

MBA

- Only open to MBA students who are at least 26 years of age and have a minimum of 3 years of work experience.
- All courses are taught from 7pm to 10.15pm, and Saturdays from 9am to 2pm.
- Unless indicated otherwise, courses are taught in Spanish
- Attendance to classes is required; therefore, in order to avoid overlapping schedules, it is best to select courses from the same major.

Exchange students can choose any of the following course modalities:

- 3x3: 3 courses every 3 weeks over 9 weeks, in classes taught on Thursday from 3:00 to 9:45 pm, Friday from 9:00 am to 7:00 pm and Saturday from 8:30 to 5:30 pm.
- 2x2: 2 courses every 2 weeks, over 6 weeks, with classes on Friday from 2:00 pm to 9:00 pm and Saturday from 8:00 am to 5:45 pm.

1 st module	2 nd module	3 rd module	4 th module	5 th module
March – April	May - June	June-July	August - September	October - November

Codes	Courses	Dates	Contact hours
MB13	Control Global Global Control	Professor: Lerch (EMBA 2018) Friday, July 12 th 14.45 to 19h Saturday, July 26 th 14.45 to 19h Saturday, July 26 th 14.45 to 19h Saturday, July 27 th 11.40 to 15h Friday, August 9 th 14.45 to 19h Saturday, August 10 th 11.40 to 15h Exam: Thursday, August 22 nd at 19h Professor: Belocopitow (VESPERTINO) Monday, August 12 th 19 to 22.15h Tuesday, August 22 nd 19 to 22.15h Thursday, August 22 nd 19 to 22.15h Monday, August 26 th 19 to 22.15h Monday, September 2 nd 19 to 22.15h Thursday, September 5 th 19 to 22.15h Monday, September 12 th 19 to 22.15h Thursday, September 12 th 19 to 22.15h Monday, September 15 th 19 to 22.15h Monday, September 16 th at 19h Professor: Lerch (MBA SÁBADO) Monday, March 25 th 19 to 22.15h Monday, April 1s ^t 19 to 22.15h Saturday, April 13 th 8 to 11.15h Exam: Thursday, April 25 th at 19h Professor: Lerch (MBA 18 INTENSIVO) Friday, April 12 th 14 to 17.20h Saturday, April 13 th 13.30 to 17.45h Exam: Thursday, May 2 nd at 19h	25

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		Professor: Paula Molinari (EMBA 2018)	
		Friday, October 4 th 14.45 to 19h	
		Saturday, October 5 th 11.40 to 15h	
		Friday, October 18 th 14.45 to 19h	
		Saturday, October 19 th 11.40 to 15h	
		Friday, November 1 st 14.45 to 19h	
		Saturday, November 2 nd 11.40 to 15h	
		Friday, November 12 th 14.45 to 19h	
		Saturday, November 13 th 11.40 to 15h	
		Professor: Paula Molinari (MBA Vespertino 18)	
		Wednesday, August 14 th 19 to 22.15h	
		Thursday, August 15 th 19 to 22.15h	
	Decemble de Comons	Wednesday, August 21st 19 to 22.15h	25
MB23	Desarrollo de Carrera	Wednesday, August 28 th 19 to 22.15h	
	Career Development	Thursday, August 29 th 19 to 22.15h	
		Wednesday, September 4 th 19 to 22.15h	
		Wednesday, September 11 th 19 to 22.15h	
		Professor: Paula Molinari (MBA SÁBADO)	
		Monday, September 23 rd 19 to 22.15h	
		Monday, September 30 th 19 to 22.15h	
		Monday, October 7 th 19 to 22.15h	
		Saturday, October 12 th 13.30 to 16.45h	
		Tuesday, October 15 th 19 to 22.15h	
		Monday, October 21 st 19 to 22.15h	
		Monday, October 28 th 19 to 22.15h	
		Professor: Mariano Turzi (18 SÁBADO)	
		Monday, August 12 th 19 to 22.15h	
		Monday, August 26 th 19 to 22.15h	
		Saturday, August 18 th 19 to 22.15h	
		Saturday, August 31 st 14.30 to 17.45h	
		Monday, September 2 nd 19 to 22.15h	
		Monday, September 9 th 19 to 22.15h	
		Monday, September 16 th 19 to 22.15h	
		Saturday, September 21 st 8 to 11.15h	
		Professor: Sebastián Auguste (VESPERTINA 18)	-
		Wednesday, September 18 th 19 to 22.15h	
	Negocios Internacionales	Wednesday, September 25 th 19 to 22.15h	
MB21	Advanced Marketing	Thursday, September 26 th 19 to 22.15h	25
141521	navaneca warketing	Wednesday, October 2 nd 19 to 22.15h	25
		Wednesday, October 9 th 19 to 22.15h	
		Thursday, October 10 th 19 to 22.15h	
		Wednesday, October 16 th 19 to 22.15h	
		Professor: Mariano Turzi (MBA Intensivo 18)	
		Friday, August 23 rd 17.40 to 21h	
		Saturday, August 24 th 13.30 to 17.45h	
		Friday, September 6 th 17.40 to 21h	
		Saturday, September 7 th 13.30 to 17.45h	
		Friday, September 20 th 17.40 to 21h	
		Saturday, September 21 st 13.30 to 17.45h	
		Exam: Thursday, October 3 rd at 19h	

