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MESSAGE
FROM THE DEAN

Chances are you have much in common with successful senior executives worldwide. You share, for example, the wisdom of experience as well as talent. And, like them, you know the necessity of lifelong learning as you continue to meet the challenges of speed-of-light change in global realities. Indeed, the need for exceptional leadership, analysis and reflection has become even more critical in light of the financial turbulence affecting world markets today.

In IESE’s Advanced Management Program, senior executives share their expertise while engaging in relevant, provocative discussions. IESE’s faculty of preeminent experts in global business is adept at testing executives’ analytical, communication and leadership skills. Many participants, in fact, describe the program as “eye-opening and transformative.”

IESE Business School’s executive education programs rank among the top worldwide for good reason. The Advanced Management Program is not only rigorous but flexible: its modular structure affords minimal interruption of your professional and personal commitments. Topics are directly relevant to your most pressing issues, making newly learned strategies and knowledge immediately applicable.

We thank you for your interest in IESE and urge you to discover why our Advanced Management Program is considered one of the premier programs of its kind in the world.

Sincerely,

Jordi Canals
Dean of IESE Business School
Where do you find the inspiration you need to recognize new opportunities for your company? How can you use them in an innovative way? Executive education offers you the chance to refresh and update your knowledge in a rigorous learning environment designed for people just like you.
Senior managers face new challenges every day. New governmental, technical and financial parameters are constricting their ability to do business. At the same time, markets are rapidly becoming more international. These changes create both opportunities and pressure.

IESE’s Advanced Management Program (AMP) gives experienced managers the chance to reflect on changing developments, challenge their management strategies and practices, and examine their leadership roles—all in a global context.

AMP participants sharpen their awareness of business trends and update their knowledge by interacting with top-level management peers from a wide variety of industries. Through in-depth discussions about authentic business scenarios, they hone their analytical and decision-making skills. The result: new confidence for finding solutions to the issues facing today’s executives.

IESE looks for participants with knowledge and experience to contribute to class discussion and work. Classes are selected to ensure diversity of companies, sectors and cultural backgrounds. Class size is between 35 and 40 participants, typically representing 20 different nationalities.

Typical participants hold these titles:
CEO • Chairman • General Manager • Executive Director • Group Managing Director • Managing Director • President • Vice President

They represent these and other companies:
ABN Amro • Bayer Schering • Cora • Daimler • Douroazul • ESB • Fortis Group • GIMV • Glanbia • IBM • International Cellular • Kimberly Clark • MasterCard • Millicom • Nestlé • Pharma Medical • Renault • Schneider Electric • Sofitel • Santa Clara • Sonae Capital • Stiefel Laboratories • Stora Enso • Tetra Pak

They come from these and other countries:
Austria • Belgium • Bulgaria • Colombia • Denmark • Finland • Germany • Iceland • Ireland • Italy • Japan • Luxembourg • Netherlands • Nigeria • Norway • Pakistan • Poland • Portugal • Spain • Sweden • Switzerland • United Arab Emirates • United Kingdom • United States
“Senior executives appreciate our flexible program structure and the close personal attention they receive from faculty and staff alike. Everything about the program is designed to help you rise to the new challenges you face, both now and in the future.”

Idunn Eir Jónsdóttir
AMP Director

THE IESE STANDARD

IESE Business School has 50 years of experience delivering global management development programs that combine academic rigor with a practical focus.

A PIONEER IN BUSINESS EDUCATION

Established in 1957, IESE began providing executive education programs at a time when such initiatives were scarcely known outside the United States. IESE created Europe’s first two-year MBA program in 1964 under the guidance of the IESE-Harvard Advisory Committee.

Today, the school maintains close ties with Harvard as well as alliances with other top U.S. schools such as Stanford, MIT Sloan, Wharton and Kellogg. IESE was among the first European business schools to establish operations in the United States when it inaugurated its New York City offices in 2007.

INTERNATIONAL CHARACTER

IESE’s global mindset comes from understanding the changing cultural, institutional and social dimensions that influence business worldwide. Faculty members from 27 countries provide a broad vision of the global business community. Their international outlook is further enhanced through their work as global consultants and visiting faculty at top business schools around the world, such as CEIBS in Shanghai, IPADE in Mexico, and the Indian School of Business in Hyderabad.
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 are 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.

STRONG RESEARCH BASE

The research carried out by international faculty—educated in the world’s top institutions—forms the foundation for all IESE programs. The school boasts 14 research centers in key business areas, including finance, human resources, logistics, globalization, strategy and business in society.

BUSINESS RELEVANCE

IESE’s International Advisory Board includes the CEOs and presidents of some of the world’s most important multinationals. In addition, the school has provided tailored management solutions to the world’s leading multinationals, including BASF, Boeing, Ericsson, Henkel, MAN, Sun Microsystems, Telefónica and Volkswagen. IESE is therefore uniquely qualified to understand the dynamic needs of international senior executives.

