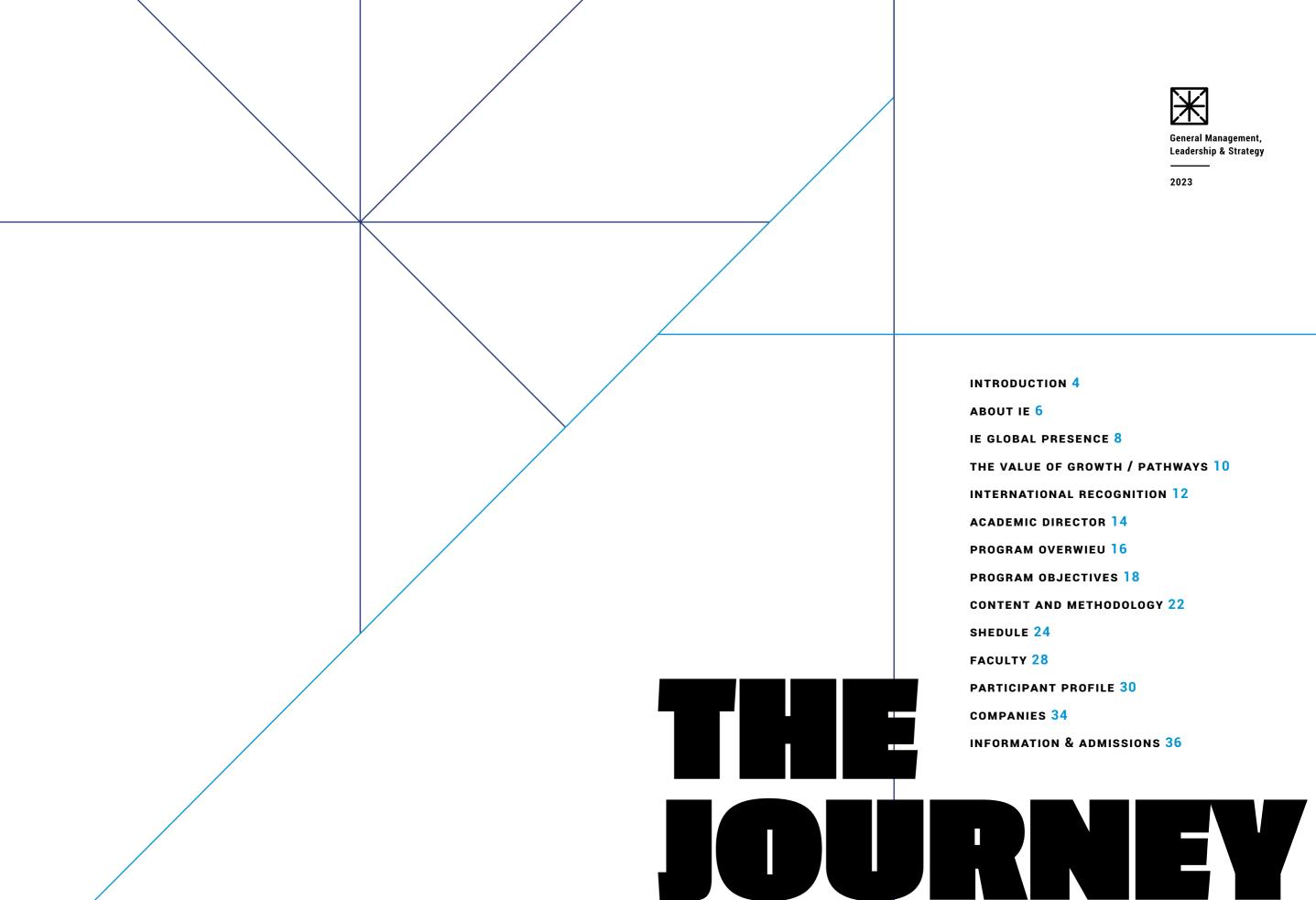


General Management, Leadership & Strategy Establishing the Security Role as an Enabler for Business Success

### EFFECTIVE MANAGEMENT FOR SECURITY PROFESSIONALS





## AN INNOVATIVE and entrepreneurial institution

IE SHAPES LEADERS WITH GLOBAL VISION, AN ENTREPRENEURIAL MINDSET AND A HUMANISTIC APPROACH

TO DRIVE INNOVATION AND CHANGE IN ORGANIZATIONS. IE PROVIDES A LEARNING ENVIRONMENT WHERE TECHNOLOGIES AND DIVERSITY PLAY A KEY ROLE.