<u>Professor</u> : Prof. Sánchez (MB	
Wednesday, August 14 th 1	
Wednesday, August 21 st 1	l9 to 22.15h
Wednesday, August 28 th 2	l9 to 22.15h
Saturday, August 31 st 8	to 11.15h
Wednesday, September 4 th	19 to 22.15h
Wednesday, September 11 th	19 to 22.15h
Saturday, September 21 st 13	3.30 to 17.45h
<u>Exam</u> : Wednesday, Septemb	er 25 th at 19h
<u>Professor</u> : Sturzenegger (MBA	18 INTENSIVA)
Friday, October 4 th 17.4	10 to 21h
Negocios y Economía Política Saturday, October 5 th 8	to 12.20h
MB10 Business & Political Economy Friday, October 18 th 17.	40 to 21h 25
Saturday, October 19 th 8	3 to 12.20h
Friday, November 1 st 17	.40 to 21h
Saturday, November 2 nd	8 to 12.20h
<u>Exam</u> : Friday, November	15 th at 16h
<u>Professor</u> : Sturzenegger (E	MBA 2018)
Friday, August 23 rd 9 t	o 13.15h
Saturday, August 24 th 8	to 11.20h
Friday, September 6 th 9	to 13.15h
Saturday, September 7 th	8 to 11.20h
Friday, September 20 th 9	to 13.15h
Saturday, September 21 st	8 to 11.20h
Exam: Thursday, October	3 rd at 19h
<u>Professor</u> : Garrigue (VESP	ERTINO 19)
Wednesday, April 3 rd 19	
Wednesday, April 10 th 19	
Wednesday, April 17 th 19	
Tuesday, April 23 rd 19 f	
Thursday, May 2 nd 19 t	to 22.15h
Monday, May 6 th 19 to	o 22.15h
Exam: Monday, May 13	th at 19h
<u>Professor</u> : Garrigue (EM	BA 2019)
Tuesday, August 27 th 14	.45 to 19h
Contabilidad Gerencial Wednesday, August 28 th 1	l4.45 to 19h
MB07 Managerial Accounting Thursday, August 29 th 14	1.45 to 19h 25
Friday, August 30 th 14.	45 to 19h
Friday, September 13 th 1	4.45 to 19h
Saturday, September 14 th	11.40 to 15h
<u>Exam</u> : Thursday, Septembe	r 26 th at 19h
<u>Professor</u> : Garrigue (MBA 19	
Friday, April 26 th 14 to	o 17.20h
Saturday, April 27 th 13.30	
Friday, May 10 th 14 to	
Saturday, May 11 th 13.30	
Friday, May 31 st 14 to	17.20h
Exam: Thursday, June 13	l l

		Professor: Nelson (EMBA 2019)	
		Tuesday, August 27 th 9 to 13.15h	
		Wednesday, August 28 th 9 to 13.15h	
		Thursday, August 29 th 9 to 13.15h	
		Friday, August 30 th 9 to 13.15h	
		Friday, August 13 th 9 to 13.15h	
		Saturday, August 14 th 8 to 11.20h	
		<u>Professor</u> : Pablo Benegas (MBA 19 Intensivo)	
		Friday, April 26 th 17.40 to 21h	
		Saturday, April 27 th 8 to 12.20h	
MB27	Técnicas de la comunicación	Friday, May 10 th 17.40 to 21h	25
IVID27	Communication Techniques	Saturday, May 11 th 8 to 12.20h	25
		Friday, May 31 st 17.40 to 21h	
		Saturday, June 1 st 8 to 12.20h	
		Professor: Aréchaga (VESPERTINO 19)	
		Monday, July 15 th 19 to 22.15h	
		Monday, July 22 nd 19 to 22.15h	
		Monday, July 29 th 19 to 22.15h	
		Monday, August 5 th 19 to 22.15h	
		Monday, August 12 th 19 to 22.15h	
		Tuesday, August 20 th 19 to 22.15h	
		Monday, August 26 th 19 to 22.15h	
		Professor: Kraiselburd (MBA 18 Intensivo)	
		Friday, August 23 rd 14 to 17.20h	
		Saturday, August 24 th 8 to 12.20h	
		Friday, September 6 th 14 to 17.20h	
		Saturday, September 7 th 8 to 12.20h	
		Friday, September 20 th 14 to 17.20h	
	Operaciones de Clase Mundial	Saturday, September 21 st 8 to 12.20h	
MB19	Advanced Operations Management	Professor: Kraiselburd (EMBA 2018)	25
		Friday, October 4 th 9 to 13.15h	
		Saturday, October 5 th 8 to 11.20h	
		Friday, October 18 th 9 to 13.15h	
		Saturday, October 19 th 8 to 11.20h	
		Friday, November 1 st 9 to 13.15h	
		Saturday, November 2 nd 8 to 11.20h	
	1	Professor: Montealegre (MBA 18 INTENSIVA)	
		Friday, July 26 th 14 to 21h	
		Saturday, July 27 th 13.30 to 17.45h	
		Friday, August 9 th 14 to 21h	
		Saturday, August 10 th 13.30 to 17.45h	
		Professor: Montealegre (MBA 18 SÁBADO)	
		Wednesday, July 24 th 19 to 22.15h	
		Wednesday, July 31 st 19 to 22.15h	
	Tecnología de la Información	Saturday, August 3 rd 8 to 16.45h	
MB16	Information Technology	Monday, August 5 th 19 to 22.15h	25
		Saturday, August 10 th 8 to 12.15h	
		Professor: Montealegre (MBA 18 VESPERTINO)	
		Monday, July 22 nd 19 to 22.15h	
		Thursday, July 25 th 19 to 22.15h	
		Monday, July 29 th 19 to 22.15h	
		Thursday, August 1 st 19 to 22.15h	
		Tuesday, August $6^{th} \mid 19$ to 22.15h	
		Wednesday, August 7 th 19 to 22.15h	

Thursday, August 8 th 19 to 22.15h Professor: Sebastián Auguste (MBA 19 INTENSIVO) Friday, June 14 th 14 to 17.20h	
INTENSIVO) Friday, June 14 th 14 to 17.20h	
Friday, June 14 th 14 to 17.20h	
Saturday, June 15 th 8 to 12.20h	
Friday, June 28 th 14 to 17.20h	
Saturday, June 29 th 8 to 12.20h	
Friday, July 12 th 14 to 17.20h	
Saturday, July 13 th 8 to 12.20h	
Professor: Auguste (VESPERTINO 19)	
Wednesday, May 15 th 19 to 22.15h	
Wednesday, May 22 nd 19 to 22.15h	
Wednesday, May 29 th 19 to 22.15h	
Wednesday, June 5 th 19 to 22.15h	
Wednesday, June 12 th 19 to 22.15h	
Wednesday, June 19 th 19 to 22.15h	
MB08 Decisiones Gerenciales I Wednesday, June 26 th 19 to 22.15h	25
Management Decisions I Exam: Wednesday, July 3 rd at 19h	
Professor: Auguste (EMBA 2019)	
Friday, November 8 th 9 to 13.15h	
Saturday, November 9 th 8 to 11.20h	
Friday, November 22 nd 9 to 13.15h	
Saturday, November 23 rd 8 to 11.20h	
Friday, December 6 th 9 to 13.15h	
Saturday, December 7 th 8 to 11.20h	
Professor: Auguste (INTENSIVO 19)	
Thursday, April 25 th 15 to 18.15h Friday, April 26 th 9 to 13.20h	
Friday, April 26 9 to 13.2011	
Saturday, May 10 13 to 18.1311 Saturday, May 17 th 9 to 13.20h	
Friday, June 6 th 15 to 18.15h	
Saturday, June 7 th 9 to 13.20h	
Exam: Thursday, July 25 th at 19h	
Professor: Massuh (EMBA 2019)	
Friday, September 27 th 14.45 to 19h	
Saturday, September 28 th 11.40 to 15h	
Friday, October 11 th 14.45 to 19h	
Saturday, October 12 th 11.40 to 15h	
Friday, October 25 th 14.45 to 19h	
Saturday, October 26 th 11.40 to 15h	
Professor: Massuh (MBA 18 SÁBADO)	
Friday, July 26 th 17.40 to 21h	
Marketing y Distribución Saturday, July 27 th 13.30 to 17.45h	
MB11 Marketing Management Friday, August 9 th 17.40 to 21h	25
Saturday, August 10 th 13.30 to 17.45h	
Friday, August 23 rd 17.40 to 21h	
Saturday, August 24 th 13.30 to 17.45h	
Professor: Massuh (INTENSIVO 3X3)	
Thursday, June 27 th 18.30 to 21.45h	
Saturday, June 29 th 8.30 to 12.50h	
Thursday, July 18 th 18.30 to 21.45h	
Saturday, July 20 th 8.30 to 12.50h	
Thursday, August 8 th 18.30 to 21.45h	
Saturday, August 10 th 8.30 to 12.50h	