IESE TOPS
INTERNATIONAL RANKINGS

#2 MBA in the World
The Economist Intelligence Unit, 2008

#1 MBA in Europe and #3 in the World
The Economist Intelligence Unit, 2007

#1 Business School in the World
The Economist Intelligence Unit, 2005 & 2006

#1 Business School in Europe for General Management
Financial Times Executive Education Survey, 2003-2006

#1 in Europe for Open Programs
Financial Times Executive Education Survey, 2006
AMP BENEFITS & LEARNING METHODS

Picture yourself solving real business problems in authentic scenarios, in the exclusive company of senior executives from many different sectors. Imagine the exhilaration of discovering new perspectives. Envision the sense of accomplishment of completing a world-class IESE program. Anticipate the success that follows.
PROGRAM BENEFITS

A forum for discussion allows you to step back from day-to-day responsibilities to reassess the current business environment. You will broaden your perspectives as you engage in the give-and-take of shared viewpoints and strengthen your listening and persuasion skills—essential for leading others through strategic change.

Authentic business scenarios trigger both macro- and micro-level discussions on managing change, developing global corporate strategies and creating value. You will become adept at using new analytical approaches to decision-making as you deepen your knowledge of finance, operations, marketing and many other areas.

New frameworks for leadership sharpen your leadership skills in a global context, building on the foundation of your superior qualifications. You will become more effective in meeting the shifting and expanding challenges of your position and learn how to channel and communicate a clear vision.

The latest concepts, ideas and tools help you align your business practices with the latest economic trends and conditions. You will tackle management challenges and discern opportunities for innovation with a sharper eye. You will also learn strategies to help you spot new opportunities, harness them and mobilize for change.

Professional networking enables you to draw on the expertise and opinions of IESE faculty and high-caliber colleagues. This supportive environment will help you reflect on your future ambitions.

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 after you complete the program.

Ongoing benefits for IESE alumni provide a plethora of services to meet members’ professional needs. With more than 32,000 members in regional chapters around the world, the IESE Alumni Association offers a lifetime of personal and professional connections. The Continuous Education Program, seminars, workshops, meetings, publications and reunions all preserve and strengthen the IESE community around the world.
LEARNING METHODS

Small-Group Interaction

Your assigned study group will provide an energetic eye-to-eye exchange with top-level professionals from all backgrounds. Through informal after-class social activities, you will have the chance to get to know participants, faculty and staff in a casual, relaxed setting.

Real Problems, Real Solutions

Business case studies are central to IESE’s dynamic learning experience. Through the case study method, you will analyze business scenarios individually and in small groups, then defend your recommendations in the classroom under the guidance of IESE faculty experts. By immersing yourself in real-life business challenges, you will carry out in-depth analyses and make virtual high-stakes decisions.

During the program each group will carry out a joint project of their own choosing that examines an urgent business challenge and write a case about it. You will present your cases during the third module and benefit from the feedback of faculty experts as well as fellow participants.

Equipped for Action

Discussions will challenge you to reconsider both the way your company operates internally and the complex and volatile external market in which you compete. This dual-perspective approach adds strong practical value to your learning. We also encourage participants to keep a daily “learning log” so that, when you return to your company, you are equipped with a meaningful, tangible take-home agenda.
“In addition to refreshing my knowledge of current business trends, the AMP helped me discover new things about myself and ultimately become a more effective leader.”

**Maria do Rosário Ventura**
CFO & Executive Administrator
Group Efacec
Portugal
(AMP ‘07)
The AMP is divided into four weeklong modules spread over six months. Each module consists of a one-week residential held on IESE’s Barcelona campus.

Upon the program’s conclusion, participants receive a diploma—a valued credential in the corporate world—certifying that they have successfully completed the Advanced Management Program.
Module 1
Understanding the Business Landscape
Barcelona, November 9-14, 2009

The first module lays a solid foundation for the program and provides the necessary framework for understanding the global macroeconomic environment and its impact on business. The first week also focuses on building relationships and teams.

Subjects:
- Leadership and Purpose
- Competitive Strategy
- Decision Analysis
- Global Economics
- Financial Accounting

Module 2
Getting Ready for What Lies Ahead
Barcelona, January 18-22, 2010

Module 2 explores the relationship between different leadership styles and the importance of vision and flexibility. The module also examines operations and IT management.

Subjects:
- Leadership and Change
- Managing Control
- Marketing Strategy
- Operations & Supply Chain Management
- IT and Strategy

Module 3
Improving Business Performance
Barcelona, March 22-26, 2010

Today’s fast-moving, complex business environment calls for leaders with the ability to innovate. This module explores self-leadership and entrepreneurship as well as corporate strategies to create value and boost competitiveness.

Subjects:
- Self-Leadership
- Entrepreneurship
- Innovation
- Achieving Breakthrough Service
- Corporate Finance

Module 4
Transforming Business Leaders
Barcelona, May 17-21, 2010

The last module looks at corporate finance and strategic implementation in addition to negotiation techniques for competitive and collaborative situations. Participants will also finalize their personal and corporate take-home agendas.

