

# International Executive MBA Bi-weekly



“An excellent, original and innovative program which makes the IE experience unique...”



# IE International Executive MBA Bi-weekly

## QUICK FACTS

**Format:** Part-time face-to-face course on alternate weekends

Fridays (9.00 – 20.00), Saturdays (9.00 – 15.00), and 8-10 additional Thursdays (9.00 – 20.00) spread out throughout the program.

**Profile:** Professionals with an average of 10 years professional experience

**Length:** 13 months

**Intake:** November

**Language of Instruction:** English

**Admissions Period:** Rolling Admissions Process. No deadlines.

**Campus:** Madrid



# A word from our Dean



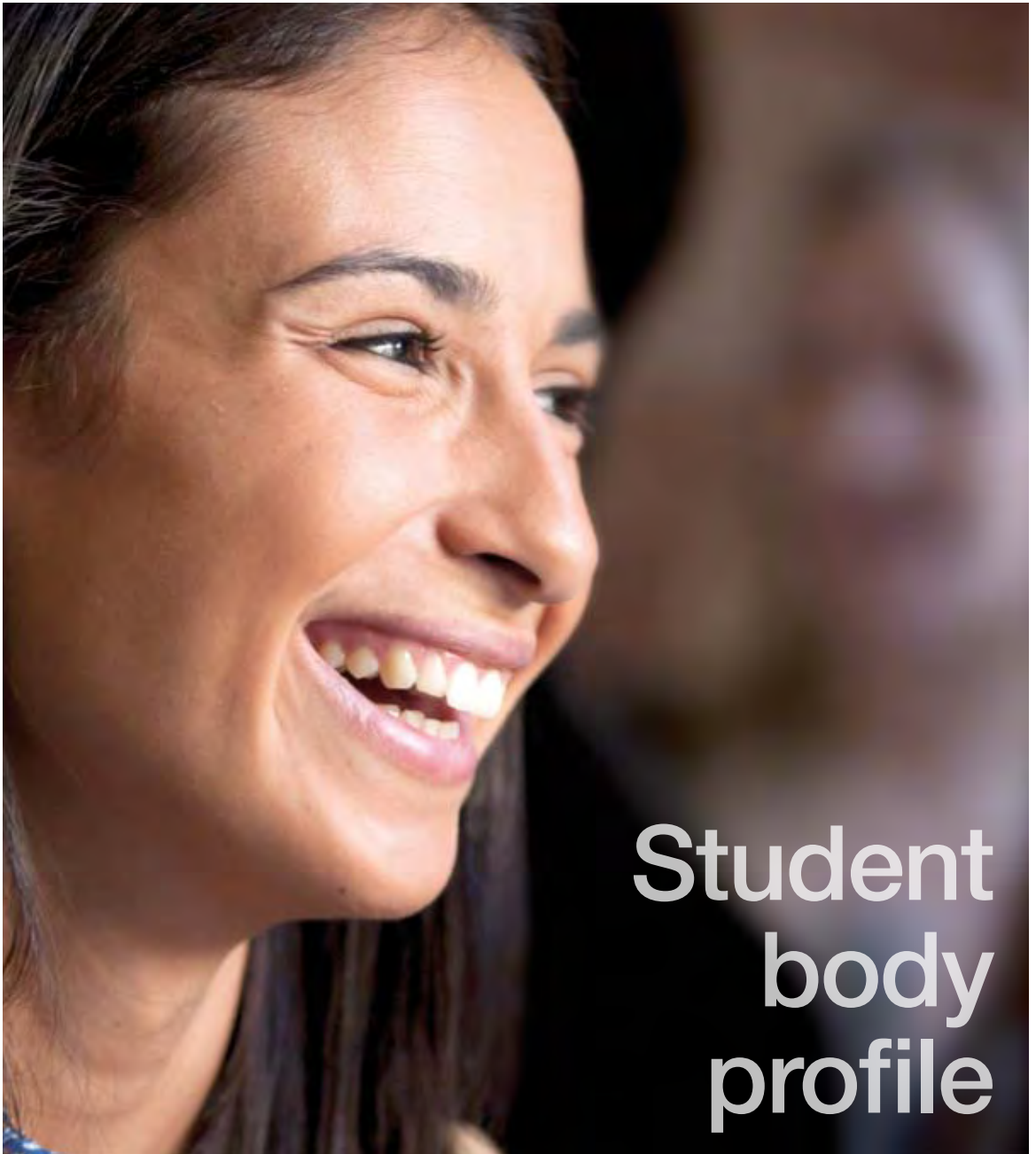
At IE Business School, innovation is a way of life. For over three decades, we have prepared managers and entrepreneurs for a world that is constantly changing, a world in need of leaders whose innovative thinking turns challenges into opportunities. More than 40,000 alumni have lived the IE experience and now hold management positions in more than 100 countries; a dense network of IE ambassadors spanning five continents.

If I had to state what differentiates IE Business School, I would without a doubt say that it is how our programs bring together incredibly diverse groups of students and faculty in an intensive learning experience, against the backdrop of a major European capital city. Our learning model puts students at the center, is eminently practical and ensures that students acquire not only the technical know-how but also the mindset and interpersonal

skills that are essential for a successful professional career. Add to this our strong ties to the business community and you have all the ingredients for a program that optimally prepares graduates for a demanding global job market.

This is how we recreate the IE experience each day, with the work and enthusiasm of all those who form part of the IE Business School community. It's an experience that has positioned us as an innovative and entrepreneurial school consistently ranked among the very best in the world. A school that forms opinions. A school that makes a difference.

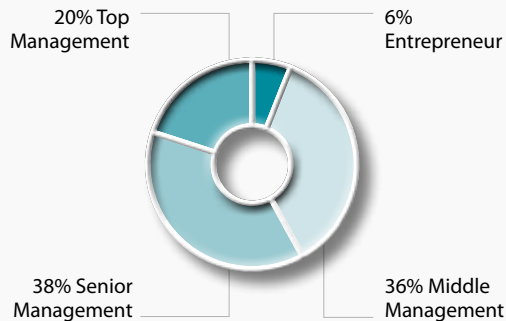
**Santiago Iñiguez**  
Dean, IE Business School



# Student body profile



### A Senior Class



**Average Age** **34**

### Gender distribution

Male 82%  
Female 18%

**Average Professional Experience:** **10 years**

**International students** **68%**

### Origin

Germany, United States of America, Austria, Spain, Brazil, United Kingdom, Korea, The Netherlands, France, Greece, India, Italy, Mexico, Portugal, Russia, Switzerland among others.

**Nationalities** **19**

### Pre-Master Sectors

Petroleum/Energy/Heavy Industry	30%
Automobile	
Banking/Insurance and Financial Services	9%
Technology/Telecommunications	8%
Construction/Real Estate	6%
Consulting	5%
Government/International Organizations/NGOs	5%
Pharmaceutical/Chemical/Biotechnology	
Healthcare	5%
Volume Retailing/Retail	5%
Media/PR	5%
Others: Tax and Legal/Textile/ Luxury/Manufacturing/ Logistics/Sports/Food...	22%

### Pre-Master Functions

Strategy / Business Development	25%
Sales and Marketing	21%
General Management	13%
Other	11%
Finance	11%
Consulting	11%
Operations / Processes	8%

# The program

**The International Executive MBA Bi-weekly is aimed at executives who want to combine high-level academic training with their personal and professional lives.**

Even though International Executive MBA Bi-weekly Program students already occupy top-level positions, this program aims to complete their overall vision, developing the skills they need to lead teams and participate in strategic decision making. This is achieved through interaction and collaboration with other students, who offer extensive experience in other areas and sectors.



The International Executive MBA Bi-weekly offers **maximum flexibility** by holding classes on alternate weekends for the 13 months of the program. This makes it the ideal option for professionals who wish to balance their personal and professional lives, or whose professional and personal demands or place of residence mean they have a complicated travel schedule.

As such, the aim of the program is to fast track professional learning so that, in just one academic year, participants acquire an in-depth understanding of all areas of the company - and the relationships between them - from a general management perspective, as well as developing essential managerial skills.

During the program, students experience an intense personal and professional transformation, based on the continual updating of knowledge in the following areas:

- **Global Perspective** and the concept of **Extended Enterprise** included throughout the program.
- Particular importance given to the Strategy area through specific content such as **Global Strategy** and **Competing Through Business Models**.
- Up-to-date **Finance** content.
- **Entrepreneurship**: A core IE topic which forms an essential part of all our MBAs. You will have the opportunity to participate in the Venture Lab if your project is selected.
- **Personal Strategic Plan (PSP)**: Leadership, talent management, coaching, negotiation and conflict management, etc all form part of an ambitious plan which will also be worked on during the residential periods.
- A topic of particular interest: **New Market Trends**.
- Understanding of the reality of the **new client and their needs**.

### **International Executive MBA Bi-weekly Overview**

The International Executive MBA Bi-weekly includes an innovative range of subjects which make up the new knowledge map that executives need to succeed in **global business**, creating and executing strategies within the concept of **extended enterprise**.