**PROFESSORS** 

**FROM ALL CONTINENTS** 





OVER 2,000 **EXECUTIVES ENROLL** 

**IN OUR OPEN PROGRAMS EVERY YEAR** 



### **60% OF STUDENTS**

**RECEIVE FINANCIAL SUPPORT** FROM IE'S FINANCIAL AID DEPARTMENT





HOLD **MANAGEMENT POSITIONS IN OVER 165 COUNTRIES** 

### 130 **NATIONALITIES**

ARE REPRESENTED **ON CAMPUS** 



## **GLOBAL** PRESENCE

GENERAL northamerica@ie.edu LOS ÁNGELES

westcoast@ie.edu ΜΙΑΜΙ southusa@ie.edu

**NEW YORK** northeast@ie.edu

TORONTO canada@ie.edu

### LATIN **AMERICA**

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NORTH

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**BUENOS AIRES** argentina@ie.edu uruguay@ie.edu

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CARACAS

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MÉXICO DF mexico@ie.edu

> BOGOTÁ colombia@ie.edu centroamerica@ie.edu

**IE IS PRESENT IN COUNTRIES WORLDWIDE:** 

### **30** OFFICES AROUND THE WORLD

**PEOPLE WHO WORK ON IMPROVING THE SCHOOL DAILY** 

**1,500** events a year, **AROUND THE WORLD** 

### SANTIAGO DE CHILE



311/1

### EUROPE

GENERAL europe@ie.edu

MUNICH dach@ie.edu

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italia@ie.edu

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DUBAI uae@ie.edu

> **JOHANNESBURG** southernafrica@ie.edu

LAGOS nigeria@ie.edu

2023

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# THE VALUE OF GROWTH

AT THE CORE OF EVERY IE BUSINESS SCHOOL - EXECUTIVE EDUCATION PROGRAM IS A SIMPLE QUESTION: HOW CAN WE HELP YOU AND YOUR ORGANIZATION GROW? WITH THIS IN MIND, WE HAVE BUILT A UNIQUE MODEL CENTERED AROUND UNDERSTANDING YOUR GOALS AND IDENTIFYING YOUR OWN GROWTH OBJECTIVES.

It's our job to support your growth, no matter what it looks like. To do so, we offer unique learning experiences to help you discover what is possible,

as well as where you want to go and

how you will get there.

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GROWTH, WHETHER PERSONAL OR PROFESSIONAL, IS ALWAYS A JOURNEY. AS BOTH A PROFESSIONAL AND AN ORGANIZATION, DEVELOPING NEW WAYS OF THINKING OR NEW BUSINESS MODELS, ACQUIRING NEW SKILLS AND TOOLS, AND EXPLORING FUTURE POSSIBILITIES ARE CONSISTENTLY CRUCIAL FOR SUCCESS. AT IE BUSINESS SCHOOL - EXECUTIVE EDUCATION, WE'RE HERE TO SHAPE YOUR GROWTH JOURNEY AND HELP YOU GET TO WHERE YOU'RE GOING.

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Through a combination of research and experience, IE Business School - Executive Education has identified pathways that allow you to effectively and efficiently set out on your growth journey. These pathways provide for a secure environment where you'll address your organization's growth challenges, such as digitalization and data exploitation, as well as the difficult task of becoming a benchmark in your sector. At the same time, you can explore new leadership techniques and learn how to create purpose and impact in each phase of your professional career.

**PATHWAYS** 

As an organization, your growth journey may involve exploring new business models or enhancing your current model in order to reach new markets. As a professional, growth could mean taking on new responsibilities, rethinking your approach to leadership, taking a risk or even considering new directions in your career trajectory.

ie

### **INTERNATIONAL** Recognition

IE AND ITS SCHOOLS ARE RECOGNIZED BY THE INTERNATIONAL PRESS AS BEING AMONG THE TOP INTERNATIONAL SCHOOLS.

