MSc

**Masters**

Teaching staff trained in the best and most respected universities of the world. To guarantee the highest quality education. To provide a global view.

**MASTER OF SCIENCE IN MANAGEMENT**

3 Class terms x 3 Months each = 1 Academic year

One system (Three core ideas)

- **01** Evidence-Based Management
- **02** Entrepreneurship & Innovation
- **03** Engaged Social Value

Depth of knowledge + Open mind

Future answers and opportunities

The Science of Business

Universitat Pompeu Fabra
Barcelona School of Management
UPF Barcelona School of Management was founded in 2011 as the new business school of Spain’s highest ranked public university, Pompeu Fabra University (UPF). Innovative and modern, it was launched as a response to the current global need of capacitating state-of-the-art professionals in business management and public administration.

UPF Barcelona School of Management draws together talented faculty and cutting-edge research to provide students with a solid education to succeed and be competitive in today’s economy.

Breaking from conventional business schools, UPF Barcelona School of Management pledges for a top-notch, evidence-based approach to management. Entrepreneurship, innovation and engaged social value embody its flagship values. The purpose and effect of the school’s programs is to drive change in business and organizational practice through a fully scientific approach to knowledge.

Located at the very heart of Barcelona, UPF Barcelona School of Management represents a first-class choice for young professionals who seek to grow both personally and academically while experiencing one of Europe’s most professionally challenging cities.
Ciutadella Campus, enjoy a vibrant student life
Home to the world-ranked UPF Department of Economics and Business, the Ciutadella Campus provides an inspiring learning environment, which will acquaint you with multicultural friends while introducing you to an exceptional professional network.

Barcelona, a thriving student city
Surrounded by the Mediterranean, Barcelona is packed with cultural treasures and Gaudi’s extraordinary modernist architecture. Its internationally-minded, multicultural student life attracts both young, creative spirits and a year-to-year growing number of international companies and start-up projects.

With 8 universities, over 15,000 lecturers and 200,000 students from all over the world, Barcelona is home to one of the most important university communities in Europe. Considered the fifth-best European city for business, the city has become a reflection of its society: multidisciplinary, multi-dimensional and multilingual.

UPF
Barcelona School of Management, growing internationally

1.620.943
City population

188.315
Number of students

4,58 km
Total length of beaches

67
Museums and exhibition spaces

21°C / 15°C
Maximum / Minimum average temperature

* According to Turisme de Barcelona Consortium and Barcelona City Council, 2012

- 1,157 exchange students
- 500m. from the beach
- Cafeteria and dining room
- IT labs, library and bookstore
- Sports, leisure and cultural activities centre

Pompeu Fabra University, a research-leading university

2013 Times Higher Education ranking: 25th highest ranked university in the world among those under 50 years of age.

2013 QS ranking: 25th highest ranked university in the world among those under 50 years of age.

2013 Shanghai University ranking: Among the 150 top economic centres. By fields, it is the 1st Spanish university in Social Sciences and Management.

1.173 students
2 teaching locations
49 nationalities
8 international master programs
90% of Talent Scholarships awarded to international students in 2013
UPF Barcelona School of Management’s MSc programs provide education in business, management and economics that combine academic excellence with impact on business and society.

Our Masters of Science feature an innovative curriculum based on an empirical methodology. Practically focused and internationally oriented, they seek to develop in students an integrated and critically aware understanding of management and organisations supported by analysis and evidence.

Supported by a strong faculty, the UPF Barcelona School of Management’s teaching methodology provides students with a solid foundation and an international outlook that will take them to a stimulating, culturally rich and hands-on learning experience.

2012 - 2013 MSc student profile

- **Age range**: 21 → 30 years old
- **Gender**: 53% male, 47% female
- **Origin**: 40% different nationalities, 83% international students
- **Scholarships**: 38% awarded with an MSc scholarship
The Master of Science in Management is a specialist program designed for students seeking a career in international management. Its courses focus on the pillars of business management and build a sound basis to understand business organizations as a whole.

As a unique feature of the Master of Science in Management students can tailor their degree according to their interests and career objectives with the most up-to-date, cutting-edge knowledge in all management disciplines. With 4 specializations from which to choose, the program provides flexibility while offering access to a wide range of careers in business management.

