

ACADEMIC AREA	COURSE	SDG	KEYWORDS
STRATEGY	BUSINESS, GOVERNMENT AND SUSTAINABILITY		
COURSE DESCRIPTION: The emphasis is on the social, political, regulatory, and natural environment in which business operates. Businesses are not only expected to be successful with their product but also to promote sustainable development. This course systematically examines the political, regulatory, societal, institutional, and sustainability factors that shape business' nonmarket environment. This course addresses several SDGs, among them SDG 17 in discussing the role of business in collaboration with NGOs and Public Administrations in the promotion of sustainable development, SDG 12 in discussing Corporate Social Responsibility as the responsibility to produce in ways that are sustainable for society and the planet and SDG 9 by incorporating a sustainability lens to strategy and business innovation.		17 Social and political issues 12 Corporate Social Responsibility 09 Sustainability as Strategy	

ACADEMIC AREA	COURSE	SDG	KEYWORDS
OPERATIONS	DATA ANALYTICS FOR MANAGERS		
COURSE DESCRIPTION: In corporate settings, managerial decision-making cannot rely on intuition alone. As there are often vast amounts of data sources available, we need to effectively communicate the structure of our reasoning, defend it to adversarial challenge and efficiently present information to key stakeholders. As a manager, it is also important to make sense out of uncertain business situations, in which there is incomplete information, as well as be able to evaluate the preferences of experts and colleagues and use state-of-the-art business software to provide analytical support to our reasoning. The main objective of this course is to equip students with the analytical skill set to use quantitative models which will aid decision-makers in a wide variety of public and private sector settings. Students will learn how to critically assess the potential benefits as well as limitations of using decision models. The emphasis is not on the technicalities underlying of the models, but on the qualitative insights that come from using models to aid managerial thinking and decision making. In relation to sustainability, this course specifically addresses SDG 12 on the Ferric Processing Case, in relation to responsible consumption & production.		12 Ferric Processing Case (Responsible Consumption & Production)	

ACADEMIC AREA	COURSE	SDG	KEYWORDS
HUMAN RESOURCES & ORGANIZATIONAL BEHAVIOR	TLP1: ASSESSMENT & DEVELOPMENT		
COURSE DESCRIPTION: This course is designed to address fundamental aspects of managing and leading people. We focus on areas of human behavior, at the individual, group and organizational level, which are important determinants of people's lives in the workplace. In particular, the different sessions provide the participant with a number of critical concepts and competencies on key issues such as self and career management, motivation, leadership, managing people, and change management. An important goal of this course is also to teach the tremendous impact that managers can have in individuals, organizations, and society more in general through the way they lead and manage people. Towards this aim, we will evaluate how firms can become more socially responsible through their people management practices. We will evaluate the importance of making the right decisions to mitigate fundamental problems such as discrimination, unfairness, or employee well-being concerns among others. We will also highlight the business case of being socially responsible with respect to the employees in order to foster sustainable organizations. This course addresses SDGs 3, 5, 8, 9, 10 & 12.		08 Impact of human issues in the workplace 08 Leadership competences 09 Corporate Social Responsibility 12 Sustainability 10 Discrimination 05 Unfairness 03 Employee Well-being	

ACADEMIC AREA	COURSE	SDG	KEYWORDS
HUMAN RESOURCES & ORGANIZATIONAL BEHAVIOR	LEADING PEOPLE & CHANGE		
COURSE DESCRIPTION: This module is part of Behavioral Fitness, an integrated program designed to help students develop a set of key behaviors around the areas of communication skills, teamwork, self-awareness and personal development, across the 12 months of their MBA. Behavioral Fitness modules are interleaved with Career Fitness modules providing students with a toolkit to succeed in the job market. This course addresses SDGs 3 and 8 through Behavioral fitness, personal development, teamwork and feedback.		03 Behavioral Fitness 08 Personal Development 08 Teamwork and Feedback	

ACADEMIC AREA	COURSE	SDG	KEYWORDS
HUMAN RESOURCES & ORGANIZATIONAL BEHAVIOR	TLP1: LEADING HIGH PERFORMANCE TEAMS		
COURSE DESCRIPTION: This module is part of the Transformational Leadership Program, an integrated program designed to help students develop a set of key behaviors around the areas of communication skills, teamwork, self-awareness and personal development, across their MBA. Transformational Leadership Program modules are interleaved with Career Fitness modules providing students with a toolkit to succeed in the job market. This course addresses SDGs 3 and 8 through teamwork, self-awareness and personal development.		08 Teamwork 03 Self Awareness 08 Personal Development	