2023

**PROFESSIONALS** 

SECURITY

FOR

EFFECTIVE MANAGEMENT

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EUROPEAN BUSINESS SCHOOLS **3<sup>rd</sup> in Europe** · December 2017

GLOBAL MBA 4<sup>th</sup> in Europe, 8<sup>th</sup> worldwide January 2017

EXECUTIVE MBAS 12<sup>th</sup> worldwide<sup>.</sup> October 2017

ONLINE MBA **2<sup>nd</sup> worldwide** · March 2018 MASTERS IN FINANCE

11<sup>th</sup> worldwide · June 2018

MASTERS IN MANAGEMENT 10<sup>th</sup> worldwide · September 2018

#### América

MBAS 6<sup>th</sup> worldwide · May 2017 EXECUTIVE EDUCATION 5<sup>th</sup> worldwide · November 2016 GLOBAL MBA 1<sup>st</sup> worldwide · June 2019 DISTANCE ONLINE MBA 1<sup>st</sup> worldwide · June 2018 MASTER IN MANAGEMENT 6<sup>th</sup> worldwide · September 201

6<sup>th</sup> worldwide · September 2018

The conomist

MASTER IN MANAGEMENT **11<sup>th</sup> worldwide** June 2017

MASTER IN FINANCE 6<sup>th</sup> for getting an investment banking job · August 2017

### THE ASPEN)INSTITUTE

BUSINESS SCHOOLS 1<sup>st</sup> in Europe, 3<sup>rd</sup> worldwide September 2011

#### Bloomberg Businessweek

NON-US BUSINESS SCHOOL 8<sup>th</sup> worldwide · November 2017

#### Forbes

NON-US BUSINESS SCHOOL **3**<sup>rd</sup> worldwide October 2017

IE LAW SCHOOL Listed in Financial Times Top Masters of Law LL.M. Listing 2016 IE SCHOOL OF HUMAN SCIENCES AND TECHNOLOGY 10<sup>th</sup> Worldwide - Master in

#### ACREDITATIONS

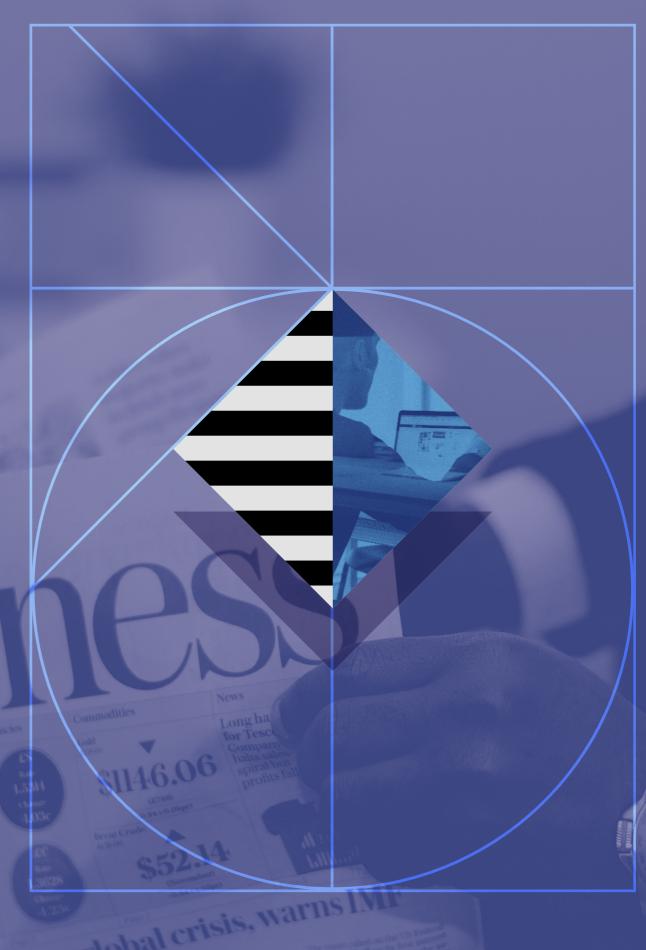


AACSB INTERNATIONAL ASSOCIATION TO ADVANCE COLLEGIATE SCHOOLS OF BUSINESS

AMBA ASSOCIATION OF MBA'S EQUIS

**Business Analytics** 

EQUIS EUROPEAN QUALITY IMPROVEMENT SYSTEM



# ACADEMIC DIRECTOR

### Establishing the Security Role as an Enabler for Business Success

JUAN HAS NEARLY 40 YEARS OF PROFESSIONAL INTERNATIONAL EXPERIENCE IN BUSINESS INTELLIGENCE, CORPORATE SECURITY, CRISIS MANAGEMENT, RISK MANAGEMENT, ORGANIZATIONAL RESILIENCE AND TRAVEL SECURITY. He has held senior positions on the three sides of the security industry triangle: services provider, client and consultant. During the 90s, he was the Security and Risk Manager for Southern and Eastern Europe of one of the largest global express freight groups forming part of the steering committee. More recently, in the last decade, he was successfully the General Manager of a large guarding company and afterwards, senior Security and Crisis Management International Consultant and senior Security and Crisis Management International Consultant of an Ibex35 multinational company with operations all over the world and over 30,000 employees. Later on, he was appointed CSO (Chief Security Officer) of a Spanish industrial company. Since 1997, he operates as Independent Strategic and Operational Business Consultant with hands on experience in more than 25 different countries.