Subjects:
- Corporate Finance
- M&A
- Corporate Strategy
- Negotiation
- Work-Life Balance

“One of the advantages of IESE’s AMP is its format. Being away from the business gave me the opportunity to reflect on my style of leadership. Going back gave me time to absorb what I’d learned and try it, then come back and learn some more.”

Ciaran Sullivan
Managing Director
Nestlé Ireland
Ireland
(AMP ‘08)
Module Workload

Before Residentials:
You will receive a package with pre-readings one month before the start of each residential week to give you time to prepare.

During Residentials:
Expect to be fully occupied with classes, study and organized social activities during the four residential weeks. This means that you should try to leave work responsibilities at the office. On average, you will spend eight hours a day at IESE, divided between classes and small-team work, normally attending four to five sessions a day. The rule of thumb is that each class or case study requires two hours’ advance preparation time.

Between Residentials:
When not on IESE’s campus, you will be preparing for the next residential week and carrying out self-assessment projects.
IESE’s 106 full-time and 62 part-time professors hold Ph.D.s from the world’s most prestigious universities. Moreover, faculty members are successful businesspeople themselves, many with their own consulting firms operating in the real world of international business.

Their rich and varied experience results in courses that provide conceptual frameworks for effective decision-making as well as practical tools for real-life implementation.
**ACADEMIC DIRECTOR**

Ahmad Rahnema
Professor of Financial Management
Ph.D. in Management,
IESE Business School

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**CORE FACULTY**

Bruno Cassiman
Corporate Strategy
Professor of Strategic Management
Doctor of Philosophy in Managerial Economics, Northwestern University

Herman Daems
Corporate Strategy
Professor of Strategic Management
Ph.D. in Economics, Katholieke Universiteit Leuven

Adrian Done
Operations Management
Professor of Production, Technology and Operations Management
Ph.D. in Operations and Technology Management, London Business School

Franz Heukamp
Decision Analysis
Professor of Managerial Decision Sciences
Ph.D. in Engineering, Massachusetts Institute of Technology

Luis Huete
Service Management
Professor of Production, Technology and Operations Management
Doctor of Business Administration, Boston University
Detailed information on IESE’s faculty can be found at www.iese.edu/faculty

**Paddy Miller**  
Leadership  
Professor of Managing People  
In Organizations  
Ph.D. in Management,  
IESE Business School

**Mike Rosenberg**  
Strategic Management  
Professor of Strategic Management  
MBA, IESE Business School

**José Luis Nueno**  
Marketing Strategy  
Professor of Marketing  
Doctor of Business Administration,  
Harvard Business School

**Juan Roure**  
Negotiation  
Professor of Entrepreneurship  
Doctor of Philosophy in Engineering Management, Stanford University

**Pedro Nueno**  
Entrepreneurship  
Bertrán Foundation Chair of  
Entrepreneurship  
Doctor of Business Administration,  
Harvard Business School

**Josep Valor**  
Information and Communication Technologies  
Professor of Information Systems  
Ph.D. in Operations Research,  
Massachusetts Institute of Technology

**Steven Poelmans**  
Self-Leadership  
Professor of Managing People in Organizations  
Ph.D. in Management/Organizational Behavior, IESE

**Pedro Videla**  
Global Economics  
Professor of Economics  
Ph.D. in Economics, University of Chicago

**Joan Enric Ricart**  
Competitive Strategy  
Professor of Strategic Management and Economics  
Ph.D. in Managerial Economics,  
Northwestern University

**Eric Weber**  
Financial Accounting  
Professor of Accounting and Control  
Ph.D. in Management,  
Northwestern University
AT A GLANCE

PARTICIPANT PROFILE
Top-tier managers and company owners with at least 15 years of managerial experience. Profiles are chosen to ensure the widest variety of companies, sectors and cultural backgrounds, typically representing 20 different nationalities. Average age: 44. Fluent in English for business purposes.

CONTENT
Comprehensive general management content:
• Change Management
• Economics
• Entrepreneurship
• Finance
• Innovation
• Leadership
• Marketing
• Negotiation
• Operations Management
• Organizational Behavior
• Personal Development
• Strategy
STRUCTURE

Module 1
Understanding the Business Landscape
November 9-14, 2009

Module 2
Getting Ready for What Lies Ahead
January 18-22, 2010

Module 3
Improving Business Performance
March 22-26, 2010

Module 4
Transforming Business Leaders
May 17-21, 2010

PROGRAM FEE

The program fee of €35,000 includes tuition, reading and classroom materials, meals and accommodation.

Full payment is due upon notification of admission. Cancellations received within 30 days prior to the start of the program are subject to a 25% cancellation fee.

CONTACT

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“For me, the program was invaluable for two important reasons. I found support from a group of professionals who understood my situation very well, and also benefited from the faculty’s wisdom and experience. What I learned from the program was priceless.”

Jan Bonel
Vice President Sales & Marketing
Calhounvision, Inc.
United States
(AMP ‘08)
“The program has sharpened my awareness of my role as a leader. This has given me the ability to help others perform at their best.”

Charles Todd
Managing Director
Tetra Pak Cheese and Powder System
Netherlands
(AMP ‘08)