDC, Nucleus Research en el área de ERP Cloud.

El curso aborda temas relacionados a procesos de negocios apoyándose del uso de la solución ERP Cloud y cómo se resuelve estos escenarios convirtiéndose en un curso muy práctico pero con gran contenido empresarial, el curso se requiere que los estudiantes utilicen sus laptops personales pues se utiliza las aplicaciones con ejercicios prácticos para resolver los escenarios de negocio planteados.

El curso de ERP Moderno se considera una introducción a los procesos empresariales que se cubren en este tipo de soluciones de ERP Cloud, así como introducción a algunos de los módulos más frecuentes en este tipo de soluciones.

OBJETIVOS DE APRENDIZAJE

A. General

El curso posee como objetivo general el brindar conocimientos básicos de procesos empresariales solucionados en una aplicación de ERP Cloud de clase mundial.

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B. Específicos

A lo largo del curso se enfatizarán los siguientes objetivos específicos:

1. Enumerar las ventajas de los procesos empresariales integrados en ERP Cloud.
2. Describir cómo puede ser ERP Cloud una plataforma digital para tecnologías actuales.
3. Describir el módulo Financiero ERP Cloud.
4. Describir el módulo de Compras ERP Cloud.
5. Describir el módulo de Portafolio de Proyectos ERP Cloud.
6. Describir el módulo de Planificación ERP Cloud.

Módulo : 09MO

Fecha Inicia : 8/24/2020

Fecha Finaliza : 10/9/2020

Código	Materia	Clasificación	Crédito	Peso Créditos	Profesor(es)
SOST 7028	Gerencia de Sostenibilidad II A	Concentración Desarrollo Sostenible	Crédito Alfabético	0.5	1

Descripción:

EMPR 7011	Finanzas para Emprendedores	Concentración Emprendimiento	Crédito Alfabético	0.5	1
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Descripción:

BFIN 7024	Finanzas Corporativas	Concentración Finanzas y Economía	Crédito Alfabético	1	2
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Módulo : 09MO

Fecha Inicia : 8/24/2020

Fecha Finaliza : 10/9/2020

Código	Materia	Clasificación	Crédito	Peso Créditos	Profesor(es)
ITEC 7021	Data Mining	Concentración Mercadeo	Crédito Alfabético	1 2	

Descripción:

ADMI 7017	Gerencia de Servicios	Concentración Operaciones	Crédito Alfabético	1 2
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Descripción:

ITEC 6040	E-Business	Curso Electivo	Crédito Alfabético	1 2
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Descripción:

SOST 7029	Gerencia de Sostenibilidad II B	Concentración Desarrollo Sostenible	Crédito Alfabético	0.5 1
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Descripción:

EMPR 7013	Emprendimiento Corporativo	Concentración Emprendimiento	Crédito Alfabético	0.5 1
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Descripción:

FINC 7037	Financial Institutions and Capital Markets	Concentración Finanzas y Economía	Crédito Alfabético	1 2
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Descripción:

MKTG 7016	Brand Management	Concentración Mercadeo	Crédito Alfabético	1 2
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Módulo : 09MO

Fecha Inicia : 8/24/2020

Fecha Finaliza : 10/9/2020

Código	Materia	Clasificación	Crédito	Peso Créditos	Profesor(es)
OPER 7006	Estrategia de Operaciones	Concentración Operaciones	Crédito Alfabético	1	2

Descripción:

EMPR 7009	Mercadeo y Ventas para Emprendedores	Concentración Emprendimiento	Crédito Alfabético	0.5	1
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Descripción:

BFIN 7025	Finanzas Internacionales	Concentración Finanzas y Economía	Crédito Alfabético	1	2
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Descripción:

MKTG 7017	Advanced Marketing	Concentración Mercadeo	Crédito Alfabético	1	2
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Descripción:

OPER 7008	Gerencia de Calidad	Concentración Operaciones	Crédito Alfabético	1	2
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Descripción:

ESTR 6051	Estrategia Internacional	Curso Electivo	Crédito Alfabético	0.5	1
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Descripción:

EMPR 7029	Garaje II	Concentración Emprendimiento	Crédito Alfabético	1.5	3
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Descripción:

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Módulo : 10MO

Fecha Inicia : 10/12/2020

Fecha Finaliza : 12/4/2020

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

Descripción: