Universidad de Navarra

International Management Case Studies (IIMP)

Guía docente 2026-27

PRESENTACIÓN

ENGLISH LANGUAGE PREREQUISITE

No proof of language proficiency is required at the time of application, however you must ensure that you have a sufficient level to attend the classes and to be able to study in this language should you be admitted.

The initial matriculation into the program is not final until the interview has taken place in September.

The candidates invited to the final stage of the admission process in September, will be tested during an interview on their language proficiency. Should the level be insufficient (i.e. below the linguistic prerequisites), the interview panel reserves the right to retract the initial acceptance into the program.

- **Módulo/Materia**: International Industrial Management Program
- **ECTS**: 3
- **Curso**: 3rd-year
- **Profesorado/Invitado**:

Clara Parapar (Izertis)

Ruben Beriain (Deloitte)

Katerina Yiannibas (Columbia University)

- **Idioma**: English
- **Aula, Horario**: Schedule below

2027 CLASS SCHEDULE

See the Cronograma

RESULTADOS DE APRENDIZAJE (Competencias)

- Identify, integrate and use the knowledge acquired to argue, discuss or solve relevant problems in an international environment.
- Propose and answer relevant questions on business-related issues with a global vision.
- Ability to gather and integrate relevant data in order to make judgments that involve reflection on relevant issues in an international context.

PROGRAMA

Core competences at management level: Problem solving, analytical thinking, executive written and oral communication.

Strategy at global companies: Definition of a company’s roadmap and mechanisms used to guide decision making at different company levels.

Organization and operating model: Organizational structures and operating models for international companies.

Innovation management: How global companies empower innovation, prioritize (i.e. which ideas to invest in) and track R&D performance.

Operational excellence: Setting up the operations of global companies: engineering/R&D, procurement model, manufacturing footprint, etc.

Company transformations: How large companies “re-think” (i.e. transform) themselves over time: company turnarounds, Mergers & Acquisitions, Restructuring processes, etc.

ACTIVIDADES FORMATIVAS

Each topic will be developed through:

- **Lecturer led discussions**, where theory, trends and frameworks will be presented for discussion with the students as well as sanitized real case examples
- **Open case discussions,** where students will lead the debate on recommendations and rational of real case examples

In order to ensure an enriching discussion in class, pre-work will be required to students, including:

- **Recommended readings**
- **Case preparation**

EVALUACIÓN

CONVOCATORIA ORDINARIA

Students will be required to attend, at least, 80% of course sessions

Course valuation grade will be:

- 60% based on class participation in open discussions, open questions by the faculty, etc. (quality vs. quantity of insights)
- 40% based on student work required as preparation for the upcoming sessions (e.g. executive pitch oral presentation, development of executive summary of conclusions, etc.)

CONVOCATORIA EXTRAORDINARIA

There will be no June exam.

HORARIOS DE ATENCIÓN

Please email the guest lecturer directly.

BIBLIOGRAFÍA