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		<u>Professor</u> : Massuh (VESPERTINO 19)	
		Monday, May 20 th 19 to 22.15h	
		Monday, May 27 th 19 to 22.15h	
		Monday, June 3 rd 19 to 22.15h	
		Monday, June 10 th 19 to 22.15h	
		Tuesday, June 18 th 19 to 22.15h	
		Monday, June 24 th 19 to 22.15h	
		Monday, July 1 st 19 to 22.15h	
		Presentations: Thursday, July 11th at 19h	
		Professor: Dzodan (EMBA 19)	
		Friday, November 8 th 14.45 to 19h	
		Saturday, November 9 th 11.40 to 15h	
		Friday, November 22 nd 14.45 to 19h	
		Saturday, November 23 rd 11.40 to 15h	
		Friday, December 6 th 14.45 to 19h	
		Saturday, December 7 th 11.40 to 15h	
		Professor: Dzodan (MBA 19 INTENSIVO)	1
		Friday, June 14 th 17.40 to 21h	
	Comportamiento Organizacional	Saturday, June 15 th 13.30 to 17.45h	
MB46	Organizational Behaviour	Friday, June 18 15.30 to 17.4511	25
IVID40	Organizational Benaviour	Saturday, June 29 th 13.30 to 17.45h	25
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		Friday, July 12 th 17.40 to 21h	
		Saturday, July 13 th 13.30 to 17.45h	
		Professor: Bachrach (INTENSIVO 19 3X3)	
		Friday, April 26 th 14.30 to 18.50h	
		Saturday, April 27 th 14.10 to 17.30h	
		Friday, May 17 th 9 to 13.20h	
		Saturday, May 18 th 8 to 11.20h	
		Friday, June 7 th 14.30 to 18.50h	
		Saturday, June 8 th 14.10 to 17.30h	
		Professor: Celani (EMBA 2019)	
		Friday, September 27 th 9 to 13.15h	
		Saturday, September 28 th 8 to 11.20h	
		Friday, October 11 th 9 to 13.15h	
		Saturday, October 12 th 8 to 11.20h	
		Friday, October 25 th 9 to 13.15h	
		Saturday, October 26 th 8 to 11.20h	
		Exam: Thursday, November 7 th at 19h	
		Professor: Tapattá (MBA 19 INTENSIVO)	
		Friday, October 18 th 14 to 17.20h	
	Economía Empresarial	Saturday, October 19 th 8 to 12.20h	
MB02	Economía Empresarial Business Economics	Friday, November 1 st 14 to 17.20h	25
IVIDUZ	Busiliess Economics	Saturday, November 2 nd 8 to 12.20h	25
		Friday, November 15 th 14 to 17.20h	
		Saturday, November 16 th 8 to 12.20h	
		Exam: Friday, November 29th at 19h	
		Professor: Celani (VESPERTINO 19)	1
		Wednesday, September 4 th 19 to 22.15h	
		Wednesday, September 11 th 19 to 22.15h	
		Wednesday, September 18 th 19 to 22.15h	
		Wednesday, September 25 th 19 to 22.15h	
		Wednesday, October 2 nd 19 to 22.15h	
		Wednesday, October 9 th 19 to 22.15h	
		Wednesday, October 3 13 to 22.15h	
		wednesday, October 10 15 to 22.1311	

		Exam: Monday, October 21st at 19h	
		Professor: Borenstein (MBA INTENSIVO 19)	
		Friday, July 26 th 14 to 17.20h	
		Saturday, July 27 th 8 to 12.20h	
		Friday, August 9 th 14 to 17.20h	
		Saturday, August 10 th 8 to 12.20h	
		Friday, August 23 rd 14 to 17.20h	
		Saturday, August 24 th 8 to 12.20h	
		Exam: Thursday, September 5 th at 19h	
		Professor: Borenstein (VESPERTINO 19)	
		Wednesday, July 10 th 19 to 22.15h	
		Wednesday, July 17 th 19 to 22.15h	
	Análisis Financiero	Wednesday, July 24 th 19 to 22.15h	
MB05	Financial Analysis	Wednesday, July 31 st 19 to 22.15h	25
		Wednesday, August 7 th 19 to 22.15h	
		Wednesday, August 14 th 19 to 22.15h	
		Wednesday, August 21st 19 to 22.15h	
		Exam: Wednesday, August 28th at 19h	
		Professor: Merener (MBA 19 INTENSIVO)	
		Thursday, June 27 th 15 to 18.15h	
		Friday, June 28 th 9 to 13.20h	
		Friday, July 18 th 15 to 18.15h	
		Thursday, July 19 th 9 to 13.20h	
		Thursday, August 8 th 15 to 18.15h	
		Friday, August 9 th 9 to 13.20h	
		Professor: Pels (MBA 19 INTENSIVO)	
		Friday, September 6 th 17.45 to 21h	25
	Estrategia Comercial y Competitiva	Saturday, September 7 th 13.30 to 17.45h	
MB22	Advanced Marketing	Friday, September 20 th 17.45 to 21h	
141522	navaneea marketing	Saturday, September 21 st 8 to 12.20h	23
		Friday, October 4 th 17.45 to 21h	
		Saturday, October 5 th 13.30 to 17.45h	
		Presentations: November 14th 19h	
		<u>Professor</u> : Ariel Yukelson (EMBA 18)	
		Friday, April 5 th 14.45 to 19h	
		Saturday, April 6 th 11.40 to 15h	
		Friday, April 12 th 14.45 to 19h	
		Saturday, April 13 th 11.40 to 15h	
		Professor: Ariel Yukelson (MBA 19 3X3)	
		Thursday, August 29 th 15 to 18.15h	
		Friday, August 30 th 14.30 to 18.50h	
	Estrategia Empresaria	Thursday, September 19 th 15 to 18.15h	
MB04	Business Strategy	Friday, September 20 th 14.30 to 18.50h	25
		Thursday, October 10 th 15 to 18.15h	
		Friday, October 11 th 14.30 to 18.50h	
		Professor: Ariel Yukelson (VESPERTINO 19)	
		Wednesday, October 23 rd 19 to 22.15h Wednesday, November 6 th 19 to 22.15h	
		Wednesday, November 13th 19 to 22.15h	
		Wednesday, November 13 19 to 22.15h	
		Wednesday, November 20 19 to 22.15h	
		Wednesday, November 27 \mid 19 to 22.15h	
		Wednesday, December 4 19 to 22.15h	
		wednesday, December 11 15 to 22.1511	