Practically focused and internationally oriented, the Master of Science in Management is offered in the following specializations:

- GENERAL MANAGEMENT
- MARKETING
- BUSINESS ANALYTICS
- ENTREPRENEURSHIP

"Through team projects I found out not only how to solve complex business matters, but also how to work closely with professionals from different backgrounds in an international setting. An invaluable learning experience I strongly recommend to anyone wanting to succeed in the fast-paced and global business environment we are facing today."

Mari Kristina Gjelstad
Norway
2013 Class
The program term by term

September
Pre-term: Get ready!
BRUSH-UP COURSES
Students take preparatory business crash-courses with colleagues from other Masters of Science.

October – December
1st term: Get started!
GENERAL MANAGEMENT
CORE COURSES
Students of the program’s 4 specializations sit together to learn the foundations of business management.

January - June
2nd term and 3rd terms:
Get specialized!
SPECIALIZATION TRACKS
Students split up according to their management specialization.

MASTER THESIS PRESENTATION

June - September
4th term: Get hands-on!
INTERNSHIP (optional)

→ An intense, full time program

Mornings
> Seminars and lectures

Afternoons
> Free Spanish course (optional)
> Career Development Program
> Program-related activities

→ Internship features

> Optional
> 200 hours minimum
> January to June
> Major sector-related companies
> Practical training

→ 2012-14 student profile

> 22 – 29 age range
> 52% male – 48% female
> 23 different nationalities
> 94% of international students
> 46% awarded with a grant

A door to research

All specializations of the Master of Science in Management benefit from the outstanding research capacity of the UPF’s world ranked Department of Economics and Business.

Upon completing the master’s degree, research-oriented students have the possibility of applying for the PhD in Management offered by the Department.
PROGRAM CONTENTS

1st TERM Core courses
> Applied Statistics
> Corporate Finance
> Managerial Accounting
> Organizational Behaviour
> Marketing

2nd & 3rd TERM Specializations

GENERAL PROGRAM
Customize your master contents by choosing your preferred elective courses from the master’s three specializations.

BUSINESS ANALYTICS
> Advanced Quantitative Methods
> Forecasting, Revenue Management and Pricing
> Data Mining and Business Intelligence

ENTREPRENEURSHIP
> Entrepreneurship, Innovation Management and New Business Ideas
> Business Plan: How To Set Up a New Company
> Financing for Start-Ups

MARKETING
> Market Analysis
> Market Strategy
> Internet and Digital Marketing
> Consumer Insights

4th TERM Internship

Get more!
Further to the program’s regular classes, MSc students get the following free complementary training to cultivate their career skills.

1. Welcome Service
> Useful Barcelona infos & tips
> Cultural program
> Ongoing help on administrative procedures

2. Brush-Up Courses (optional)
> Pre-term preparatory courses on economy-related topics
> Secure the basics needed for the master program
> Great opportunity to meet future classmates

3. Spanish Language Program (optional)
> Free 3h/week Spanish course
> Different levels and class times
> Preparatory courses for DELE

4. Career Development Program
> Support on internship finding
> Soft-skills workshops and face-to-face career sessions
> Networking activities & UPF recruitment fair

“Not only have I earned a “more in-depth knowledge” of the business world, but I have also gained confidence as an individual who is now stepping into the marketplace. I am sure this confidence will help me succeed in my professional future.”

Lukas Bröcker
Holland
2013 Class

Master Thesis
Internship (optional)
GENERAL MANAGEMENT SPECIALIZATION

Academically rigorous and highly practical, the Master of Science in Management, General Management specialization, seeks to create analytical thinkers while providing in-depth knowledge of the core areas of modern management.

The program allows students to customize their master contents by choosing their preferred elective courses from the master’s other 3 specializations: Business Analytics, Entrepreneurship and Marketing.

Master’s objectives

(1) Obtain a cross-functional approach to management.
(2) Provide in-depth knowledge of analytical tools applied to management.
(3) Learn the required technical and managerial skills for key decision-making processes.

Academic contents

Core courses
- Applied Statistics
- Corporate Finance
- Managerial Accounting
- Marketing
- Organizational Behaviour

Elective courses
2 formulas:
- a) 8 elective courses
- b) 6 elective courses + Internship

1. Strategy and Entrepreneurship
- Analytical Tools for Strategic Decision-Making
- Behavioural Economics
- Business Strategy
- Business Strategy and Technology Management
- Financing for Start-Ups
- Innovation Management and New Business Ideas

2. Business Analytics
- Operations Management
- Quantitative Methods in Management
- E-Commerce/Internet Marketing
- Data Mining and Business Intelligence
- Forecasting, Revenue Management and Pricing

3. Marketing
- Marketing Analytics
- Consumer Behaviour
- Marketing Research
- Marketing Strategy
- E-Commerce/Internet Marketing
- Integrated Communications

4. Management Skills and Ethical Value
- Rationality and Ethical Values in Management
- Managing Teams and Negotiations

Note: Extra elective courses can be taken without additional cost.

Complements
- Internship (optional)
- Master Thesis Presentation

A revealing fact
Highly-skilled jobs (legislators, managers, professionals and technicians) continue to dominate the top 25 occupations with growing hirings. Public Employment Service vacancy inflows fell in all main occupational groups except for managers.

European Vacancy Monitor
September 2013

Career prospects

Business Analysis
Business Development
Digital Analysis
Market Research
Supply Chain Management
Strategic Consulting
Strategic Management
Strategic Planning

Check your faculty!

PROGRAM DIRECTORS
- Anna Torres, PhD
- Maria Galli, PhD

FACULTY
- Albert Banal-Estañol, PhD
- Alexandre Grasas León, PhD
- Ana Valenzuela, PhD
- Antonio Ladrón de Guevara, PhD
- Carlos Serrano, PhD
- Daniel Navarro, PhD
- Daniel Serra, PhD
- Gail Le Mens, PhD
- Elena Yorda
- Inga Hoever, PhD
- Kalyan Talluri, PhD
- Marc Le Menestrel, PhD
- Mar Sánchez
- Michael John Greenacre, PhD
- Mihalis Markakis, PhD
- Mircea Epure, PhD
- Oriol Amat Salas, PhD
- Robin Hogarth, PhD
- Susana Domingo Pérez, PhD
- Walter A. García Fontes, PhD
SPECIALIZATION IN BUSINESS ANALYTICS

The Master of Science in Management (specialization in Business Analytics) provides future managers and consultants with the analytical and managerial skills required to translate strategic plans into tangible performance.

By providing an advanced understanding of quantitative methods and technology innovation, the program thoroughly prepares managers with the skills needed to drive business results and provide organizations with significant competitive advantages.

The program combines cutting-edge theory and practical applications to provide students with in-depth data analysis tools and strategies in order to achieve today’s most defying managerial challenge: solving business complexity.

Academic contents

Core courses
- Applied Statistics
- Corporate Finance
- Managerial Accounting
- Marketing
- Organizational Behaviour

Elective courses
- 2 formulas:
  a) 6 program elective courses + 2 elective courses from another specialization
  b) 6 program elective courses + Internship

Complements
- Analytical Tools for Strategic Decision-Making
- Competitive Benchmarking
- Data Mining and Business Intelligence
- E-Commerce/Internet Marketing
- Forecasting, Revenue Management and Pricing
- Marketing Analytics
- Marketing Research
- Operations Management
- Quantitative Methods in Management

Note: Extra elective courses can be taken without additional cost.

Complements
- Internship (optional)
- Master Thesis Presentation

A revealing fact
“International Data Corporation (IDC) forecasts a five-year compound annual growth rate (CAGR) of 14.3% for global business analytics services spending, reaching an estimated $70.8 billion by 2016.”

Worldwide Business Analytics Services 2013–2016 Forecast

Career prospects

- Consulting
- Data Analyst
- Digital Analyst
- Supply Chain Management
- Financial Forecasting
- Market Research

Check your faculty!

PROGRAM DIRECTOR
- Daniel Serra, PhD

FACULTY
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- Carlos Serrano, PhD
- Daniel Navarro, PhD
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- George Chondrakis, PhD
- Kalyan Talluri, PhD
- Michael John Greenacre, PhD
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- Mircea Epure, PhD
- Oriol Amat Salas, PhD
- Robin Hogarth, PhD
- Walter A. Garcia Fontes, PhD

Master’s objectives

1. Understand the role of business analytics within the context of an organization.
2. Apply state-of-the-art analytical tools to business consulting and strategic decision-making.
3. Connect the existing techniques, functional knowledge and applications within a business.
SPECIALIZATION IN ENTREPRENEURSHIP

The Master of Science in Management (specialization in Entrepreneurship), focuses on the skills and knowledge needed by creative spirits to undertake business ventures, develop businesses or become part of a new, growing business.

The program is aimed at aspiring entrepreneurs in all sectors who want to gain grounding in developing innovative business ideas by cultivating an entrepreneurial and intrapreneurial mindset and learning how to draft an appropriate business plan.

The Entrepreneurship specialization is directly linked to the UPF Business Shuttle, a start-up incubator which offers unique conditions for business creation at the University.

Master’s objectives

1. Learn how to transform a new idea into a business opportunity by drawing a business plan with a clear bottom line.
2. Develop key entrepreneurial skills: risk seeking, opportunity identification, creativity and talent management.
3. Execute all functions laid out in a business plan: marketing strategy, supply chain management and fundraising.

Academic contents

Core courses
- Applied Statistics
- Corporate Finance
- Managerial Accounting
- Marketing
- Organizational Behaviour

Elective courses
2 formulas:
- a) 6 program elective courses + 2 elective courses from another specialization
- b) 6 program elective courses + Internship
- Entrepreneurship, Innovation Management and New Business Ideas
- Business Plan: How To Set Up a New Company
- Business Strategy and Technology Management
- Financing for Start-Ups
- Managing Teams and Negotiations
- Marketing Research
- Marketing Strategy
- Operations Management
- Quantitative Methods for Management

Note: Extra elective courses can be taken without additional cost.

Complements
- Internship (optional)
- Master Thesis Presentation

A revealing fact
“Venture capital firms are going to raise more money in 2014 than they have since 2007”.

Forbes
September 2013

Career prospects

- Business Plan Analyst
- Consulting
- Entrepreneur
- Intra-entrepreneur
- Marketing departments in consumer goods, services, non-for-profit and start-ups
- Product Development
- Start-Up Jobs

Check your faculty!

PROGRAM DIRECTORS
- Daniel Serra, PhD
- Susana Domingo Pérez, PhD

FACULTY
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- Carlos Serrano, PhD
- Gaël Le Mens, PhD
- George Chondrakis, PhD
- Inga Hoever, PhD
- Kalyan Talluri, PhD
- Michael John Greenacre, PhD
- Oriol Amat Salas, PhD
- Walter A. García Fontes, PhD

A revealing fact
“Venture capital firms are going to raise more money in 2014 than they have since 2007”.

Forbes
September 2013
SPECIALIZATION IN MARKETING

The Master of Science in Management (specialization in Marketing), focuses on the analytical, technical and creative skills needed to understand how to satisfy customer needs from a strategic, managerial and empirical perspective.

During the program, participants will gain a full understanding of the important processes involved in creating, communicating and delivering value to customers while strengthening their ability to face and solve complex challenges in an increasingly globalised marketing environment.

Master’s objectives

1. Understand the latest marketing trends and techniques from an analytical approach.
2. Develop skills such as business creativity, team collaboration and corporate commitment in the field of marketing management.
3. Anticipate and identify today’s consumer needs and communicate them in an innovative manner.

Academic contents

Core courses
- Applied Statistics
- Corporate Finance
- Managerial Accounting
- Marketing
- Organizational Behaviour

Elective courses
2 formulas:
- a) 6 program elective courses + 2 elective courses from another specialization
- b) 6 program elective courses + Internship

1. Market Analysis
- Marketing Analytics
- Marketing Research
- Forecasting, Revenue Management and Pricing

2. Market Strategy
- Marketing Strategy
- Advertising and Brand Communication
- Integrated Communications

3. Internet and Digital Marketing
- E-Commerce/Internet Marketing
- Digital Marketing

4. Consumer Insights
- Consumer Behaviour

Complements
- Internship (optional)
- Master Thesis Presentation

A revealing fact
“Marketing professionals” rank within the top 25 occupational growth index among the highest-skilled occupations in terms of increased employee numbers.

