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ITMP International Tax Management Program 3nd Edition - 2027

Full Schedule

Directors:

Joaquin Kersman (UTDT)

Juliana Zobarán (TEI Latam)

Lionel Nobre (TEI Latam)

Victor Polizelli (IBDT)



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1. Introduction to a Tax Department.

Format: Week in Person in Buenos Aires

Topics:

- Overview of tax department functions and responsibilities.
- Role of the tax department within the organization.
- Interaction with other departments.
- The importance of tax in supporting the business.
- Importance of effective tax department management.
- Impact on compliance, risk management, and strategic decision-making.
- Stakeholder expectations and regulatory requirements.
- Key challenges and trends in tax management.
- Changing tax landscapes (e.g., digitalization, global tax reforms).
- Emerging compliance and reporting requirements

Dates:

- Feb 22: Welcome Cocktail
- Feb 23: Class 1
- Feb 24: Networking & Teambuilding
- Feb 25: Class 2

2. People Management in a Tax Department.

Topics:

- Talent acquisition and retention.
- Understanding local labor markets and recruitment channels.
- Strategies for attracting and retaining tax professionals.
- Cross-cultural communication and team management.
- Effective communication in diverse teams.
- Cultural sensitivity and adapting management styles.
- Training and development programs for tax professionals.
- Local and international training opportunities.
- Technical and language skill development.
- Performance evaluation and motivation techniques.
- Local performance measurement practices.
- Incentives and rewards in Latin American and other contexts.
- Interaction with External Support and Advisors.
- Advisors scope of work and management.
- Determining and adjusting objectives and results.
- Current trends in tax outsourcing.
- Experiences and alternatives.

Dates:

- Mar 9: Class 3
- Mar 16: Class 4
- Mar 23: Class 5





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3. Leadership And Communication Skills In a Tax Team.

Topics:

- Cultural dimensions and leadership styles.
- Understanding cultural nuances and their impact on leadership.
- Developing inclusive leadership approaches.
- Effective communication strategies.
- Verbal and non-verbal communication norms.
- Building rapport and trust in a business culture.
- Conflict resolution and negotiation techniques.
- Strategies for managing conflicts in diverse cultural contexts.
- Negotiation practices and approaches.
- Building relationships with local stakeholders.
- Navigating business networks and building connections.
- Public relations and corporate social responsibility.

Dates:

- Mar 30: Class 6
- Apr 6: Class 7
- Apr 13: Class 8

4. Tax Compliance and Reporting.

Topics:

- Overview of tax compliance obligations in Latin America.
- Understanding local tax laws and regulations.
- Specific compliance requirements for multinational companies.
- Interaction with global reporting team and headquarters.
- Tax planning and risk management in Latin America.
- Identifying common tax risks and challenges.
- Strategies for tax-efficient structuring and planning.
- Internal controls and systems for tax reporting.
- Designing effective tax control frameworks.
- Leveraging technology for tax compliance in Latin America.
- Building positive relationships with tax authorities.

Dates:

- Apr 20: Class 9
- Apr 27: Class 10
- May 4: Class 11



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5. Direct Taxation and Transfer Pricing In Latin America.

Topics:

- Income tax regulations and principles in Latin America.
- Determination of taxable income and deductions.
- Permanent establishment rules and their implications.
- Regional Headquarters analysis.
- Transfer pricing considerations in Latin America.
- Local transfer pricing regulations and documentation requirements.
- Arm's length principle and compliance obligations.
- Tax incentives and investment promotion in Latin America.
- Understanding regional and country-specific incentives.
- Strategies for leveraging incentives effectively.
- Tax treaty provisions and implications for multinational companies.
- Double tax treaty networks in Latin America.
- Managing cross-border taxation and avoiding double taxation.