MB17	Finanzas Corporativas Corporate Finance	Professor: Machinea (MBA 19 INTENSIVO) Thursday, October 31 st 18.30 to 21.45h Saturday, November 2 nd 8.30 to 12.50h Thursday, November 21 st 18.30 to 21.45h Saturday, November 23 rd 8.30 to 12.50h Thursday, December 5 th 18.30 to 21.45h Saturday, December 7 th 8.30 to 12.50h Professor: Julio Fermo (EMBA 2018) Friday, April 5 th 9 to 13.15h Saturday, April 6 th 8 to 11.20h Friday, April 12 th 9 to 13.15h Saturday, April 13 th 8 to 11.20h Exam: Thursday, April 25 th at 19h	25
MB28	Recursos Humanos Human Resources Management	Professor: Andrés Hatum (VESPERTINO 19) Monday, August 29 th 19 to 22.15h Monday, September 9 th 19 to 22.15h Monday, September 16 th 19 to 22.15h Monday, September 30 th 19 to 22.15h Monday, September 30 th 19 to 22.15h Monday, October 7 th 19 to 22.15h Monday, October 15 th 19 to 22.15h Tuesday, October 15 th 19 to 22.15h Professor: Andrés Hatum (EMBA 18) Friday, August 23 rd 14.45 to 19h Saturday, August 24 th 11.40 to 19h Friday, September 6 th 14.45 to 19h Saturday, September 7 th 11.40 to 19h Friday, September 20 th 14.45 to 19h Saturday, September 21 st 11.40 to 19h Professor: Andrés Hatum (MBA 19 INTENSIVO) Friday, October 18 th 17.40 to 21h Saturday, November 1 st 17.40 to 21h Saturday, November 1 st 17.40 to 21h Saturday, November 15 th 17.40 to 21h Saturday, November 15 th 17.40 to 21h Saturday, November 15 th 17.40 to 21h	25
MB06	<u>Dirección de Operaciones</u> Operations Management Profesor: Gustavo Vulcano	Professor: Vulcano (MBA 19 INTENSIVO 3X3) Friday, August 30 th 9 to 13.20h Saturday, August 31 st 8.30 to 11.50h Friday, September 20 th 9 to 13.20h Saturday, September 21 st 8.30 to 11.50h Friday, October 11 st 9 to 13.20h Saturday, October 12 th 8.30 to 11.50h Exam: Thursday, October 31st at 12.30h Professor: Vulcano (MBA 19 INTENSIVO) Friday, September 6 th 14 to 17.20h Saturday, September 20 th 8 to 12.20h Friday, September 21 st 8 to 12.20h Friday, October 4 th 14 to 17.20h Saturday, October 5 th 8 to 12.20h Friday, October 5 th 8 to 12.20h Saturday, October 5 th 8 to 12.20h	25

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		Professor: Almada (EMBA 2018)	
		Friday, April 26 th 9 to 13.15h	
		Saturday, April 27 th 8 to 11.20h	
		Friday, May 10 th 9 to 13.15h	
		Saturday, May 11 th 8 to 11.20h	
		Friday, May 17 th 9 to 13.15h	
		Saturday, May 18 th 8 to 11.20h	
		Thursday, May 30 th at 19h	
		Professor: Almada (EMBA 2018)	
		Monday, November 4 th 19 to 22.15h	
		Monday November 11 th 19 to 22.15h	
		Tuesday, November 19 th 19 to 22.15h	
		Tuesday, November 26 th 19 to 22.15h	
		Monday, December 2 nd 19 to 22.15h	
		Monday, December 9 th 19 to 22.15h	
		Monday, December 16 th 19 to 22.15h	
		Professor: Serrot (EMBA2018)	
		Friday, November 15 th 9 to 13.15h	
		Saturday, November 16 th 8 to 15h	
		Friday, November 29 th 9 to 13.15h	
		Saturday, November 30 th 8 to 15h	
		Professor: Luis Pereiro (MBA 18 INTENSIVA)	
		Friday, October 4 th 14 to 17.20h	
		Saturday, October 5 th 13.30 to 17.45h	
	Desarrollo de nuevos negocios Entrepreneurship	Friday, October 18 th 14 to 17.20h	25
		Saturday, October 19 th 13.30 to 17.45h	
MB30		Friday, November 1st 14 to 17.20h	
		Saturday, November 2 nd 13.30 to 17.45h	
		Professor: Luis Pereiro (MBA 18 SÁBADO)	
		Wednesday, October 2 nd 19 to 22.15h	
		Wednesday, October 9 th 19 to 22.15h	
		Saturday, October 12 th 9 to 12.20h	
		Wednesday, October 16 th 19 to 22.15h	
		Wednesday, October 23 rd 19 to 22.15h	
		Wednesday, October 30 th 19 to 22.15h	
		Wednesday, November 6 th 19 to 22.15h	
		<u>Professor:</u> Kosacoff	
		Tuesday, April 30 th 19 to 22.15h	
	Estratogias Competitivas en	Thursday, May 2 nd 19 to 22.15h	
MADOF	Estrategias Competitivas en	Wednesday, May 8 th 19 to 22.15h	25
MB35	Argentina Compatibility Streets in Argentina	Thursday, May 9 th 19 to 22.15h	25
	Competitive Strategies in Argentina	Wednesday, May 15 th 19 to 22.15h	
		Thursday, May 16 th 19 to 22.15h	
		Monday, May 20 th 19 to 22.15h	
		Professor: Kohan	
		Friday, May 31 st 9 to 13.15h	
		Saturday, June 1 st 8 to 11.20	
	Tópicos Avanzados en Estrategia I	Friday, June 14 th 9 to 13.15h	
	(Pensamiento Crítico)	Saturday, June 15 th 8 to 11.20	
MB39		Friday, June 28 th 9 to 13.15h	25
	Critical thinking	Saturday, June 28 th 8 to 11.20	
		Professor: Kohan	
		Tuesday, June 11 th 19 to 22.15h	
		Wednesday, June 12 th 19 to 22.15h	