He got his MBA from IE in 1996, where he has also completed several management courses, and he is member of a small group of Spanish holders of the ASIS International CPP (Certified Professional Protection) certification. He is ASIS Spain former Chairman (2013-2018), currently Regional Vice President of Region 9C of ASIS International, and has been Academic Director of this ASIS/IE Effective Management for Security Professionals Program since 2014. Today, companies and organizations are looking for professionals who are highly trained not only in enterprise security risk management (ESRM) and crisis managementt, but also in business. It is precisely in this context where the Effective Management for Security Professionals course, organized since 2011 by IE Business School, one of the World's top ranked business schools, in partnership with ASIS International, the worldwide preeminent security organization, reaches its main added value as a business executive education tool."

JUAN MUÑOZ -Academic director, CPP, CSMP, CSYP, F.ISRM, MBA

### **PROGRAM Overview**

WITH AN INFINITE AMOUNT OF OLD AND COMPLEX NEW SECURITY RISKS THREATING CORPORATIONS, THE SECURITY FUNCTION FACES A HOST OF MANAGEMENT CHALLENGES. ONE OF THE BIGGEST TESTS THAT SECURITY PROFESSIONALS COME UP AGAINST TODAY IS MAKING SURE THAT THEIR OWN **GOALS ARE ACCEPTED BY AND** ALIGNED WITH THOSE OF THEIR **ORGANIZATION.** 

In order for this to happen, security professionals, both, corporate security and information security, need to be part of or have direct access to the C-Suite within their organizations, as well as being recognized as a critical component within the organization's strategy and a true business.

Today, it is crucial for security professionals to supplement their technical skills and security specializations by developing crossfunctional knowledge and interdisciplinary competencies to improve collaboration with professionals in other functional areas. Those who speak the same language as other company executives can be more effective, included in the value chain, and at the same time, be successful in elevating the importance of the security role within the corporate structure.

Within this new and enhanced role, security professionals must have the strategic thinking and vision to create a comprehensive security risk management strategy to combat all security threats affecting their organizations. They must also have strong interpersonal skills, including negotiation, leadership, and team-building strengths, to successfully collaborate with diverse groups of employees and engage them in best practices. In response to these new demands, IE Business School has created this Executive Program in partnership with ASIS International, the preeminent global security association dedicated to increasing the effectiveness and productivity of security professionals around the world.

2023

SECURITY PROFESSIONALS

**EFFECTIVE MANAGEMENT FOR** 

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# PROGRAM OBJECTIVES

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### **During this program participants will** develop a sound understanding of how to:

1. 2. 3. Harness the **ENHANCE BUSINESS DEVELOP A STRATEGIC** acumen and DYNAMICS UNDERSTANDING, effectiveness in the anticipatory and critical **OF BUSINESS** corporate environment thinking of the role of **FUNDAMENTALS** developing better AND THE BUSINESS security management communication challenges today's as an enabler of capabilities. organizations are business success. facing. 5. 6. Present a sound **BECOME EFFECTIVE** DEVELOP **BUSINESS CASE FOR** COMMUNICATION AND LEADERS AND BETTER **DECISION-MAKERS** in **NEGOTIATION SKILLS** THEIR SECURITY to develop persuasive **INITIATIVES** to ensure a non-hierarchical funding balancing environment and influencing. priorities. across functional

boundaries.



### "FOR SECURITY LEADERS, ALIGNMENT WITH THEIR COMPANY'S BUSINESS STRATEGY IS CRITICAL.

In result, security leaders need to understand the essentials of business management, from strategy, over the essence of leadership to financial planning. The IE Business School course - business management for security leaders - delivers just that. A highly recommended learning!".

WERNER COOREMAN

SVP - GROUP SECURITY DIRECTOR AT SOLVAY

## CONTENT

### and Methodology

THIS EXECUTIVE PROGRAM HAS BEEN DESIGNED TO PUSH PARTICIPANTS BEYOND SIMPLY ACQUIRING NEW BUSINESS KNOWLEDGE AND SKILLS, TRANSFORMING THEM INTO MORE EFFECTIVE EXECUTIVES AND DECISION-MAKERS. IT COVERS THE BASIC CORE CONCEPTS AROUND MANAGEMENT SUCH AS STRATEGY, LEADERSHIP, NEGOTIATION AND FINANCE.