Students learn and deliver results through small workgroups. The curriculum relies on the case method to drive learning, combined with multimedia business simulations, guest speakers and the study and analysis of real companies in the real world. The workgroups are designed to challenge each student to adapt, manage and succeed. A workgroup of 6-7 students will include people from different continents, cultures, professional backgrounds and experience. Diversity is key to learning at IE, as it exemplifies the reality of extended enterprise.

# Structure



## Opening

Case Method  
Ethics Workshop  
Networking

## Personal Strategy

(Residential)

Communication, Cooperation &  
Leadership  
Conflict Management &  
Negotiation  
Personal Strategy Program  
Talent Management

## Global Context of Business

(Period 1)

Global Strategy  
Economic Environment & Country Analysis  
Technology & Innovation Management  
Fundamentals of Sales & Marketing Management  
Financial Accounting  
Organizational Behaviour  
Entrepreneurship

Social Responsibility Project

Professional Development & Professional Careers (PSP)

Venture Lab

World Awareness Seminar

Networking Events





**Learning Through Context**

**Leadership as a Driver for Excellence**

(1 day break)

Personal Strategy Program  
Conflict Management & Negotiation

**Creating & Developing Business Strategies**

(Period 2)

Financial Management  
Cost Accounting  
Global Operations Management  
Applying Marketing to the online business  
Communication with the consumer 2.0  
Motivation and Management of Teams

**Executing Business Strategies**

(Period 3)

Management Control  
Strategy Implementation  
Marketing Strategy and Plan  
Competing Through Business Models  
Mergers, Acquisitions & Alliances  
Alternative Financing

**Social Responsibility Project**

**Professional Development & Professional Careers (PSP)**

**Friends & Family Day**

**Speaker's Insight Series**



# Teaching methodology

*"Continuing my education with IE and the International Executive MBA Bi-weekly has been one of the best decisions I've ever made. After working in NYC for almost 10 years it was time to evolve my business skills and thinking to the next level. IE and the International Executive MBA program has allowed me to diversify my business and entrepreneurship knowledge, while at the same time has opened the door to a global education, experience, network, and, most importantly, great colleagues and friends."*

**Jason Cawell Moon**  
Account Director, Deutsch/Lowe Worldwide





### A new knowledge map based on the new reality

The International Executive MBA Bi-weekly combines well-established methods with the most up-to-date techniques, promoting change at both personal and professional level. Before starting the first period, students have the opportunity to carry out pre-program online courses in management accounting and financial accounting, which are available for 3 months prior to the start of the program.

The program starts with orientation days - including workshops on the case method, cross cultural understanding, networking, ethics, and collaborative skills - which help International Executive MBA Bi-weekly students prepare themselves for the course.

In order for students to achieve a global perspective, the **first period** is focused on the global business context. In the **second period**, students create and develop business strategies, and the program concludes with the **third period**, in which these strategies are executed and implemented.





**The aim of the program is to bring about an essential change in course participants, and help them to map out their personal strategy for the future, achieving professional leadership.**

To help International Executive MBA Bi-weekly students develop their personal strategy, course participants will attend a residential period in the IE University campus in Segovia, where they will work on the following skills: communication; cooperation and leadership; conflict and talent management, etc. This residential period marks the beginning of the Personal Strategy Program (PSP).

After the first period, students will attend a one-day professional leadership seminar, in which they will learn how to manage conflict and develop the most up-to-date negotiation skills. This one-day seminar also includes the first sessions with certified coaches who will work with students through until the end of the master's program, as part of the Personal Strategy Program (PSP).

All of this - along with the intense schedule of networking events, the Speaker's Insight series, the World Affairs Seminar, Friends & Family Day, etc - makes this **program unique, excellent and innovative**, developed by one of the top business schools worldwide (Executive MBA, IE Business School – N°1 in Spain, N°3 in Europe and N°7 worldwide, according to the Financial Times Ranking: October, 2010). The excellent networking opportunities, the intensive 1-year duration, the rich diversity of profiles, the international philosophy, the practical case study method, and our core entrepreneurial focus, make the International Executive MBA Bi-weekly a truly unique experience.



## Faculty

IE Business School has a world class faculty of more than 90 full-time professors, who maintain strong links with the corporate world through applied research and consultancy. In addition, more than 400 part-time professors – business professionals who bring their practical insights straight into the classroom - help impart the most cutting-edge management techniques available.

