

Monday November 20	Tuesday November 21	Wednesday November 22	Thursday November 23	Friday November 24
9:00 am Basic introduction to accounting and financial statements <i>Stéphane Barritault MSc, & MPH, Vice President OTR3@Biotech Company)</i>	9:00 am Introduction to Business valuation and main methods (DCF, multiples), and application of financial forecasts for a business plan (Group work) <i>Stéphane Barritault</i>	9:00 am Organization & Organizational Environments <i>Teresa Duraes (MHA, Hospital Manager, Hospital da Luz Portugal)</i>	9:00 am Organizational Changes <i>Teresa Duraes</i>	9:00 am Human resources management and change management <i>Katharina Janus</i>
12:00 Lunch	12: 00 Lunch	12: 00 Lunch	12: 00 Lunch	1: 00 Lunch
1:00 pm Analysis/ interpretation of existing financial statements of different organizations. Creating a pro-forma profit and loss statement on Excel (Individual work) <i>Stéphane Barritault</i>	1:00 pm Group work on the financial part of a business plan (continued) and preparation for investor pitch. <i>Stéphane Barritault</i>	1:00 pm Organizational Environments Strategy and Strategic Planning <i>Teresa Duraes</i>	1:00 pm Organizational changes (continued) <i>Teresa Duraes and Katharina Janus, PhD, Director Center for Healthcare Management, Germany, and Columbia University New York, NY, USA)</i>	2:00 pm Human resources management and change management (continued) <i>Katharina Janus</i>
4:00 pm	4:00 pm	4 :00 pm	4:00 pm	4:00 pm