PRIOR TO THE PROGRAM STUDENTS WILL BE GRANTED ACCESS TO THE IE ONLINE CAMPUS WHERE THEY WILL BE ABLE TO PREPARE CLASSWORK AND READINGS THAT WILL FACILITATE LEARNING ON CAMPUS. WHEN ON CAMPUS, PARTICIPANTS WILL ENGAGE IN INTERACTIVE DISCUSSIONS, CASE STUDIES, AND TEAMWORK, ALL OF WHICH ARE INTENDED TO EXPOSE THEM TO THE FRAMEWORKS AND TOOLS NEEDED TO SUCCEED IN AN INTERNATIONAL AND COMPETITIVE BUSINESS ENVIRONMENT.

### SETTING THE CONTEXT: A CHANGING BUSINESS REALITY

Examine today's transforming socioeconomic landscape and its impact on your organization, as well as the security management role at large to glean insights into tomorrow's challenges and opportunities.

### **CREATING** THE STRATEGIC MINDSET

Develop an understanding of the strategic core concepts and analytical tools needed to cultivate a "strategic mindset" that will allow you to create value and competitive advantage.

### THE APPLICATION OF FINANCIAL INFORMATION

Grasp the latest concepts in financial management and how these tools may help any manager, not just financial specialists, make sounder business decisions, with a special emphasis on budgeting, valuation and value creation.

### BUILDING THE BUSINESS CASE FOR **SECURITY** INITIATIVES

Apply the learning to your own business scenarios. Executives will be confronting their specific issues and concerns in peer groups to evaluate how they can build the business case for security initiatives in order to secure funding for their projects.

### NEGOTIATION

Knowing how to negotiate effectively is fundamental in reaching business objectives in deals and agreements as well as in maintaining good working relationships with business partners. This module will take participants through the core elements of negotiation: the common structure of negotiations, negotiation do's and don'ts, handling conflicting interests and unequal negotiating powers of parties involved, and effective techniques and best practices.



Context and Science; Working agreements and application.

### HIGH PERFORMANCE TEAMS & EFFECTIVE COMMUNICATION

The objective of these practical workshop style sessions are to share the Keys to Building and Leading Successful High Performance International Teams in fast changing environments, building Powerful & Positive Cultures. We will look into the Science of Teams and how to apply them to your real life contexts. We will also learn about Positive and Effective Communication learning about how to adapt messages to different personalities and create engagement and understanding.

### LEADING IN UNCERTAINTY

Understand the impact of constant changes in the environment on the individual and the organization and explore key parameters and tools to assess and manage change. Determine change mindsets, identify resistance barriers, and tackle them on a one-toone approach and in the organizational setting.

### BRINGING IT All together

The final session of the program will require executives to integrate and apply the acquired business knowledge and skills into the security function scenario and senior security positions within organizations (Capstone project). Participants will work in groups and present their recommendations to their peers and program faculty.



### "THE PROGRAM PROVIDED KEY EXECUTIVE LEARNING TOPICS AND MATERIALS;

insightful and thought provoking discussions with seasoned professors; real world case practices and exercises; all topped off by a very pleasant environment in company of security colleagues from around the world with unique perspectives from each of their fields of expertise. A 4 day package that will positively impact the rest of my career!".

ALEX PARRA

REGIONAL SECURITY Manager Americas - Honeywell USA

## FACULTY

IE Business School faculty is composed of an international group of experts and professionals who possess profound conceptual knowledge, extensive experience and a fierce dedication to academic excellence.



# MORE THAN **800**PRACTITIONERS PI

## **A 47%** INTERNATIONA



### JUAN CARLOS PASTOR

in Professor of Leadership.

Juan Carlos Pastor is Professor of Organizational Behaviour and the Academic Director of the Centre for Global Leadership at the IE Business School. He lectures on Organizational Behaviour, Leadership, Change, Coaching, and Managing People Skills, and is an active researcher and consultant in the area of leadership development, team dynamics and diversity management.

- PhD in Organisational Behaviour, State University of New York, Buffalo, USA.
- Fulbright Scholar, Harvard University.
- MA in Social Psychology, Clark
   University, USA.
- BA in Psychology, Universidad Autónoma de Madrid, Spain.



### CATERINA MOSCHIERI

in

Professor of Strategy.