ACADEMIC AREA	COURSE	SDG	KEYWORDS
HUMAN RESOURCES & ORGANIZATIONAL BEHAVIOR	TLP2: CREATING A LEADER VISION		
COURSE DESCRIPTION: In their effort to catalyze change, transformational leaders must be able to create and communicate visions for the future state of their organizations. It is particularly critical that they understand how to close the gap between inspiration and implementation. This workshop is designed to cultivate this understanding and to provide you with the tools and skills necessary to develop, deliver and implement a vision throughout future organizations, divisions, and teams. Moreover, the framework utilized will enable you to determine the vision for the next phase of your own life or for a future endeavor. This course addresses SDG 8 through leadership in teams and personal development.		08 Enable a bold vision 08 How will you measure your life	

ACADEMIC AREA	COURSE	SDG	KEYWORDS
INFORMATION SYSTEMS & TECHNOLOGIES	INNOVATION IN A DIGITAL WORLD		
COURSE DESCRIPTION: This course will teach you how to discover, test, define, and execute winning digital business strategies. In order to prepare ourselves for the coming new environments, we will review the digital arena starting from social media and its effects in business world like social business, the need to manage real time information and the cloud computing and big data phenomena. Also, the extensive use of technology is bringing a new kind of threats related with cybersecurity. Finally, the continuous evolution of IT is demanding more innovative companies. Thus, we will discuss how companies can be more innovative and understand the new trends on innovation management. Techno-Socio-Economic factors: To identify and understand the economic, social and technological factors that are at the heart of the digital revolution taking place in the economy. This course addresses SDGs 9, 10, 12 and 16 through the sharing economy, mobile world and sustainability, blockchain and sustainability, cybersecurity, among other subjects.		09 Impact at individual, organizational and social levels. 12 Sharing economy 12 Mobile world and sustainability 10 DBS: Digital Transformation to Best Bank in the World 12 Blockchain and Sustainability 06 Cybersecurity	

ACADEMIC AREA	COURSE	SDG	KEYWORDS
FINANCE	FINANCIAL MARKETS		
COURSE DESCRIPTION: Financial Markets are paramount for Global Economy. Corporate companies raise liquidity in Debt Markets by issuing Bonds or when they make a public share issuance. Individuals profit from its diversity when allocating their investments, directly or through their participation in mutual or Pension Funds. Insurance companies buy Debt to match their liabilities. International Trade is permanently using Forex markets to buy currencies and hedge their FX risk. "Speculation" also constitute a source of liquidity for final real investors, and moreover, speculators act as "insurance companies" by taking the risk companies or individuals hedging in the Market. Central Banks use Financial Markets to implement their Monetary Policies, injecting or draining liquidity, or stabilizing extreme volatile markets via direct intervention or regulatory actions. A solid understanding of financial decision making. The course will give you tools to answer key questions as: how firms should make financial decision to create value for stakeholders? This course addresses SDGs 8 through the Libor scandal, the financial crisis and systemic and unsystematic risk.		08 LIBOR scandal 08 Financial crisis 08 Systematic and Unsystematic Risk	

ACADEMIC AREA	COURSE	SDG	KEYWORDS
CONTROL	FINANCIAL REPORTING & ANALYSIS		
COURSE DESCRIPTION: The course will focus on the use of accounting as a tool for decision-making and problem solving through the use of analytical and critical thinking. The course will emphasize the understanding of how financial statements are created and how economic decisions affect these statements. The course will also emphasize the problems associated with accounting flexibility and subjectivity while evaluating the appropriateness of accounting policies and estimates. As a learning objective, we will develop an awareness of the ethical dilemmas in financial accounting. This course addresses SDGs 11 and 16 through natural resources, ethical dilemmas, ethics and accounting, preventing corporate fraud and through corporate governance.		16 Ethical Dilemmas 11 Natural Resources 16 Ethics and Accounting 16 Prevent Corporate Fraud 16 Corporate Governance	

ACADEMIC AREA	COURSE	SDG	KEYWORDS
ECONOMICS	MANAGERIAL ECONOMICS		
COURSE DESCRIPTION: The course will cover the most important economic theories and concepts that relate to the macroeconomic and microeconomic environment of businesses. At the end of the course students will comprehend these concepts and tools of economic analysis, will have a more formal vision of why and how different economic policies, such as labor, fiscal, monetary or trade policies, operate and will assess the implications of different economic contexts and policies on the welfare of individuals, firms and the government. Students will learn about the social and environmental impact of government economic policies and of businesses' interactions with their stakeholders. As part of this learning, they will be able to evaluate which of those policies and business practices lead to a more sustainable and equitable type of economic growth. This course addresses SDGs 1, 3, 8, 12 and 16 through GDP per capita, cost of living, measuring a nation's well-being, addressing externalities, market failures and government policies, public goods, unemployment, fiscal policy, open economy, government deficit, and addressing monopoly.		08 Government Policies 08 Market Failure 16 Monopoly 08 Externalities 08 Public Goods 01 GDP per capita 03 Measuring a nation's well-being 08 Unemployment 01 Cost of living 12 Business cycles 08 IS-LM analysis 08 Fiscal Policy 08 Government Deficit 08 Open-economy macroeconomics 08 Labor Market	