**29 Nationalities**  
**47% International**  
**33% Women**  
**93% PhD**

*"The International Executive MBA at IE is a challenging course which allows you to apply the technical and soft skills learned during the year on the course in your workplace. With a demanding program, it requires you to establish a fine balance between studies, work and personal life, which will enhance your time management skills. After all, this is part of our learning curve! IE's reputation, the networking opportunities, the course format and structure, and the learning experience itself, are an ideal platform to support me as I switch my career to a different path. Furthermore, the lifelong friends you make during the year are also very important."*



### **Chirague Bhanji**

Director of Financial Planning and Analysis, Univar Iberia

# Personal Strategy Plan (PSP)





When professionals are considering applying for the International Executive MBA Bi-weekly, they are usually at an important crossroads in their lives, both personally and professionally. The level of decision making is already significant - participants either holding a position of responsibility, planning a change of career, or following a career growth path – to which are added the personal commitments which play a role in this decision, which will be one of the most important in your life. If you add to all of this the current climate, characterized by an unpredictable and changing professional and general environment, it is clear that it is now more important than ever to take charge of our own professional careers.

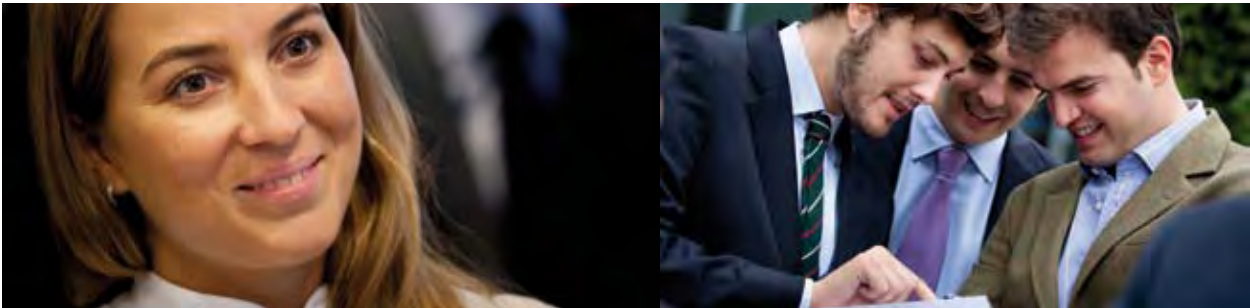
Given this dynamic and uncertain environment, it is becoming more and more difficult to establish long-term career plans. It is now necessary to develop different decision-making formulas, which are based on developing and updating the management skills which are going to maximize our ability to respond to any interesting professional opportunities that may arise. And we

have to do all this whilst simultaneously carrying out the roles of “partner”, “parent”, “friend”, etc.

The aim of this course is to transmit the **importance of personal management**, placing special emphasis on participants’ professional careers, and the need to face the new reality in a proactive way, based on a clearly defined strategy.

This course offers an excellent opportunity to develop the management skills and competencies which will increase “employability” and market value; this is the best moment to take charge and assume responsibility for your own personal and professional development.

With the support of IE professors, members of the Professional Career Management (PCM) team, external consultants and certified coaches, you will receive the best possible training to ensure that, with the help of a clear and well-defined strategy and action plan, you achieve your objectives.



### Learning Through Context

Students are also given the opportunity, to take part in an international experience called “Learning Through Context (LTC)”. For this 1-week program, students travel to another continent, to gain a better understanding of business in an international and globalized context, through contact with companies from another country.

In the LTC programs, macroeconomic scenarios with a high growth potential are identified, for example, China or India, and the students travel to these countries to talk to experts and gain an in-depth understanding of the most important sectors. It is also an excellent opportunity for participants to learn about the cultural factors that need to be taken into account when doing business in these regions.

The way that the LTC programs are designed and organized, means that participants have the opportunity to network with other highly qualified professionals, with top-level international profiles – thereby enriching the overall experience.

On their return, students will complete a final LTC assignment, which will be their final Master’s exam. This assignment, based on the most relevant aspects of the experience, will be presented before a tribunal made up of executives and professors.





### Venture Lab

IE Business School is fully committed to fostering the Entrepreneurial spirit. In fact, the School itself was founded by entrepreneurs, and the entrepreneurial spirit is an integral part of IE's day-to-day life; from how we teach in the classroom and develop new programs for the next generation of students, to how we engage with the external community of investors, government agencies and start-ups.

The **Venture Lab** serves as an essential part of IE Business School's entrepreneurial fabric by providing a unique opportunity for entrepreneurial students and alumni to celebrate their passion for entrepreneurship and value creation. Our aim is to incubate the development and consolidation of business startups proposed and launched by IE students and alumni, both in Spain and worldwide, and to foster an ecosystem aimed at facilitating the funding of past, present, and future business projects as an engine for growth and social welfare.