Caterina Moschieri's teaching and research focuses on Corporate and Competitive Strategy. Her research and intellectual interests span from mergers and acquisitions to spin-offs to organizational design. Her research has been presented at several conferences and institutions around the world and her work has been published in academic outlets and broader-audience outlets, such as the Financial Times and Forbes.

- Ph.D. in Management (summa com laude), IESE Business School, Spain, 2008.
- Visiting Ph.D., London Business School, UK, 2006.
- Visiting Scholar, INSEAD Paris.
- GPCL Harvard Business School, 2012.
- B.Sc. and M.Sc. in Economics (DES) (with honors), Bocconi University, Italy, 2000. Major: Economics and Social Sciences.



#### JUAN PEDRO GÓMEZ

in

Professor of Finance.

As a financial economist, there is nothing Juan Pedro Gomez likes better than to bury himself in complex statistics. But far from basing the assumptions he draws purely on these numbers or on abstract theories far removed from the real world, the work of Prof. Gomez is deeply rooted in the human psyche. "I get totally absorbed when I'm looking at the figures," he says. "Particularly when I'm working with something that applies to a human relationship. There's always asymmetry of information - and that applies to human relationship of all orders."

- Ph.D., Economics, Universidad Carlos III, Madrid, Spain.
- B.A., Economics, Universidad Complutense, Madrid, Spain.
- B.A., Actuarial Sciences, Universidad Complutense, Madrid, Spain.



#### **BRENDAN ANGLIN**

in Professor of Leadership and Negotiation.

Brendan Anglin has been teaching Leadership and Negotiation skills at undergraduate, masters and executive levels, in the private and public sector, in various countries around the world, to over 12,000 students from dozens of countries over the past twenty years. He has published books on Leadership and Negotiation and his doctoral research focuses on Trust, Culture and Negotiations. His YouTube channel, 42 Fresh Ideas on Leadership brings key ideas on leadership to the students on his programs. He has a Masters in European Integration, Postgrad in Business Administration and BA in Economics and History, and certificates in

negotiations, mediation, marketing and communication. He is the Academic Director of three IE Executive Programs, a Coordinator in the IE LC, Coordinator of the Negotiations and Communications Module at ICEX-CECO, and has been running teams of professors in his company, Fresh Ideas International Training, for almost a decade. He also

has 8 years years experience working

in the Consular Division of the Irish Embassy and several years experience in the world of international banking.



### BALVINDER SINGH POWAR

in

Professor and Business Mentor at IE Business School.

Balvinder is a Business & Finance graduate who also studied a Masters in Mediation from the University of London. He has extensive experience leading business, social, cultural, media and technology projects in Spain and internationally. His main skills include communications (internal and external), creative & strategic input, business development & senior management, team leadership, relationship management & business mediation.

Currently, he is a Founding Partner, Board Member and Director at BOOSTER Space Industries and AERDRON, innovative international Aerospace projects/consultancies with important stakeholders globally. He is also a qualified and experienced trainer, giving sessions on Leadership, Team Management and Motivation, Innovation Culture, Mediation/ Conflict Resolution Skills, Entrepreneurship and the New Commercial Space Industry.

Balvinder is now working more and more in the fields of sustainability, wellbeing and mental health via start ups such as "Rootevity" and "ifeel".

### PARTICIPANT PROFILE THIS PROGRAM HAS BEEN DESIGNED FOR

THIS PROGRAM HAS BEEN DESIGNED FOR CORPORATE SECURITY, RISK MANAGEMENT, AND IT SECURITY MID-LEVEL AND SENIOR MANAGERS, AS WELL AS PROFESSIONALS WHO ARE NEXT IN LINE FOR FUTURE LEADERSHIP POSITIONS.

"Apart from learning new things and reinforcing the imperative role of security in the whole enterprise of management, it was an exceptional opportunity to meet my peers and share experiences. I've now mastered essential areas that are key for security specialists: leadership, negotiations, finance and strategy"



JOANNA STRØMBERG HEAD OF SECURITY AND CRISIS MANAGEMENT AT MAERSK DRILLING (DENMARK)

### "It really is a tribe of Security Professionals coming together and sharing experiences and learning together"

HAVARD WALLA NORWEGIAN NATIONAL SECURITY AUTHORITY (NORWAY)





#### **POSITIONS HELD BY PAST PARTICIPANTS**

- **ASSOCIATE DIRECTOR -**SECURITY
- **EXECUTIVE OFFICER**
- **CHIEF SECURITY** OFFICER DIRECTOR OF SECURITY **GROUP RISK AND** 
  - SECURITY MANAGER
  - **HEAD GROUP SECURITY** HEAD OF CORPORATE
  - SECURITY

