



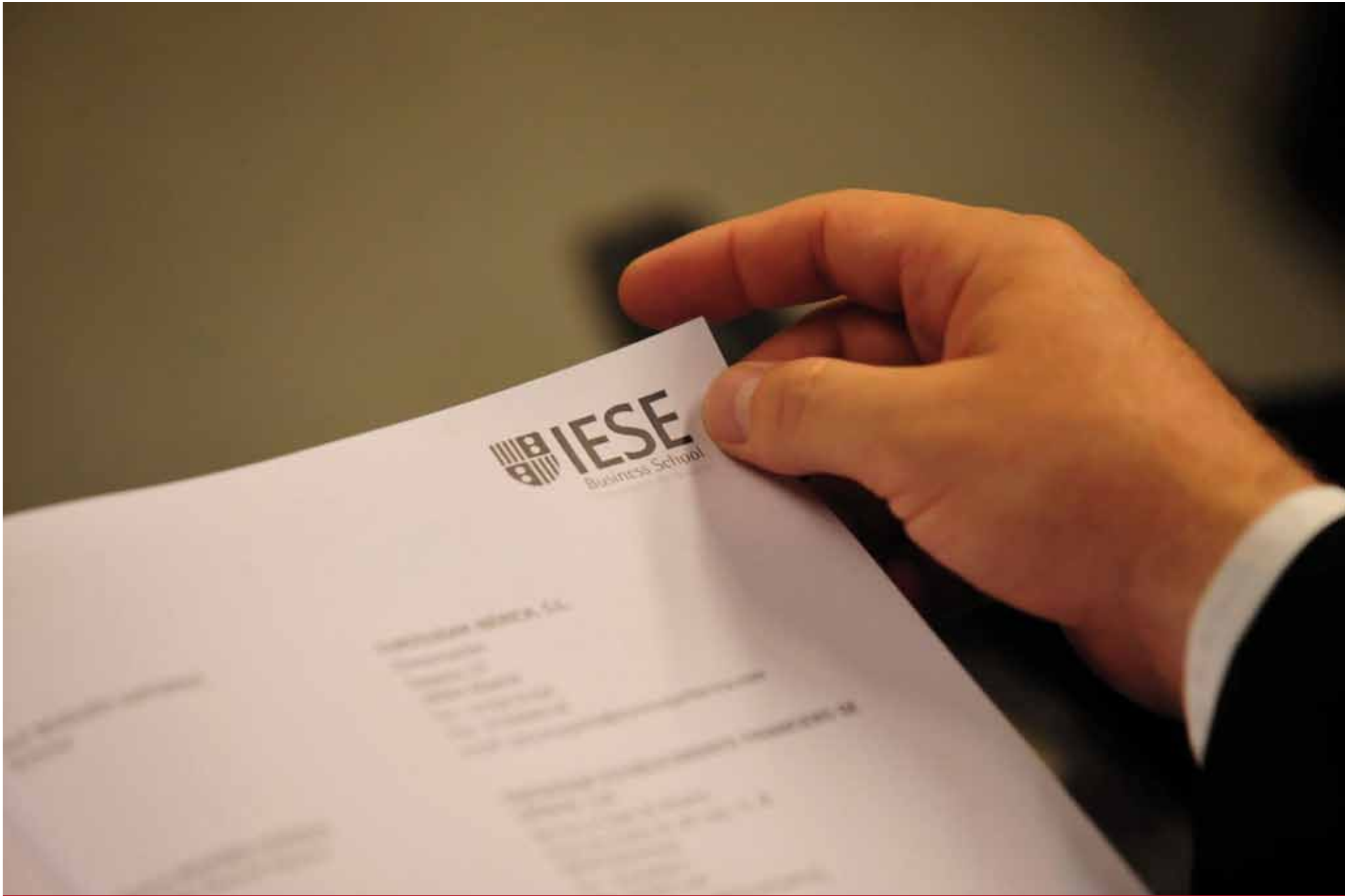
EXECUTIVE EDUCATION

# ADVANCED MANAGEMENT PROGRAM

Munich-Barcelona

October 2012-March 2013





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# WELCOME

Today's swiftly changing business dynamics require new knowledge and managerial skills, and a deep understanding of emerging business trends. With this in mind, IESE offers the Advanced Management Program Munich-Barcelona, a hands-on learning experience specially designed for senior executives in Germany and Central Europe.