MB40	<u>Tópicos Avanzados en Estrategias II</u> Innovation & Entrepreneurship	Wednesday, June 19 th 19 to 22.15h Saturday, June 22 nd 9 to 12.15h Tuesday, June 25 th 19 to 22.15h Wednesday, June 26 th 19 to 22.15h Wednesday, July 3 rd 19 to 22.15h Not offered in 2019 Professor: Moltracio Monday, June 3 rd 19 to 22.15h Monday, June 10 th 19 to 22.15h	25
MB43	<u>Tópicos Avanzados en Finanzas II</u> Wealth Management	Wednesday, June 12 th 19 to 22.15h Tuesday, June 18 th 19 to 22.15h Monday, June 24 th 19 to 22.15h Monday, July 1 st 19 to 22.15h Wednesday, July 3 rd 19 to 22.15h <u>Exam</u> : Thursday, July 11 th at 19h	25
MB29	Alta Dirección High direction	Professor: Salva Friday, May 31 st 14.45 to 19h Saturday, June 1 st 11.40 to 15h Friday, June 14 th 14.45 to 19h Saturday, June 15 th 11.40 to 15h Friday, June 28 th 14.45 to 19h Saturday, June 29 th 11.40 to 15h	25
MB18	Cambio y Transformación Corporativa	Professor: Marchiori Friday, June 14 th 14 to 17.20h Saturday, June 15 th 8 to 12.20h Friday, June 28 th 14 to 17.20h Saturday, June 29 th 8 to 12.20h Friday, July 12 th 14 to 17.20h Saturday, July 13 th 8 to 12.20h	
MB38	Tópicos Avanzados en Marketing II	Professor: Sztarkman (MBA 18 INTENSIVA) Friday, May 3 rd 14 to 17.20h Saturday, May 4 th 8 to 12.20h Friday, May 17 th 14 to 17.20h Saturday, May 18 th 8 to 12.20h Friday, May 31 st 14 to 17.20h Saturday, June 1 st 8 to 12.20h Professor: Sztarkman (MBA 18 VESPERTINA) Wednesday, June 5 th 19 to 22.15h Thursday, June 13rd 19 to 22.15h Friday, June 21 st 19 to 22.15h Wednesday, June 26 th 19 to 22.15h Thursday, June 27 th 19 to 22.15h Thursday, June 27 th 19 to 22.15h Thursday, June 27 th 19 to 22.15h Thursday, July 4 th 19 to 22.15h Presentations: Wednesday July 10 th at 19h	
MB40	Tópicos Avanzados en Estrategia II	Professor: Serrot Tuesday, April 30 th 19 to 22.15h Saturday, May 4 th 13.30 to 16.45h Wednesday, May 8 th 19 to 22.15h Wednesday, May 15 th 19 to 22.15h Saturday, May 18 th 13.30 to 16.45h Wednesday, May 22 nd 19 to 22.15h Wednesday, May 29 th 19 to 22.15h	

		<u>Professor:</u> Sebriano
		Tuesday, June 18 th 19 to 22.30h
		Saturday, June 22 nd 13.30 to 16.45h
MB37	Tópicos Avanzados en Marketing I	Monday, June 24 th 19 to 22.30h
141037	Topicos / Wallzados ell Walketing I	Monday, July 1 st 19 to 22.30h
		Tuesday, July 2 nd 19 to 22.30h
		Saturday, July 13rd 9 to 12.15h
		Monday, July 15 th 19 to 22.30h
		<u>Professor:</u> Martínez
		Monday, April 29 th 19 to 22.15h
	Tópicos Avanzados en Management I	Saturday, May 4 th 9 to 12.15h
MB44	Media Relations And Crisis	Monday, May 6 th 19 to 22.15h
IVID44	Management	Monday, May 13 th 19 to 22.15h
	wunagement	Saturday, May 18 th 9 to 12.15h
		Monday, May 20 th 19 to 22.15h
		Monday, May 27 th 19 to 22.15h
		Professor: Kraiselburd
MB19	Operaciones de Clase Mundial	Wednesday, April 3 rd 19 to 22.15h
IVIB19	Operaciones de Clase Mundial	Wednesday, April 10 th 19 to 22.15h
		Saturday, April 13rd 14.30 to 17.45h
		Professor: Auguste
		Monday, June 3 rd 19 to 22.15h
	International Business Strategy	Wednesday, June 6 th 19 to 22.15h
MB49	taught in English Análisis Financiero de Decisiones Estratégicas	Monday, June 10 th 19 to 22.15h
IVIB49		Thursday, June 13 th 19 to 22.15h
		Monday, June 24 th 19 to 22.15h
		Thursday, June 27 th 19 to 22.15h
		Monday, July 1 st 19 to 22.15h
		Professor: Rockoff
		Wednesday, June 12 th 19 to 22.15h
	Modern Econometric for Business	Friday, June 14 th 19 to 22.15h
MB33	Modern Econometric for Business taught in English	Wednesday, June 19 th 19 to 22.15h
IVIDOO	Inteligencia Comercial y Data Mining	Friday, June 21 st 19 to 22.15h
	Intelligencia Comercial y Data Milling	Wednesday, June 26 th 19 to 22.15h
		Friday, June 28 th 19 to 22.15h
		Wednesday, July 3 rd 19 to 22.15h
		<u>Professor:</u> Kharoubi
		Tuesday, June 4 th 19 to 22.15h
	Strategic Knowledge Management	Thursday, June 6 th 19 to 22.15h
MB32		Tuesday, June 11 th 19 to 22.15h
IVID32	taught in English Innovación y Biotecnología	Tuesday, June 18 th 19 to 22.15h
	ililiovacion y biotechologia	Tuesday, June 25 th 19 to 22.15h
		Tuesday, July 2 nd 19 to 22.15h
		Thursday, July 4 th 19 to 22.15h

^{*}Course offerings and quarters when they are taught may change.

MB13 - Global Control

Objective: Train the participant in the use of estimate tools and multinational economic-financial control tools. Main Topics: Corporate metric systems. Analysis through indexes and ratio. Economic-financial planning and control. Cash-flow, origin and implementation of funds, balance diagram, result balance and chart. Financial and operational budgeting. Commercial and operational control. Multi-monetary accountancy. Accountancy and control on mergers and acquisitions. Report systems in multinational companies. Management support systems: control software analysis.

