Masters

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

One system (Three core ideas)

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

CLASS TERMS
3 Months each term = 1 Academic year

FUTURE ANSWERS AND OPPORTUNITIES

Depth of knowledge + Open mind

The Science of Business
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 in response to the current global need for training and cultivating modern professionals in business management and public administration.

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

Breaking from conventional business schools, UPF Barcelona School of Management focuses on an evidence-based approach to management of the highest quality. The school’s key principles are embodied by entrepreneurship, innovation and engaged social value. The purpose and result of the school’s programs is to drive change in business and organisational practice through a fully scientific approach to knowledge.

Located in 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.
Barcelona, a thriving student city

On the shores of the Mediterranean, Barcelona is packed with cultural treasures and Gaudí’s extraordinary modernist architecture. Its internationally-minded, multicultural student life attracts both young, creative spirits and a range of international companies and start-up projects that is growing year on year.

With 8 universities, over 15,000 lecturers and 200,000 students from all over the world, Barcelona is home to one of the biggest 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.

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 in which you will share experiences with people from many different cultures, while introducing you to an exceptional professional network.

UPF
Barcelona School of Management, growing internationally

1.611.822
City population

4,58 km
Total length of beaches

68
Museums and exhibition spaces

20.7°C
14.7°C
Maximum / Minimum average temperature

* According to Turisme de Barcelona Consortium and Barcelona City Council, 2013

- 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 leading university in research

2014 Times Higher Education ranking: 13th highest ranked university in the world among those under 50 years old.

2014 QS ranking: 31st highest ranked university in the world among those under 50 years old.

2014 Shanghai University ranking: Among the 75 top economic centres. By fields, it is the 1st Spanish university in Social Sciences and Management.

1.851 students
2 city campuses
50 nationalities
8 international master’s programs
UPF Barcelona School of Management’s MSc programs provide training in business, management and economics and combine academic excellence with hands-on business practice.

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 organizations, 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 lead them through a learning experience that is practical, stimulating and culturally rich.

2014 - 2015 MSc student profile

<table>
<thead>
<tr>
<th>Average age</th>
<th>Gender</th>
<th>Origin</th>
<th>Scholarships</th>
</tr>
</thead>
<tbody>
<tr>
<td>24 years old</td>
<td>50% male, 50% female</td>
<td>39→82% different nationalities, international students</td>
<td>35% awarded school funding</td>
</tr>
</tbody>
</table>
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 on building a solid foundation in understanding 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 of the major 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. It was an invaluable learning experience which 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.

**September – December**
1st term: Get started!
**GENERAL MANAGEMENT CORE COURSES**
Students of the program's 4 specializations come together to learn the foundations of business management.

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

**MARCH**
**MASTER THESIS PRESENTATION**

**June - September**
Summer term: Get hands-on!
**INTERNSHIP** (Check details in the program's contents)

→ **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 September
- Major sector-related companies
- Practical training

→ **2014 student profile**

- Average age 25
- 38% male – 62% female
- 26 different nationalities
- 90% international students

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

**ANALYTICAL TOOLS**
- Applied Statistics
- Managerial Accounting and Finance
- Corporate Finance

**MANAGEMENT THEORY**
- Marketing Management
- Organizational Behaviour

**MSC THESIS ADVISING I-II**

### 2nd & 3rd TERM Specializations

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

**BUSINESS ANALYTICS**
- Business Analytics Methods
- Business Analytics Applications

**ENTREPRENEURSHIP**
- Entrepreneurship Strategy
- Implementation
- Skills

**MARKETING**
- Market Analysis
- Market Strategy
- Internet Marketing
- Consumer Insights

### Summer 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 info & tips
   - Cultural program
   - Ongoing help with 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 Spanish course
   - Different levels and class times

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

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“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.”

Lucas Bröcker
Holland
2013 Class
DUAL DEGREES

Master of Science in Management students have the possibility of studying for an additional year at EBS Business School (Germany) or RMIT (Australia). At the end of the course students will be awarded two master’s degrees—one from each institution.