The AMP Munich-Barcelona takes place over six months and includes sessions in Munich and Barcelona. During the program, you will gain invaluable insights from the school's international faculty, while sharing experiences and ideas with senior-level executives from other industries. Most importantly, you will have the chance to reassess your organization's strategic goals and identify opportunities for growth.

As one of the world's most global business schools and with a very strong focus on people, IESE is pleased to offer this unique program, specifically adapted to German and Central Europe senior executives and entrepreneurs with an international outlook.

A handwritten signature in black ink, appearing to read 'Jordi Canals'.

Jordi Canals  
Dean of IESE Business School

# THE IESE STANDARD

## A PIONEER IN BUSINESS EDUCATION

Established in 1958 with a program for top-executives and entrepreneurs, IESE created later Europe's first 2-year MBA program under the guidance of the IESE-Harvard Advisory Committee. Since then, the school has continued to grow and today offers a wide range of executive education programs for senior executives in locations around the globe.

## INTERNATIONAL CHARACTER

IESE is among the world's most truly global business schools. With programs that span the globe, the school has world-class campuses in Barcelona, Madrid and New York City and offices in Munich and Sao Paulo. The school has provided tailored management solutions to hundreds of top global corporations, including BASF, Boeing, Ericsson, Henkel, MAN, SAP and Volkswagen.

## CULTURE OF INQUIRY

IESE participants learn to ask not only what, but how and why — or why not. Through the case method, participants analyze real business problems as they sharpen their decision-making skills. IESE is one of the world's leading publishers of business cases focusing on international management scenarios.

## FOCUS ON PEOPLE

IESE programs take a personalized approach to management education, for people lie at the heart of companies and their challenges. The ethical dimensions of decision-making processes, indispensable for personal growth and corporate sustainability, receive special emphasis. IESE is an initiative of Opus Dei, a personal prelature of the Roman Catholic Church. The school draws its values from the Christian tradition, emphasizing the intrinsic rights and dignity of all people.

## IESE IN RECENT INTERNATIONAL RANKINGS

#1 in the World  
Executive Education Survey  
*Financial Times*  
2011

#2 in the World in Open Programs  
Bloomberg Businessweek  
2011

#1 in Europe and #2 in the World  
Executive Education Survey  
*Financial Times*  
2010

#1 MBA in the World  
*The Economist*  
2009

**Consistently ranked among the world's top business schools, IESE Business School offers top-tier global management development programs that combine academic rigor with a practical focus.**

### **EXECUTIVE EDUCATION: A GROWING TREND IN GERMANY**

As markets undergo unprecedented shifts, new governmental and technological parameters are affecting companies worldwide. These changes create both opportunities and risks. By stepping back to assess your company's challenges – with input from expert faculty and other high-level CEOs and top managers – you can identify new opportunities for yourself and your company.

Traditionally, German executives had to travel outside the region to benefit from world-class executive education. IESE Business School changed that in 2005 when it launched the Munich edition of its Advanced Management Program (AMP). Since then, the program has grown to attract managers from many of the leading firms in the region. Considered among the best of its kind in the world, IESE's AMP Munich-Barcelona provides an intense learning experience specifically tailored to high-level business leaders and CEOs.

### **RIGOR AND RELEVANCE**

The research carried out by international faculty members — who hold Ph.D.s from the world's top research institutions — forms the foundation for all IESE programs. The school boasts 15 research centers in key business areas, including finance, human resources, logistics, globalization, strategy and business in society. Faculty members from more than 27 countries provide a broad vision of the global business community.





*“In a time of rapid change, constantly growing competition and disquieting global trends, the AMP strengthens leadership and helps executives make innovative, sustainable decisions.”*

**Rudolf Reppen**  
Program Director  
AMP Munich-Barcelona

# IESE'S ADVANCED MANAGEMENT PROGRAM MUNICH-BARCELONA

With sessions in Munich and Barcelona, the AMP Munich-Barcelona is a high-level general management program with a global focus that provides an optimal fit with executives' schedules.

The Advanced Management Program's general management focus gives experienced managers the chance to reflect on the latest business developments, hone their management strategies and practices and strengthen their leadership skills — all in a global context.

During the program, you will sharpen your awareness of business trends and update your knowledge by interacting with top-level peers from a wide variety of industries. Through in-depth discussions about authentic business scenarios, you will hone analytical and decision-making skills, while developing the leadership acumen to take your career and company to the next level.