MB23 - Career Development

Objective: Provide the participant with the opportunity to think over his main abilities in order to plan a realistic career development. Main Topics: Theory of personal and professional change. Quantitative and gradual career leaps. Opportunities in the labor market in Argentina, "MERCOSUR" and the world. The profile of capabilities and interests. Definition of main competences. Remuneration profiles. Devise a career plan.

MB21 - Advanced Marketing

Objective: Advanced training in international management. Main Topics: the core of the course is a very thorough computing simulation (Intopia) where participants compete in a multinational environment (Brazil, United States of America and European Union), while they learn and incorporate international management concepts and techniques such as: setting up joint-ventures, government lobbying, piercing into new markets, multinational manufacturing decisions, global financing decisions, etc.

MB10 - Business & Political Economy

Objective: Analyze monetary and banking systems, including the Operation of regulatory institutions in Argentina, Brazil and the United States of America. Main Topics: The relations between the real and financial domestic sectors and the international context are explored. The theories related to the causes of unemployment, inflation, changes in interest rates, deregulation and economic growth are discussed.

MB07 - Managerial Accounting

Objective: Develop the ability to comprehend financial statements, including the interpretation, use and analysis of financial information for internal reports, planning, control, and making decisions. Main Topics: basic topics as well as some advanced topics such as client profitability analysis and activity based costing are included.

MB27 - Communication Techniques

The general objective of this program is to help the participants to improve their negotiation skills, interpersonal conflict management, and communication. Likewise, tools will be provided so that the students redefine these interpersonal skills in the future and that they succeed in applying them daily in their personal and working life. More specifically, the objectives are:

- A. To make participants identify and understand the negotiation process stages.
- B. To contribute with a conceptual framework and a practical methodology so that participants reinforce their negotiation skills and to alter unproductive relational habits.
- C. To develop intervention skills in emotionally charged situations.
- D. To offer a space in which it would be possible to learn from self-experience and other participants'. To support each participant, identify improvement opportunities in his/her self-negotiating way and to develop a plan for further learning.

MB19 - Advanced Operations Management

World-Class Operations deepens on a series of basic core topics of the MBA curriculum, with special emphasis in Operations management and global supply chains. Operations strategy, supply chain management and production systems in globalized environments are among the explored issues. The course focuses on material flow, information and money management through organizational boundaries and, therefore, emphasizes on the challenges of managing beyond organizational and functional boundaries. Throughout the course, we will take the general manager's perspective who studies the problems in a firm a along the procurement chain.

ASSESSMENT SYSTEM

Your course performance will be assessed on the basis of your class participation, written tasks, and the final exam result, being the following relative weight:

Participation in Class 30%. Group Written Task 35%. Final Exam 35%.

Participation in Class

The method of the cases is based on the idea that you and your partners, as a team, discover the main ideas, learning the others' points of view. I will not deliver any "conferences" or "speeches" so, thus, it is essential that you come to classes prepared to share your vision and analysis with others. Students are assessed by their quality (not necessarily by quantity) of your contributions. The criterion used to judge your participation efficacy includes:

- 1. Is the participant a good listener, and open to evaluate opposed perspectives in a constructive way?
- 2. Are your comments relevant to the current discussion? Are they related to the others' commentaries?
- 3. Do your commentaries show an appropriate and clarifying analysis of the data that the case provide? Do they clarify previous ideas, or make a clearer presentation of the most important concepts and ideas?
- 4. Do you integrate previous classes concepts and optional reading material to the discussion (whenever this is possible)?

MB16 - Information Technology

Objective: Train the participant in IT general management. Main Topics: Relation between strategy and IT and CIO (Chief Information Officer) challenges. The role of the CNO (Chief Network Officer) in the organization. Intra and inter-corporate networking. Public and private networks: technical options and organizational and strategic impact. Network management and distributed processing: architectures, infrastructure, intra and inter-corporate systems and security. Communication technologies and groupware. IT strategic outsourcing: keys and problems. Use of IT external consultants. Pricing of internal services. Re-engineering of information systems: the merger of business processes and IT processes.

MB08 - Managerial Decisions I

Objective: Learn to use problem resolution techniques in business situations which are quantitatively easy to deal with. Main Topics: modelling, decision making theory, and simulation. Rehearsal hypothesis. Sampling. Regression and correlation. The course provides training in the management of statistical analysis software.

MB11 - Marketing Management

Objective: Analyze the job of the marketing director to develop objectives and plan, develop, assimilate and monitor commercial decisions. Main Topics: product, brand, price, marketing and promotion, sales, commercial and physical distribution channels, market research and management of client portfolios. Requirement: complete a project about a real business situation.

MB46 - Organizational Behaviour

The course Organizational Behavior develops an organizational theory that provides an understanding on how game rules in corporations can affect managers' skills to solve problems, maximize productivity and reach their own objectives. The course also focuses on the implications of these game rules to the value generated for shareholders, creditors, employees, suppliers, and for society as a whole. The course takes the general manager's point of view, focusing on organizational strategy issues from an internal perspective rather than an external one. The analysis develops a conceptual framework on how the organizational structure affects performance and it supports on management knowledge in general and in psychology and economics. The course concludes with a module on the implication of organizational model for the corporate governance.

Assessment: The final mark of the course will be determined by the mark of the final exam, the development of a practical work, active participation in class and attendance. The weight of each component in the determination of the final mark is the following:

Final Exam: 50%Practical Work: 30%

• Participation in Class and Attendance: 20%

MB02 - Business Economics

Objective: Learn how to apply the main tools of micro-economy to organizations. Main Topics: The adjustment processes of a business which should operate under legal and governmental restrictions are analyzed. The participant will learn how economic explanations and the current political economic debates can be explored using techniques on statistical analysis.

MB05 - Financial Analysis

Objective: Use analysis tools in financial decisions regarding the acquisition and investment of funds. Main Topics: settingup of the company's objective, analysis of risk-return relation, research of short and long term financial sources, share pricing, analysis of operational and financial leverage, management of assets and liabilities, liquidity, capital cost estimation, investment project assessment, assessment through options. Focus is made on the quantitative analysis of the flow of funds through electronic spreadsheets.

MB04 - Business Strategy

Objective: Understand the Business Strategy as a core piece of the process of creation of value applying a concrete methodology and practical tools. The focus will be to approach the planning process with a holistic perspective. Some of the topics to be developed are: the process of strategic planning; practical methodologies of planning; analysis of industry, competence and clients. Value chain, capabilities, Relation between Business Strategy and Operational Strategy. Segmentation; distribution; Creation and management of synergies. Strategic alliances and vertical integration. Management of business Portfolio. Tools: Cases, applied methodology, readings and theoretical framework.