**HEAD OF IM SECURITY** 

- HEAD OF GLOBAL **CONTROL CENTER**
- LOSS PREVENTION, **BUSINESS CONTINUITY** AND SECURITY DIRECTOR
- **PRINCIPAL IT EXPERT -OPERATIONAL SECURITY REGIONAL SECURITY** MANAGER COMPETENCE & DEVELOPMENT **SAFETY & SECURITY**
- DIRECTOR SECURITY RISK AND THREAT DIRECTOR
- SECURITY SUPERINTENDENT
- SENIOR ADVISOR
- SENIOR CONSULTANT

#### **INDUSTRIES OF PAST PARTICIPANTS**

<ul><li>AEROSPACE</li><li>INDUSTRIAL PRODUCTS</li></ul>	<ul> <li>EDUCATION</li> <li>FOOD &amp; BEVERAGE</li> </ul>	<ul> <li>CONSTRUCTION</li> <li>HEALTH &amp; SAFET</li> </ul>
INDUSTRIAL PRODUCTS	FOOD & BEVERAGE	HEALTH & SAFETY
FINANCE & BANKING		TECHNOLOGY
	ENERGY	TRANSPORT
		PHARMACEUTICA
INSURANCE SERVICES	PUBLIC ADMINISTRATION	FIARMACEOTICA

**INFORMATION SECURITY** 

**INSIDER THREAT AND** 

SECURITY MANAGER

**COORDINATION AND** 

CONTROL SECURITY

INTERNATIONAL

DIRECTOR

**TEAM LEADER** 

#### NATIONALITIES FROM PREVIOUS INTAKES

ARGENTINA	GUATEMALA	SAUDI ARABIA
<b>BAHRAIN</b>	INDIA	SOUTH AFRICA
BELGIUM	▶ ISRAEL	SPAIN
BRAZIL	► ITALY	SUDAN
> CANADA	► KENYA	SWEDEN
> COSTA RICA	MEXICO	THE NETHERLANDS
FINLAND	▶ NIGERIA	VAE
<b>FRANCE</b>	NORWAY	<b>⊳</b> UK
GERMANY	<b>POLAND</b>	▶ USA

### NLY DID WE TOMAKENEY ENDSHIPS, BUT IDENTIFIED O 1 EDUARD EMDE STRATEGY AN **LEADERSHIP."**

CPP, CISSP, FORMER CHAIRMAN OFASIS INTERNATIONAL HEAD OF HSS EUROPEAN SPACE AGENCY

# COMPANIES

## Have benefited from this program

	World Vision	MAPFRE	EUROPAISCHE PENTRALBANK	ING ಖ
//ABANCA	ΛΟΙΛ	AIRBUS	Federation Trade Networks	Honeywell
DANONE	جيبک GPIC		📀 MSD	pladis
SANOFI 🎝	کلیفادند کلینک أبوطیمی Cleveland Clinic Abu Dhabi	UBER	<b>U</b> NOVARTIS	<b>अां</b> यल इंडिया लिमिटेड Oil India Limited
Roche	ABB	أرامكو السعودية soudi aramco	S PHILIPS	ALK
		gsk	مـــرافـــق MARAFIQ	

### "A PERFECT EXECUTIVE PROGRAM THAT PROVIDED ME WITH THE KNOWLEDGE

to turther develop my skills and...being able to prove my financial acumen, strategy, contractual and communication skills has ensured that I have been able to successfully transition to a new role upon promotion!"

ROWENA FELL -<u>Sec</u>urity risk and

THREAT DIRECTOR - EY

### **INFORMATION & ADMISSIONS**



June 26<sup>th</sup> to 30<sup>th</sup>, 2023.

### Schedule

Monday - Thursday from 9:00h to 18:00h Friday from 9:00h to 15:00h.

### **Tuition Fee**

The total cost of the program is 4.950 €, which includes program attendance and course materials, as well as breakfast and lunch on each day of the program. (20% concession for ASIS, ISACA and ISC2 members).

### Certificate of Participation

Participants will receive an accredited certificate of participation upon completing the course.

### Materials

Participants will receive a recommended pre-course reading list and a dossier of information regarding the course material to be covered.

### Format

Face to face.