European Vacancy Monitor
May 2013

Check your faculty!

PROGRAM DIRECTORS
- Anna Torres, PhD
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- Antonio Ladrón de Guevara, PhD
- Gaël Le Mens, PhD
- Gert Cornelissen, PhD
- Inga Hoever, PhD
- Kalyan Talluri, PhD
- Michael John Greenacre, PhD
- Mihalis Markakis, PhD
- Oriol Amat Salas, PhD
- Walter A. Garcia Fontes, PhD

Career prospects

- Brand Management
- Communication Management
- Digital Marketing
- Internet and Social Marketing
- Market Research
- Marketing Consulting
- Marketing departments in Consumer Goods, Services, Not-for-Profit Corporations and Start-Ups
- Retailing
APPLICATION AND ENROLMENT

Application Checklist

To be considered for admission you should submit a series of documents that the Admissions Committee will need in order to evaluate your profile’s suitability for the program.

- Scanned copy of Bachelor’s Degree from an accredited institution of higher learning in the following academic fields:
  - Economics
  - Business Administration
  - Engineering
  - Mathematics
  - Physics
- Scanned copy of Transcript of Records
- Scanned copy of Passport/ID
- Statement of purpose (motivation letter)
- Official proof of English
- GRE/GMAT
- CV and photo
- 2 letters of recommendation
- Signed Rights and Obligations of the Participant (download from web)

Application Process

1. Fill in the web application form
2. Pay the admission fee (120€)
3. Upload your application documents
4. Have an admission interview

Application Deadline

All Masters of Science operate on a rolling admission basis: the sooner you apply, the greater your chances of being admitted. Check for your program admission dates on your program’s website.

Keep it on-score!

Official English, GRE and GMAT exam scores must be directly sent by the examining institution and obey to the following scoring:

- English tests: Required for all applicants.
  - TOEFL CBT > 235
  - TOEFL PBT > 575
  - TOEFL IBT > 80
  - CAE = C1
  - IELTS > 6.5
- GRE and GMAT: Required only for applicants coming from educational backgrounds unrelated to economic, formal or physical sciences.
  - GRE: “above the average”
  - GMAT: 600 or higher

Expect the admission resolution

Scholarships & Financial Aid

In order to foster diversity within our programs, UPF Barcelona School of Management awards tuition funding assistance specifically to students who have been admitted to any of our Masters of Science.

- TALENT SCHOLARSHIP
  - Based on student’s overall talent
  - 25-50% of master’s fees, additional 25% in case of financial need
  - 5 rounds a year
- MSC SCHOLARSHIPS
  - Based on student’s previous academic performance
  - 20% of master’s fees
  - Ongoing application
- UPF PARTNER UNIVERSITIES DISCOUNT
  - Intended for graduate students from UPF partner universities
  - 20% of master’s fees
  - Ongoing application
- UPF ALUMNI DISCOUNT
  - Intended for UPF Alumni premium members
  - 20% of master’s fees
  - Ongoing application

Learn more about our MSc Financial Aid options from our website. If you wish to apply for any of our MSc financial aid options you must fill in our MSc Financial Aid form.
To find out more about the Master of Science in Management and its specializations, visit the masters’ websites:

**Master of Science in Management**
**GENERAL MANAGEMENT SPECIALIZATION**
bsm.upf.edu/mscmgt

**Master of Science in Management**
**SPECIALIZATION IN BUSINESS ANALYTICS**
bsm.upf.edu/mscmbua

**Master of Science in Management**
**SPECIALIZATION IN ENTREPRENEURSHIP**
bsm.upf.edu/mscmnv

**Master of Science in Management**
**SPECIALIZATION IN MARKETING**
bsm.upf.edu/mscmmk

To learn more about the UPF Barcelona School of Management’s scholarships, please visit:
bsm.upf.edu/en/foundation-talent-scholarships
bsm.upf.edu/en/masters-of-science-grants

For further questions please contact:

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Information contained herein regarding course contents or class times is subject to change. Any relevant changes will be published on the program’s website.