The program covers critical business areas such as strategy, operations, economics, marketing, finance and leadership. Through case discussions, role-plays and group exercises, you will gain new skills, while formulating new goals and strategies specifically for your company.

Participants in the AMP Munich-Barcelona are selected to ensure diversity of companies and sectors. Fluent in English for business purposes, they are prepared to engage in an intensely interactive learning experience with other professionals who bring their different backgrounds and diverse perspectives to the classroom.



### **PARTICIPANT PROFILE**

The AMP Munich-Barcelona is designed for chief executives who work in companies with global operations in German-speaking countries and Central Europe, or who seek to do business in these markets.

Participants include leaders from large corporations as well as family business owners and those who form part of the Mittelstand.



*“After years on the job, you run the risk of developing blind spots. The AMP Munich-Barcelona offered a perfect framework for challenging our own perspectives and consequently helped me develop new ones for the international Mittelstand business I am in charge of.”*

**Susanne Schlegel (AMP'12)**  
CFO  
Schuler Pressen GmbH & Co. KG  
Germany

### **FORMER PARTICIPANTS HAVE REPRESENTED THESE AND OTHER COMPANIES**

- Audi
- Bayer Schering
- BMW
- Borgers Group
- Celesio
- Daimler
- DocMorris
- Hewlett-Packard
- J.P. Morgan
- KPMG
- La Mer Cosmetics
- LANXESS
- Lloyds Pharmacy
- Max-Planck-Gesellschaft
- Merck Finck
- Nordzucker
- Polo Ralph Lauren
- Red Bull
- Siemens
- Tyco Electronics

### **PARTICIPANTS**

- Chief Executive Officer
- President
- Owner
- Managing Director
- Partner
- Chairman of the Board
- Etc

### **PAST PARTICIPANTS HAVE COME FROM THESE AND OTHER COUNTRIES**

- Austria
- Germany
- Hungary
- Poland
- Slovenia
- Spain
- Switzerland
- Turkey
- United Kingdom
- USA

# VENUES

IESE's campus in Barcelona, as well as the program's venue in Munich, offers state-of-the-art learning environments that meet the highest standards for executive education.

## IESE Business School, Barcelona

IESE's Barcelona campus was expanded in 2007 to become 30,000 m<sup>2</sup> larger. Fifty years of managerial training and expertise went into the design: U-shaped classrooms to facilitate maximum interaction, open spaces and breathtaking views that foster reflection and personal exchange. The campus provides a unique space that caters to the specific needs of senior managers.



## Munich

The Haus der Bayerischen Wirtschaft is conveniently located in the heart of the city on the Max-Joseph-Straße. The conference Center is within walking distance of the Central Station and Odeonsplatz.



# AMP BENEFITS AND INNOVATIVE APPROACH



## REAL PROBLEMS, REAL SOLUTIONS

Business case studies are central to IESE's dynamic learning experience. By immersing yourself in real-life business challenges faced by leading firms such as Apple, ALDI, Bertelsmann and Ducati, you will learn how to perform in-depth analyses and make virtual high-stakes decisions. This will help to lead in complexity, transforming all the different dimensions in good decisions.



## TOP-LEVEL INTERACTION

During the AMP, you will have the invaluable opportunity to draw on the expertise and opinions of high-caliber colleagues, as well as IESE faculty members. This supportive environment will help you reflect on your long-term goals and future aspirations. Following the program, you will become a part of IESE's global alumni community, which includes more than 36,000 members in regional chapters around the world.



## FRESH INSIGHTS

New knowledge, tools and techniques will help you align your business practices with current trends and economic conditions. You will tackle management challenges and discern opportunities for innovation with a sharper eye. By sharing experiences with executives from other sectors, you will broaden your view and zero in on new solutions to business problems.



## HARVESTING VALUE

Thorough classroom discussions will challenge you to reflect on the effectiveness of your company's internal operations, as well as the complex and volatile external market in which it competes. In between modules and sessions, you will be able to apply what you have learned directly to your current responsibilities. A take-home agenda tailored to your own situation and developed during the program will form the basis of an action plan for immediate implementation.

Not only will you discover new perspectives, but you will also gain the sense of accomplishment that comes with completing a rigorous, world-class IESE program.



*“I was most surprised at how well lectures, cases and case discussions came together to offer a holistic view of leadership. The professors’ experience and the high profile of the participants made me look forward to every module.”*

**Peter Summo (AMP’12)**  
Vice President  
Wacker Chemie AG  
Germany

# PROGRAM STRUCTURE

## OPENING MODULE

### REASSESSING THE FOUNDATION

IESE Business School,  
Barcelona  
October 8-12, 2012

During the opening module, participants will reassess their views on the current business and economic landscape. Participants will be divided into small teams that will stay together throughout the program.