Dates:

- May 11: Class 12
- May 18: Class 13
- Jun 1: Class 14

6. Indirect Taxation In Latin America.

Topics:

- Overview of indirect taxes in Latin America.
- Value Added Tax (VAT) and Goods and Services Tax (GST) systems.
- Other indirect taxes (e.g., excise duties, customs duties).
- VAT/GST compliance obligations in Latin America.
- Registration, invoicing, and reporting requirements.
- Intraregional and cross-border VAT/GST implications.
- Customs duties and import/export considerations.
- Tariff classifications and customs valuation methods.
- Free trade agreements and customs duty exemptions.
- Managing indirect tax audits and disputes in Latin America.
- Strategies for handling VAT/GST audits and inquiries.
- Resolving disputes with tax authorities.

Dates:

- Jun 8: Class 15
- Jun 15: Class 16
- Jun 22: Class 17



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7. Tax Technology And Automation In Latin America.

Topics:

- Overview of tax technology solutions in Latin America.
- Available tax software and automation platforms.
- Localization and compliance features for the region.
- Implementing tax software and automation systems in Latin America.
- Assessing technology needs for local compliance.
- Vendor selection and implementation strategies.
- Data analytics for tax management in Latin America.
- Leveraging data analytics for tax planning and risk assessment.
- Extracting insights from financial and tax data in the region.
- Cybersecurity and data privacy considerations in Latin America.
- Protecting sensitive tax information in accordance with local regulations.
- Compliance with data privacy requirements in Latin American jurisdictions.

Dates:

- Jun 29: Class 18
- Jul 6: Class 19
- Jul 13: Class 20

8. Reputation And Tax Administration / Taxpayer Relationship In Latin America.

Topics:

- Importance of reputation in tax administration in Latin America.
- Impact of reputation on compliance, stakeholder trust, and risk management.
- Case studies on reputational risks, regulatory findings, and consequences in the region.
- Strategies for maintaining a positive taxpayer relationship in Latin America.
- Effective communication and transparency with tax authorities.
- Prompt response to taxpayer inquiries and complaints in the region.
- Ethical considerations in tax management in Latin America.
- Ethical principles and professional standards in Latin American tax practice.
- Ethical dilemmas and decision-making frameworks in the region.

Dates:

- Aug 3: Class 21
- Aug 10: Class 22
- Aug 17: Class 23



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9. Tax Audit & Controversy In Latin America.

Topics:

- Overview of tax audits in Latin American countries.
- Tax audit triggers and selection criteria.
- Role of tax authorities and audit procedures.
- Dispute resolution and cross-border controversies.
- Alternative dispute resolution methods.
- Tax litigation process in Latin American countries.
- Transfer pricing disputes in Latin America.
- Proactive tax risk management.
- Strategies for minimizing tax controversies.
- Emerging trends and future outlook.

Dates:

- Aug 24: Class 24
- Aug 31: Class 25
- Sep 14: Class 26

10. Tax Policy and Authorities Perspectives.

Topics:

- Current tax policy trends in Latin America.
- How tax authorities are adapting to digitalization and transparency.
- Enforcement priorities for multinational groups.
- Strategic approaches for engaging with tax authorities.
- International cooperation and OECD-aligned standards.

Date:

- Sep 21: Class 27



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11. Preparation Class for Presentation Sessions for The Business Case.

Topics:

- Recommended structure for executive Business Case presentations.
- Communicating risks, decisions, and recommendations effectively.
- Team coordination for final São Paulo sessions.
- Practice round with feedback to refine delivery.

Date:

- Sep 28: Class 28

12. Final Business Case

Format: Week in Person in São Paulo

Topics:

- Suggested case study on a well-managed tax department in Latin America.
- Organizational structure and roles within the tax department.
- Talent acquisition, retention, and development strategies.
- Tax compliance processes and internal control systems.
- Cross-functional collaboration with other departments and external advisors.
- Approaches to transfer pricing management and international tax planning.
- Use of technology and automation solutions.
- Strategies for building and maintaining a positive relationship with tax authorities.
- Ethical considerations and corporate social responsibility initiatives.

Dates:

- Oct 5: Class 29
- Oct 6: Class 30
- Oct 7: Class 31 (Final Business Case)