UPF Barcelona School of Management

Master of Science in Management

MSc Thesis

1st term
Sep - Dec

2nd term
Jan - Jun

OR

EBS Business School (Germany)

One of the following:
> Master in Automotive Management
> Master in Management
> Master in Real Estate

MSc Thesis

RMIT (Australia)

Master of Commerce
Optional internship
Master of Commerce

1st term
Jul - Nov
Summer term
Dec - Feb
3rd term
Mar - Jun

Get 2 master’s degrees in just 2 academic years (instead of 3) by only writing 1 master’s thesis!

EBS Business School

EBS is one of the most innovative universities in Economy and Law and is the first German business school to be ranked among the leading universities worldwide. The campus is located in Oestrich-Winkel (Frankfurt) and it is made up of historical buildings and green spaces.

RMIT University

RMIT is a global, multicultural university of technology and design and Australia’s largest higher education institution. Based in Melbourne, it was ranked 620th in the world by the 2015 QS World University Rankings.

UPF Barcelona School of Management students will receive a 20% reduction on the EBS Business School tuition fees.

UPF Barcelona School of Management students will receive a 25% reduction on the RMIT tuition fees and will have the chance to take an internship in Australia.

(1) The master’s thesis must meet the requirements of both universities.
GENERAL MANAGEMENT SPECIALIZATION

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

The program allows students to customize their master’s 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**
- Analytical Tools
- Applied Statistics
- Managerial Accounting and Finance
- Corporate Finance
- Management Theory
- Marketing Management
- Organizational Behaviour

**MSc Thesis Advising I-II**

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

**1. Strategy and Entrepreneurship**
- Business Plan:
  - How to start your own company
- Business Strategy and the Management of Innovation
- Entrepreneurship, Strategy and New Business Development
- Ethics and Sustainability Leadership
- Financing for Start-ups
- Managing Groups and Negotiations

**2. Business Analytics**
- Analytic Tools for Decision Making
- Benchmarking and Business Intelligence
- Operations Management
- Pricing and Revenue Optimization
- Quantitative Methods in Management

**3. Marketing**
- Consumer Behaviour
- Integrated Communications
- Internet Marketing
- Marketing Analytics
- Methods of Marketing Research
- Marketing Strategy

**Note:** Extra elective courses can be taken at no additional cost. Additional elective courses will have no credit value. Elective courses may change according to student demand and the availability of the teaching staff.

**Complements**
- Internship (Only for “b” formula)
- 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
**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.

**Academic contents**

**Core courses**
- Analytical Tools
- Applied Statistics
- Managerial Accounting and Finance
- Corporate Finance
- Management Theory
- Marketing Management
- Organizational Behaviour
- MSc Thesis Advising I-II

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

**Business Analytics Methods**
- Analytic Tools for Decision Making
- Benchmarking and Business Intelligence
- Methods of Marketing Research
- Quantitative Methods in Management

**Business Analytics Applications**
- Marketing Analytics
- Pricing and Revenue Optimization
- Operations Management

A revealing fact
“The 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 Analysis
- Digital Analysis
- Supply Chain Management
- Financial Forecasting
- Market Research

**Check your faculty!**

**ACADEMIC DIRECTORS**
- Gert Cornelissen, PhD
- Anna Torres, PhD

**ACADEMIC COORDINATORS**
- Mihalis G. Markakis, PhD

**FACULTY**
- Albert Banal-Estañol, PhD
- Ana Valenzuela, PhD
- Antonio Ladrón de Guevara, PhD
- Daniel Serra, PhD
- Daniel Navarro, PhD
- Gaël Le Mens, PhD
- Mar Sánchez
- Michael John Greenacre, PhD
- Mihalis G. Markakis, PhD
- Mircea Epure, PhD
- Oriol Amat Salas, PhD
- Walter A. Garcia Fontes, PhD

**Complements**
- Internship (Only for “b” formula)
- Master Thesis Presentation
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 a solid 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 up a business plan with a clear bottom line.

(2) Develop key entrepreneurial skills: risk seeking, opportunity identification, creativity and talent management.

(3) Execute all the functions laid out in a business plan: marketing strategy, supply chain management and fundraising.