### Social Responsibility Project

Finally, the **Social Responsibility Project** is a social project which gives students the opportunity to act as one, as it is a project which is carried out by the whole class, competing with other sections. Within the class, each group will be assigned a specific functional area for the project e.g. financing, operations, or marketing. Furthermore, the class that wins the competition – either because their project is the most viable, or because it maximizes the interests of the stakeholders – will be awarded a prize.

This project is considered to be the highpoint of the networking experience for students carrying out programs in the same academic year.





# IE Business School Rankings



### Rankings

IE Business School is recognized by the international press, who rank IE as a leading international business school.

• MBA	<b>3<sup>rd</sup> in Europe, 8<sup>th</sup> worldwide</b>		January, 2011
• Executive MBA	<b>7<sup>th</sup> worldwide</b>		October, 2010
• Master in Finance	<b>2<sup>nd</sup> worldwide</b>		June, 2011
• European Business Schools	<b>5<sup>th</sup> in Europe</b>		December, 2010
• Distance Learning - International Executive MBA	<b>1<sup>st</sup> worldwide</b>		
• MBA	<b>1<sup>st</sup> worldwide</b>		September, 2009
• MBA	<b>3<sup>rd</sup> worldwide</b>		August, 2009
• MBA	<b>4<sup>th</sup> worldwide</b>		May, 2011
• Business School	<b>2<sup>nd</sup> in Europe, 9<sup>th</sup> worldwide</b>		October, 2009
• Ranking of Non-US school	<b>3<sup>rd</sup> worldwide</b>		November, 2010

### Accreditation

IE is accredited by the world's three leading accreditation bodies.





# Admissions Process



We seek candidates who are dynamic, motivated, creative, and who can not only demonstrate their professional worth and expertise in their sector, but who also have the kind of interpersonal skills that will allow them to maximize the learning experience.

With this objective, the admissions process starts with the completion of the online admission application on our website ([www.ie.edu/iexmba](http://www.ie.edu/iexmba)), accompanied by the following required documents:

- Three essays
- Academic accreditation (transcripts and diploma)
- 2 page Curriculum Vitae
- Two Letters of Recommendation
- Company Letter (letter from student's company detailing their current position, start date in the organization, and type of contract)
- Additional documentation (organizational chart, photograph, and photocopy of passport or ID card)
- Application Fee: 120 Euros

Once this information has been received, the complete application is evaluated by the Admissions Committee, who will decide whether or not to take the application to the next stage, which is a personal interview. Following the interview, the Admissions Committee meets again to make a new decision, which may, or may not, be final, depending on the each case.

There is a rolling admissions process, and although there is no deadline for applications, early application is recommended given the limited number of places on each program.

In the case of being admitted on the International Executive MBA Bi-weekly program, IE Business School offers candidates the flexibility of being able to choose between different formats; admission is valid for the following two intakes of the chosen format.

### Scholarships and Financial Aid

To further foster diversity within IE programs, the IE Foundation awards tuition funding assistance ([www.ie.edu/becas](http://www.ie.edu/becas)) to talented students in need of financial aid based on merit, achievement and academic excellence.

IE also has agreements with leading Spanish banks to offer IE students attractive packages to finance tuition and living expenses. To learn more about the opportunities mentioned above, visit IE's Financial Aid website: [financialaid.ie.edu](http://financialaid.ie.edu) and blog: [financialaid.blogs.ie.edu](http://financialaid.blogs.ie.edu)



## International Representatives

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[www.ie.edu/offices](http://www.ie.edu/offices)

**ARGENTINA - Buenos Aires**  
[argentina@ie.edu](mailto:argentina@ie.edu)

**EGYPT - Cairo**  
[egypt@ie.edu](mailto:egypt@ie.edu)

**MIDDLE EAST & AFRICA**  
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**UAE, QATAR, BAHRAIN & KUWAIT - Dubai**  
[uae@ie.edu](mailto:uae@ie.edu)

**BRAZIL - São Paulo**  
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**PERU - Lima**  
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**UK & IRELAND - London**  
[uk@ie.edu](mailto:uk@ie.edu)

**CHILE - Santiago de Chile**  
[chile@ie.edu](mailto:chile@ie.edu)

**INDIA - Mumbai**  
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**PORTUGAL - Lisbon**  
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**Events:** [www.ie.edu/events](http://www.ie.edu/events)