### Confirmation of Enrollment

Payment and confirmation of enrollment must be completed at least seven calendar days before the start of the program. The process should be carried online by clicking on the "Register Now" button on the website **www.ie.edu/emsp** 

### Cancellations and Substitutions

In the event that you cannot attend the course after enrollment has been confirmed, and providing this is communicated no later than three weeks before the start of the course, you are entitled to request a partial refund of the course fee. In lieu of canceling, if you choose to change the name on the registration to another person from the same company, the substitution can be made up until the day before the start of the course.

\* A minimum of 12 participants is required in order to carry out the program in accordance with the goals and methodology established for the program.

### **Financial Aid and Concessions**

The Financial Aid Department, in collaboration with the IE Foundation and partner institutions, offers various types of financial aid to program participants: from scholarships to personal loans with very favorable terms. Additionally, companies that send several employees to participate in courses are eligible for special concessions. On the IE Business School Financial Aid page you can find detailed information about this type of aid:

#### www.ie.edu/financial-aid/executive-education

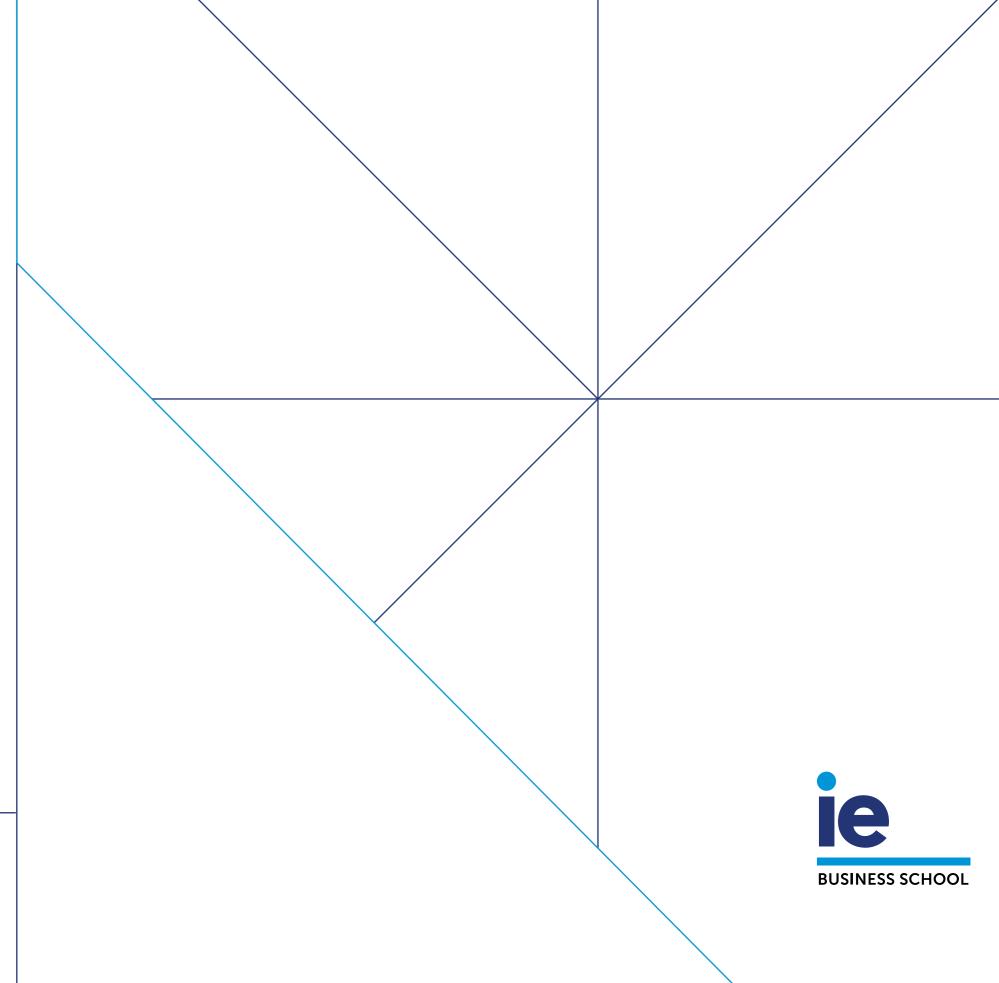
Furthermore, our programs can also be subsidized by the Fundación Estatal para la Formación en el Empleo (State Foundation for Employment Training) FUNDAE: **www.fundae.es** 

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#### FOR MORE INFORMATION:

CONCEPCIÓN GALLEGO PROGRAM ADVISOR CONCEPCION.GALLEGO@IE.EDU +34 91 568 99 39 +34 686 885 555





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