Academic contents

Core courses

Analytical Tools
> Applied Statistics
> Managerial Accounting and Finance
> Corporate Finance
Management Theory
> Marketing Management
> Organizational Behaviour
MSc Thesis Advising I-II

Elective courses

2 formulas:

a) 6 Entrepreneurship courses + 2 elective courses from another specialization
b) 6 Entrepreneurship courses + Internship

Entrepreneurship Strategy
> Business Strategy and the Management of Innovation
> Business Plan: How to start your own company
> Entrepreneurship, Strategy and New Business Development Implementation
> Financing for Start-ups
> Marketing Strategy
> Operations Management Skills
> Ethics and Sustainability Leadership
> Managing Groups and Negotiations

Complements

> Internship [Only for “b” formula]
> Master Thesis Presentation

Note: Extra elective courses can be taken at no additional cost. Additional elective courses will have no credit value. Elective courses may change according to student demand and the availability of the teaching staff.

Career prospects

> Business Plan Analyst
> Consulting
> Entrepreneur
> Intra-entrepreneur
> Marketing departments in every sector
> Product Development
> Start-Up Jobs

Check your faculty!

ACADEMIC DIRECTORS
○ Gert Cornelissen, PhD
○ Anna Torres, PhD

ACADEMIC COORDINATORS
○ Susana Domingo, PhD

FACULTY
○ Albert Banal-Estañol, PhD
Anna Torres, PhD
Antonio Ladrón de Guevara, PhD
Carlos Serrano, PhD
Elena Yorda
Filippo Ippolito, PhD
Gaël Le Mens, PhD
George Chondrakis, PhD
Jordi Quoidbach, PhD
Marc Le Menestrel, PhD
Michael John Greenacre, PhD
Oriol Amat Salas, PhD
Susana Domingo, PhD
Walter A. Garcia Fontes, PhD
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 globalized 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
Analytical Tools
> Applied Statistics
> Managerial Accounting and Finance
> Corporate Finance
Management Theory
> Marketing Management
> Organizational Behaviour
MSc Thesis Advising I-II

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

Market Analysis
> Marketing Analytics
> Methods of Marketing Research
Market Strategy
> Marketing Strategy
> Integrated Communications
Internet Marketing
> Internet Marketing
Consumer Insights
> Consumer Behaviour

Note: Extra elective courses can be taken at no additional cost. Additional elective courses will have no credit value. Elective courses may change according to student demand and the availability of the teaching staff.

Complements
> Internship (Only for “b” formula)
> 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!

ACADEMIC DIRECTORS
○ Gert Cornelissen, PhD
○ Anna Torres, PhD

ACADEMIC COORDINATORS
○ Maria Galli, PhD

FACULTY
○ Albert Banal-Estañol, PhD
○ Ana Valenzuela, PhD
○ Antonio Ladrón de Guevara, PhD
○ Gael Le Mens, PhD
○ Gert Cornelissen, PhD
○ Jordi Quoidbach, PhD
○ Michael John Greenacre, PhD
○ Mihalis G. 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 every sector
> Retail
APPLICATION AND ENROLMENT

1 Application Checklist

To be considered for admission you need to submit a series of documents that the Admissions Committee will need to evaluate if your profile fits 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, including your GPA (Grade Point Average).
- Scanned copy of Passport/ID
- Statement of purpose (motivation letter)
- Official proof of English level
- GMAT
- CV and photo
- 2 letters of recommendation
- Signed Rights and Obligations of the Participant (download here)

2 Admission Process

- Fill in the online application form
- Pay the admission fee (120€)
- Upload your application documents
- Have a Skype admission interview
- Wait for the admission resolution

3 Application Deadline

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

4 Scholarships & Financial Aid

To foster diversity within our programs, UPF Barcelona School of Management awards the following range of tuition funding assistance to students in need of financial aid.

1. TALENT SCHOLARSHIP
   - Based on student’s overall talent
   - 25-50% of master’s fees, additional 25% in case of financial need
   - Awarded upon admission after having paid the reservation fee

2. UPF PARTNER UNIVERSITIES DISCOUNT
   - Intended for graduate students from UPF partner universities
   - 10% of master’s fees
   - Awarded upon admission

3. UPF ALUMNI DISCOUNT
   - Intended for UPF Alumni premium members
   - 20% of master’s fees
   - Awarded upon admission
CONTACT US

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

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To learn more about the UPF Barcelona School of Management’s Talent Scholarships click here.

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