MB17 - Corporate Finance

Objective: Analyze financial mechanisms in domestic and global environments. Main Topics: Risk, capital return and cost, beta Estimation, financial Instruments of the company: issuance of shares, preferred shares and negotiable duties. International Financing: ADR's, dividend Policy and capital structure of the firm: theorem of Modigliani and Miller. Tax effects, Dividends and signaling. Election of debt and share capital proportions. Interaction between investment decisions and global capital financing: logic and operation.

MB28 - Human Resources Management

Objective: Provide the participant with a sound conceptual and operational platform for the management of Human Resources. Main Topics I: Management of human resources, recruitment, induction, socialization, training, development, assessment, divisions. II: Practical staff management. Work legislation in Argentina and "MERCOSUR" (Southern Common Market made of Argentina, Brazil, Paraguay and Uruguay). Labor market and flexibility. Labor engineering procedures: hiring, administration and dismissals. III: Teamwork and organizational performance: project teams and adhocracies. Learning organizations, turbulence and inefficiency in teams. Fluctuating leadership.

MB06 - Operations Management

Objective: Explore the essential decisions of the manufacturing and operating director. Main Topics: product/service design, capacity planning, location of premises, process of transformation, lay-out, work design, inventory management, and quality strategic management.

MB30 - Entrepreneuship

Course Overview and Objectives:

- -Are you planning to launch a new venture?
- -Are you already managing a venture and plan to export it to another country?
- -Are you considering launching a born-global company simultaneously in more than one country?

And...

- ... you need to assess how much is the venture opportunity worth, to decide whether it makes sense for you to go ahead with it or, alternatively, to get a job in a large corporation?
- ... you need to know how to get financing for your venture?
- ...you need to know how to structure a financial deal with external investors?
- -...you are ready to sell your venture and need to know how to extract the most value from it?

An affirmative answer to any of the above questions makes you a suitable candidate for taking this course.

This is an advanced training activity for would-be entrepreneurs that are serious about planning, valuing and financing a venture in one or several international markets. Along this course, you will learn both basic and advanced tools for new venture creation.

Grading

• Attendance and in-class contribution: 10% of the grade. Each student is expected to prepare answers to the specific case questions provided, for each and all cases. Expect cold calls.

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• Written (electronic) presentation of team cases, in corresponding classes (incompletes not accepted): 30% of the grade. Write ups are mandatory for

each and all team cases.

- Written (electronic) presentation of 1 individual case (QDS): 20% of the grade
- Team Mini Business Plan (MBP, V1, V2, V3) + Slides last session: 40% of the grade

MB35 – Competitive Strategies in Argentina

The general objective of the course is to analyze the economic conditions that determine corporate strategies in Argentina. The implementation of economic policy programs in Argentina in the last three decades will be studied, evaluating the end of the import substitution process and its transition towards an open economy. The study will include, on the one hand, the analyzes of the main implemented programs, and, on the other hand, the effects on the productive structure, the economic agents' behavior and the international insertion, resulting from macroeconomic policies.

MB39 - Critical thinking

In this course, we will develop a set of techniques, widely used by senior management consulting firms around the world, not only in creative problem solving but also in communication and influencing techniques. The participants will learn, among other contents, to define and structure problems individually and in groups, to handle methodologies for the generation of ideas, to define and prioritize analysis, to synthesize and communicate conclusions, to mobilize and influence organizations and to understand basic project management elements. The learning process will be developed through a combination of cases, practical exercises, videos, role-play and theory.

Furthermore, the work methodology will be discussed, both internal and external, of the senior management consulting firms and of the best practices that can be transferred to the company workday. Finally, for those participants who are interested in a consulting firm career or independently, the course will enable them to design their own personal development plan in the sector.

MB40 – Innovation & Entrepreneurship

It is about an introductory course for the creation of start-ups either for current entrepreneurs, future entrepreneurs and even for current employees who work in companies, SMEs or in large companies, and who would like to apply the concepts discussed in class, in their working environments (intrapreneurship). The course starts with an introduction and a general proposal on what the entrepreneur world consists of and the innovation one, their main players and what are the key factors to success. Thus, it is sought to provide all students with a general outlook, especially for those who are not familiarize with this topic. Emphasis will be put on the entrepreneur process of opportunity recognition, and how innovation is an essential tool, and understanding what a business plan consists of. The course is based on three pillars: (i) a conceptual framework on the entrepreneur world and of the innovation; (ii) simulations to be performed in class, for which students must be prepared (previously read texts), and (iii) invited entrepreneurs and investors' presentations, who will share their experiences and learned lessons, and pose some problems to be solved by the students. Complementing these classes, current topics on entrepreneurship will be discussed, based on the active students' participation as well as entrepreneurship business cases and/or innovation so that the students previously read to the corresponding class.

MB43 - Wealth management

The course aims to analyze two key aspects in the individual wealth management. Firstly: how to read financial markets. In this respect, basic aspects that impact the main markets will be analyzed, such as: shares, currencies, commodities and interest rates. It is important to analyze the impact of the monetary policy of the principal worldwide central banks, and to identify the effect that such measures have in the assets dynamics of emerging countries, especially those commodities exporters. Secondly: once it is understood on how to read a general balance of financial markets, the main assets with which to take position among this general balance will be studied. We will analyze bond, futures and options markets, making special emphasis in a group of instruments that are widely used in personal wealth management: the ETFs, which are shares that have all type of subjacent. Accordingly, diversified strategies may be designed that contemplate assets in the portfolio, such as: oil, gold, shares, bonds, etc. granting a huge flexibility for the achievement of returns. This course has a highly applied emphasis.

MB29 - High direction

The aims of the course are two:

- 1. To help you see and interpret the world in a novel way to make you be aware of the signs and behaviors around you and that you incorporate them to your way of thinking (in an active and critical way) which will be able to change your way of interpreting and reflecting on reality.
- To improve your style to "sail in these world". If the course is successful, you will improve in the achievement of your objectives and you will not leave an organization or work involuntarily.
 To achieve these aims, we will use part of the sessions and assigned tasks to develop abilities and to build your

To achieve these aims, we will use part of the sessions and assigned tasks to develop abilities and to build your own action plans to gain power and influence. It is important that you read all the material and do the assigned exercises. The readings are a key part of the mark and are related to people's real life and interesting organizations from whom you may learn a lot. It will be very useful if you reflect upon how this material applies to your life and your professional career. To learn from the material, it is necessary that you commit yourself with the readings and that you devote the necessary time to them.