#### Before Each Module:

A package with pre-readings will arrive a month before the start of each residential week to give you time to prepare.

## CORE PROGRAM

### MANAGING VALUE CREATION

Munich, Germany  
November 8-10, 2012  
December 6-8, 2012  
January 10-12, 2013  
February 7-9, 2013

Core sessions will look at leaders and their role in managing change, developing competitive strategies and creating value. They will also examine the relationships between different functional areas and their organizational outcomes.

#### During modules:

Expect to be fully occupied with classes, study and organized social activities during the residential modules.

## CLOSING MODULE

### HEADING INTO THE FUTURE

IESE Business School,  
Barcelona  
March 4-8, 2013

The closing module will help participants over six months unleash the entrepreneurial potential within their firms.

#### Between modules:

When you are not on the IESE campus, you are preparing for the next residential week and working on your executive challenge that allows you to directly apply what you learn to your own business context.

Spread out over six months, the AMP Munich-Barcelona begins and ends with weeklong residential modules on IESE's Barcelona campus. The core of the program comprises several two-and-a-half-day modules held at the Haus der Bayerischen Wirtschaft in Munich. These modules run all day Thursday and Friday and Saturday mornings.

The last weekend of the program, which concludes with the graduation ceremony, features a program of social activities for family members. To help spouses relate to their partners' AMP experience, a case discussion led by an IESE faculty member is offered for them.

## PROGRAM OUTLINE

### Executive Decision Making and Analysis

- Criteria in the Decision-Making Process
- Business and People: How They Interact
- Decision Drivers: Effectiveness, Sympathy and Virtues
- Data-Based Decision Making

### Financial Analysis, Accounting and Performance

- Performance Evaluation and Investment Challenges
- Structural Finance, Long-Term Assets and Financing
- Investment Project Analysis

### Markets and Marketing

- Product and Brand Strategies
- Pricing to Capture Value
- Marketing to a Changing Customer Base
- The Interaction of Product, Distribution and Pricing

### An Overview of the Global Economy

- The Economic Environment at the Beginning of the 21<sup>st</sup> Century
- The Open Economy: The Balance of Payments and the Exchange Rate
- Anatomy of “Bubbles” and Financial Crisis

### Operations and Supply Chain Management

- Operation-Based Strategies
- Process Management: Basic Concepts
- Strategic Coherence: The Right Supply Chain for Your Product

### Strategy: Definition and Implementation

- Competitive Advantage: Industry Analysis, Positioning and Sustainability
- Creating and Capturing Values
- Corporate Social Responsibility: Value Creation in Social Business

### Building Entrepreneurial Ventures

- People, Ideas and Plans
- The Venture Process
- Structuring Ideas and Managing Creativity

### Managing the Impact of Technology on Organizations

- Information Technology and Its Impact on Traditional Business Models
- The Need for Information Systems
- System Obsolescence and IS Strategy Alignment

### Markets and Managers

- Risk Arbitrage
- Investor Relations
- Wealth Management

### Negotiation

- Cooperative and Competitive Negotiations: “Coopetition”
- Creative Negotiation: Conflict Resolution

### Leadership: Dynamics and Effectiveness

- Leading Change
- Leadership: Orchestrating the Organization
- Management and Leadership

### Project Management

- Improving the Product Development Process
- Project Execution and Conflicts
- Quality and Risk Management

# OUTSTANDING FACULTY

## ACADEMIC DIRECTOR



**Marc Sachon**

Professor of Production, Technology and Operations Management, IESE Business School  
Ph.D. in Industrial Engineering and Engineering Management, Stanford University

## CORE FACULTY



**Bruno Cassiman**

Professor of Strategic Management, IESE Business School  
Ph.D. in Managerial Economics and Decision Sciences, Northwestern University, Kellogg School of Management



**Franz Heukamp**

Professor of Managerial Decision Sciences, IESE Business School  
Ph.D. in Engineering, Massachusetts Institute of Technology



**Antonio Dávila**

Professor of Entrepreneurship and Accounting and Control, IESE Business School  
Ph.D. in Business Administration, Harvard University



**Yih Teen Lee**

Assistant Professor of Managing People in Organizations, IESE Business School  
Ph.D. at HEC, Université de Lausanne



**Francisco Iniesta**

Associate Professor of Marketing, IESE Business School  
Ph.D. in Business Administration, Boston University

IESE's international faculty includes 106 full-time and 62 part-time professors who are dedicated to creating an atmosphere of learning and reflection. As experts from 27 countries, they are internationally acclaimed for their research on current business issues. The Advanced Management Program is taught by full-time professors selected from IESE's faculty to meet the specific demands of the Munich edition.