ACADEMIC AREA	COURSE	SDG	KEYWORDS
ENTREPRENEURIAL VENTURING	ENTREPRENEURIAL MINDSET		
COURSE DESCRIPTION: This course focuses on the key elements of the entrepreneurial mindset. We will examine entrepreneurship from a personal and collaborative team perspective, as a system of values, motivations and goals that all managers can adopt, whether as the founder of a startup or a leader within an established organization. We will explore the discovery of needs and wants as sources of opportunity in the world, and how to find alignment between personal goals and aspirations within entrepreneurial pursuit. This course addresses SDGs 8, 9 and 12 through sustainable and social issues, entrepreneurial mindset, human centered innovation, circular economy (through the Terracycle case) and sustainable startup opportunities through the Startup Game.		08 Sustainable and social issues 08 Entrepreneurial Mindset 12 Terracycle (Circular Economy) 09 Design Thinking 12 Lean Startup 09 Gametime 12 Startup Game (sustainable startup opportunities)	

ACADEMIC AREA	COURSE	SDG	KEYWORDS
MANAGEMENT SKILLS	CRITICAL MANAGEMENT THINKING I		
COURSE DESCRIPTION: As John Donne famously said "No Man is an island" but to imagine that a company or an organization can also behave as one fails to understand the impact that the rest of humanity, their shared vision of reality, and the macro-context have on every decision we take, as managers and organisations. It is also important to be aware of how the reverse is true, and how the manager as a decision maker also impacts on the macro-context. We may be cogs in a machine but we can never hope to be anything beyond that as conscious agents of change if we do not understand the machine that we belong to. Critical thinking is not a tool that is simply used to analyse our own cog, to oil it better, to polish it and to make it run faster – as it is often used as part of the structure that we have been given. It is the very reason d'être of the machine, to truly understand its functioning, its form and its future. Critical thinking is the first step in becoming active agents in our lives, and to reject passive acceptance and conformity. The goal of critical thinking is not necessarily a destruction of our reality but a deconstruction of it. In Critical Management Thinking we are going to take a first jump into the world of critical reasoning, synthesis and close reading in order to better understand the key elements of the world we find ourselves in, and our role as agents of change within it. We will specifically examine topics such as 'crisis', 'culture' and 'complexity' from a fresh perspective with the objective of creating your own unique synthesis of these ideas as the program develops. This course addresses SDGs 8, 10, 13 and 16 through problems with capitalism, intercultural communication, the planet, the fall of cultures and exploring a shared vision.		17 Shared vision 10 intercultural communication 13 Planet 08 Problems with capitalism 16 Analysis of competing hypotheses 16 Understanding causes 16 The fall of cultures	

ACADEMIC AREA	COURSE	SDG	KEYWORDS
MANAGEMENT SKILLS	CRITICAL MANAGEMENT THINKING II		
COURSE DESCRIPTION: This course focuses on the key elements of the entrepreneurial mindset. We will examine entrepreneurship from a personal and collaborative team perspective, as a system of values, motivations and goals that all managers can adopt, whether as the founder of a startup or a leader within an established organization. We will explore the discovery of needs and wants as sources of opportunity in the world, and how to find alignment between personal goals and aspirations within entrepreneurial pursuit. This course addresses SDGs 8, 9 and 12 through sustainable and social issues, entrepreneurial mindset, human centered innovation, circular economy (through the Terracycle case) and sustainable startup opportunities through the Startup Game.		03 Self-awareness 10 Intercultural communication 13 Problems that are facing our planet 08 Problems with capitalism	

ACADEMIC AREA	COURSE	SDG	KEYWORDS
OPERATIONS	OPERATIONS MANAGEMENT		
COURSE DESCRIPTION: At the end of this course, students will be able to explain the strategic role of operations management, and how process design can support the strategy of the company, emphasizing sustainability and environmental respect. They'll be able to propose supply chain configurations and processes for different types of business, as well as mechanisms to increase collaboration, integration, and sustainability. Thus, this course, with a strong focus on responsible production addresses SDG 12.		12 Explain the strategic role of operations management to emphasize sustainability and environmental respect 12 Global supply chain management	

ACADEMIC AREA	COURSE	SDG	KEYWORDS
HUMAN RESOURCES	TLP2: LEADING THROUGH EMOTIONS		
COURSE DESCRIPTION: At the end of this course, students will be able to explain the strategic role of operations management, and how process design can support the strategy of the company, emphasizing sustainability and environmental respect. They'll be able to propose supply chain configurations and processes for different types of business, as well as mechanisms to increase collaboration, integration, and sustainability. Thus, this course, with a strong focus on responsible production addresses SDG 12.		03 Emotional intelligence	