The marks are based on:

- 1) Participation in class (40%)
- 2) The submission of self-reflexion individual works (they are described in the syllabus of the course) (30%)
- 3) The submission of an individual final project (30%)

The mark in class participation (1) is determined by a) the quality of the commentaries that you make in class (for example: if you provide new knowledge and you take advantage of your personal experience; if you generate productive discussion, if you do not repeat other's ideas); b) your attendance, and c) your contribution to the general learning group experience. Once finished, self-reflexion individual works (2) must be submitted in each class according to the allocation scheme in the syllabus.

MB44 - Media Relations And Crisis Management

The aim of these classes is to provide the students with the tools to understand the relationship between the economic and the business actors with the press and politics.

We pretend to offer elements that enable to position themselves properly when managing reputation problems and interrelation with power.

The course will provide concepts and training from the analysis of different media crisis situations with political, regulatory and judicial consequences. Through these examples, criteria and methodology will be defined to intervene most effectively in these types of scenarios.

MB22 – Advanced Marketing

The course is based on different study modalities:

- The theory introduced in class.
- The cases, a modality that enables to expose the participants of the course to real situations with the same data and information that managers had at the time of decision-taking. Just as it happens in real life, the cases show useful, useless and asymmetric information in detail. Although it is known which decision the company takes in almost all the cases, the important point here is to know that it was not the only option and that the aim of the discussion is to exercise themselves in the marketing decision-taking process.
- The final activity that consists on the presentation of a product or service applying the theory and knowledge introduced in the classes.

- The testimonies of the guests that contribute with their company vision and reality management in companies
 operating in Argentina and Latin America, helping to understand how to apply the different marketing concepts
 in its daily tasks.
- A list of readings that complements the theory introduced in the classes.

Assessment

Case: Coffee Farmers - individual 20%
Case: Coffee Farmers - group work 10%
Case: Nike - group work 20%
Final Activity - group work 50%

Concepts

The theory proposes to provide conceptual models that enable to understand the context on which companies operate and to define successful marketing strategies.

Developed, emerging and virtual markets examples will be addressed.

We will study four marketing strategies to get to emerging economies: Adaptation Strategy, Innovation Strategy, Focus Strategy and Development Strategy.

These strategies results from a matrix that identifies two marketing schools: the traditional (Marketing Mix) and an emerging (Service Dominant Logic, SDL), and two Approaches to the emerging markets characteristics. Extrapolate and Contextualize.

International Business Strategy

This course is focused on learning and developing talent management and self-knowledge skills for successfully working in diverse cultural environments. Special focus is placed on Argentinian and Latin American specific traits and particular challenges.

Main objectives:

- Learning how to do business in Latin America:
 - o Etiquette: what to do and what to avoid when dealing with business people in LatAm countries
 - o Intra-regional cultural and business differences
 - Social issues across LatAm
 - Country risks
 - Gender and class differences
 - o Political differences
 - o Humor
 - o Religious beliefs
- Cultural sensitivity
- Cultural tools: comparison of countries
- Understanding and using conceptual models to manage organizational and personal change. Application of models to compare LatAm with the USA
- Acquiring expertise and tools for efficiently leading people, focus in LatAm
- Obtaining leadership skills: The leader as coach
- Developing cross-cultural experience: Four Steps to Integration
- Discussing cultural diversity: countries, generations, gender (crystal ceiling), sexual (LGBTQ), etc. How to approach diversity in LatAm vs. USA approach. Multinational corporations influence
- Understanding how to manage uncertainty

- Acquiring and practicing communication: Five pillars of coaching
- Gaining confidence to work in foreign countries and cultures
- Learning about blockers and facilitators of the creativity process: IDEA test
- Team working and understanding how to become a high performance team

Modern Econometric for Business

Data analysis in economics, or "econometrics" as it is called by practitioners, has moved away from mathematical complexity and towards simpler tools that are accessible to businesses and can be applied easily to big data. This course will provide students with an understanding of three widely used techniques in modern econometrics: randomized control trials, regression discontinuity, and differences-indifferences. After learning how these tools provide superior analytic results than traditional regression techniques in making inferences about the real world, students will gain the practical knowledge to wield them successfully and make better decisions with data.

Evaluation Class Participation (20%): In-class discussions are an integral part of the course, and students are expected to contribute to the learning experience of the class by asking relevant questions, offering insights into the topic at hand, and generally behaving in a professional manner. Quality of contribution matters more than quantity. Class participation scores will also account for attendance, lateness, and completion of pre-class and in-class surveys.

Short Essay (5%): You will be asked to write one short essay (one page single spaced) that provides a qualitative, critical analysis of an observational study.

Problem Sets (35%): They must be written up and turned in individually. Students can discuss concepts related to the problems, but not their own individual submissions or solutions, with members of their learning team and/or other classmates.

Strategic Knowledge Management

Is there such a thing as "organizational capital", that could be grown and improved through certain processes, behavioral changes or even a fully-fledged strategy? Some recent research seems to be positive about it but the notion remains fuzzy and hard to demonstrate factually. Beyond "intellectual and social capital", "human resources", "human capital", one might wonder what makes an organization's value and how to financially account for the brainpower behind such cultures as GAFAs' or high-profitability consulting services firms. Collaborative and Knowledge economies still have to find their ecological cultural balance based on values that Generation Z have so much appetite for. Shouldn't we reconsider knowledge management processes more strategically to better accommodate younger knowledge workers' needs and for the new technological and human challenges ahead?

The course is organized in 7 weekly sessions of 3 hours each and covers the following topics:

- 1. Knowledge and Value: The Capitalization of Knowledge and The Dematerialization of Value
- 2. Knowledge Flow: Defining Relevant Hybrid Processes
- 3. The "Learning Organization": The Capabilities Approach
- 4. The Cyborg Organization: Integration of AI and other technological prostheses
- 5. Value through Values: The Cultural Element
- 6. How to value intangible and invisible assets such as knowledge?
- 7. Knowledge Strategy: A Proposal

Grading

- Participation and attendance: 20%
- Individual reflection paper: 40% Your assignment is to analyze a specific knowledge management challenge that you personally faced at work, using the concepts discussed in class. Based on your analysis of the situation, complication and main issue at stake, end with a reflection on what you could have done better in this particular situation and what insights you have gained from this analysis. The paper is 1000 words long (plus or minus 5%) due 2 weeks after the end of class.
- Group presentation on a topic in relation to strategic knowledge management: 40% Deliverables consist of an oral presentation and an annotated slide presentation. Groups should communicate their final project topics to the professor by session 6, final presentation annotated slides due the day before the beginning of presentations.