**Heinrich von Liechtenstein**

Associate Professor of Financial Management, IESE Business School  
Ph.D. in Business Administration, Boston University



**Jaume Ribera**

Professor of Production, Technology and Operations Management, IESE Business School  
Ph.D. in Industrial Engineering, Universitat Politècnica de Catalunya



**Antonino Vaccaro**

Assistant Professor of Business Ethics, IESE Business School  
Ph.D. in Industrial Engineering and Management, IST, Lisbon



**Markus Maedler**

Assistant Professor of Accounting and Control, IESE Business School  
Doctor of Philosophy (Management), Columbia University



**Juan Roure**

Entrepreneurship, IESE Business School  
Doctor of Philosophy (Engineering Management), Stanford University



**Joaquim Vilà**

Professor of Strategic Management, IESE Business School  
Ph.D. in Strategic Management, Wharton School, University of Pennsylvania



**Alfredo Pastor**

Professor of Economics, IESE Business School  
Ph.D. in Economics, Massachusetts Institute of Technology



**Sandra Sieber**

Professor of Information Systems, IESE Business School  
Ph.D. in Management, IESE Business School



**Christoph Zott**

Professor of Entrepreneurship, IESE Business School  
Ph.D. in Commerce and Business Administration, University of British Columbia

# AT A GLANCE

Picture yourself solving real business problems in authentic scenarios in the exclusive company of top managers from diverse sectors. Imagine the exhilaration of discovering new perspectives while engaging in a rigorous, world-class academic program. Benefit from a convenient, flexible schedule with sessions in Barcelona and Munich.

## PARTICIPANT PROFILE

- CEOs
- CFOs
- Managing Directors and owners based in Germany and Central Europe
- Large/medium-sized corporations
- Mittelstand businesses/family-owned companies
- International responsibilities

## CONTENT

Comprehensive general management content:

- Change Management
- Corporate Governance
- Economics
- Entrepreneurship
- Innovation
- Operations
- Leadership & Ethics

The program is conducted in English.

## PROGRAM STRUCTURE

**Opening Module:  
Reassessing the Foundation**  
IESE Business School, Barcelona  
October 8-12, 2012

**Core Program:  
Managing Value Creation**  
Munich, Germany  
November 8-10, 2012  
December 6-8, 2012  
January 10-12, 2013  
February 7-9, 2013

**Closing Module:  
Heading into the Future**  
IESE Business School, Barcelona  
March 4-8, 2013

## ADMISSION PROCESS

The AMP Munich-Barcelona Admissions Committee thoroughly reviews all applications. Due to class size constraints and the need for a balanced mixture of backgrounds, we are not always able to accept every fully qualified applicant to the program.

Applications for admission are accepted throughout the year, but should be sent at least six weeks before the program begins. Due to limited class size, early application is encouraged. Late applications will be considered if space is still available in the program.

To apply to the program, please complete the application form available online at [www.iese.edu/ampmunich](http://www.iese.edu/ampmunich)

IESE will contact the candidate for further admission steps.

## PROGRAM FEE

The program fee of €29.800 includes tuition, reading and classroom materials, and meals. Full payment is due 45 days prior to the start of the program.

Accommodation is not included in the program fee. IESE will recommend a hotel within walking distance of the Barcelona campus with special room rates for AMP participants and hotel proposals for Munich.

Cancellations received in the 30 days before the program begins will subject to 25 percent fee.

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## CONTACT

### **Rudolf Reppen**

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**“WHAT I REALLY ENJOYED ABOUT THE PROGRAM WAS THE FACT THAT WE WERE ABLE TO COMMUNICATE AT SUCH AN OUTSTANDINGLY HIGH LEVEL. WHEN WE DEBATED CASES, WE WERE ABLE TO PROFIT BY SEEING THE MULTITUDE OF DIFFERENT APPROACHES TO SOLVING A PROBLEM.”**

**Ralf Däinghaus (AMP'08)**  
Founder of Doc Morris  
and co-founder of Kunesto  
Germany



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