

Monday November 4	Tuesday November 5	Wednesday November 6	Thursday November 7	Friday November 8
<p>9:00 am Basic introduction to accounting and financial statements</p> <p>Stéphane Barritault <i>MSc, & MPH, Vice President</i> <i>OTR3@Biotech Company)</i></p>	<p>9:00 am</p> <p>Introduction to Business valuation and main methods (DCF, multiples), and application of financial forecasts for a business plan (Group work)</p> <p>Stéphane Barritault</p>	<p>9:00 am</p> <p>Lean management: improving the way healthcare organizations work</p> <p>Stéphane Barritault</p>	<p>9:00 am</p> <p>Organizational environments, strategic planning and decision making - Case study analysis</p> <p>Teresa Durães</p>	<p>9:00 am</p> <p>Organizational Change and innovation; new trends, e-health and the new value-based formula</p> <p>Teresa Durães</p>
12: 00 Lunch	12: 00 Lunch	12: 00 Lunch	12:00 Lunch	12:00 Lunch
<p>1:00 pm</p> <p>Analysis/ interpretation of existing financial statements of different Organizations. Creating a proforma profit and loss statement on Excel (Individual work)</p> <p>Stéphane Barritault 4 :00 pm</p>	<p>1:00 pm</p> <p>Group work on the financial part of a business plan (continued) and preparation for investor pitch.</p> <p>Stéphane Barritault 4:00 pm</p>	<p>1:00 pm</p> <p>Organizations and organizational performance</p> <p>Teresa Durães (MHA, Hospital Managing director, Hospital da Luz Portugal) 4:00 pm</p>	<p>1:00 pm</p> <p>Organizational change</p> <p>Teresa Durães 4:00 pm</p>	<p>1:00 pm</p> <p>Organizational changes Group work presentations and classes sum-up</p> <p>Teresa Durães 4:00 pm</p>

Please note that some small changes could occur