MSc Programmes in Management

Master in International Management
Master in Marketing Management
Master in Finance
CEMS MIM
ESADE, one of the world’s most prestigious business schools, is looking for talented and motivated business graduates for its MSc Programmes in Management. These are one-year programmes taught entirely in English at ESADE’s Barcelona Campus.
Some people are capable of thinking differently

With almost 50 years of experience, ESADE is much more than an academic institution. It is much more than a leading light in the world’s educational and research horizon. ESADE is, above all, a special mindset. A mindset that is open, diverse and characterised by a capacity to see things differently. ESADE offers a truly wide-ranging group of people the competencies they need to accomplish their personal and professional projects.

ESADE is an innovative business school that develops students’ entrepreneurial spirit based on solid academic foundations and the reality of the business world. This reality – complex, multicultural, ever-changing and technologically advanced – conditions the knowledge and skills needed by corporate executives. Understanding this reality, and knowing where it is headed, is essential in order to continue offering appropriate and high-quality management development.
Choosing ESADE is a commitment to the values that mark the difference

THE VALUES THAT ESADE HAS BEEN COMMITTED TO SINCE ITS VERY BEGINNINGS HAVE MADE IT ONE OF THE WORLD’S LEADING BUSINESS SCHOOLS:

Quality and Excellence
ESADE is internationally recognised for the very high standards of its degree programmes. It is one of the top-ranked business schools in Europe and one of the very few to have obtained the three most prestigious international accreditations (Equis, AACSB and AMBA), known as the “Triple Crown”. This recognition is largely due to the achievements of our Alumni Association, represented by over 35,000 professionals working all around the world. They are our best business card.

ESADE IN THE RANKINGS: RENOWNED FOR EXCELLENCE

The Wall Street Journal (September 2007)
“ESADE is the best business school in the world for the second year in a row”

Beyond Grey Pinstripes (October 2007)
“ESADE Business School ranks 14th in the world and 2nd in Europe for its social and environmental focus”

Financial Times (January 2006)
“ESADE is ranked at 27 worldwide, a leap of 44 positions over its 2004 position”

Business Week (October 2006)
“ESADE is the seventh best business school in the world and the fourth in Europe”

For up-dated information visit our website at:
www.esade.edu/institution/rankings

“...and international nature of the School. Now that I have begun working, I have become acutely aware of the excellent training and the outstanding opportunities that ESADE has given me. My daily work as a consultant draws upon the knowledge acquired at ESADE. The skills used range from languages, teamwork, emotional intelligence, public speaking, keeping an open mind, social responsibility, and international awareness.”

Clara Navarro
Business Analyst
Mckinsey & Company
Dialogue with the Business World

Understanding the challenges facing business organisations is vital for innovation. Dialogue with companies is a fundamental part of ESADE’s activities; it makes it possible to up-date our programmes with the latest trends in management and as a result provide participants with the management development skills that companies need.

Professional Management Council

This is an advisory council composed of respected professionals whose function is to ensure that programme contents are appropriate to the needs of the professional world.

Juan Arena
President, Bankinter
Maite Arango
Vice President, Grupo Vips
José Ramón Arce
Former President, Lilly
Domingo Arochina
President, Grupo INDAS
Marcial Campos Calvo-Sotelo
Former Managing Partner, McKinsey
Rafael de Ramón
Director General, Saint Gobain Canalización
Miguel Fernández de Pinedo
President, Fundació PricewaterhouseCoopers
Antonio Garrigues Walker
President, Garrigues
Antonio Gutiérrez Vergara
Member of Congress
Juan Pablo Lázaro Espinosa de los Monteros
Executive President, ASM
Ivan Martén
Vice President, The Boston Consulting Group
José M. Martín Patino
President, Fundación Encuentro
Amparo Moraleda
President, IBM Spain and Portugal

Juan José Nieto
President, HSM Group
Francisco Román
Chief Executive, Vodafone
Juan Soto
Former President, Soto Commission for the Development of the Information Society
Choosing ESADE is a commitment to the values that mark the difference

Internationality - Esade Around The World

Almost 50 years ago, ESADE sensed the growing importance of the international dimension of management. Over the ensuing years ESADE has built a solid network of international relations with prestigious institutions, introducing knowledge and skills into its programmes which enable its Alumni to develop in an international and multicultural context.

An extensive and prestigious network of international relations

Its network of international relations has enabled ESADE to exchange students, professors and knowledge at the very highest level. Today, ESADE has collaboration agreements with over one hundred leading universities around the world and is the European institution with the most extensive exchange network in Asia and Latin America.

Founding member of the Community of European Management Schools (CEMS)

ESADE is a founding member of the Community of European Management Schools (CEMS), a network of excellence composed of 29 of the most prestigious universities and more than 50 multinational companies. CEMS has designed the Master in International Management (CEMS MIM), a programme with a markedly international content. ESADE is the sole Spanish institution offering the CEMS MIM.

Maintaining an international perspective: International Advisory Board

The International Advisory Board, comprising Managing Directors and presidents of major multinational companies, meets once a year at ESADE to exchange its multidisciplinary and international views with the directors of our School. The Members of the Board set out the educational needs for future managers and trends in the management field so that they can be incorporated into ESADE’s programmes and values.

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tr>
<td>Bérnard Castaing</td>
<td>Former Global Vice-President of Procter &amp; Gamble</td>
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<td>Xavier Ferran</td>
<td>Head of Lion Capital</td>
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<tr>
<td>Hanneke C. Frese</td>
<td>Former Head of the Capabilities Group, Zürich Financial Services</td>
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<tr>
<td>Michael C. Jensen</td>
<td>Professor Emeritus in Business Administration, Harvard Business School</td>
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<td>Alex O. Lendi</td>
<td>President &amp; CEO of Lis International Company</td>
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<tr>
<td>Philippe Louvet</td>
<td>Corporate Development &amp; Training Director of L’Oréal</td>
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<tr>
<td>Christine Lagarde</td>
<td>Former President of Baker &amp; McKenzie Executive Committee and Minister of the Economy of France</td>
</tr>
<tr>
<td>David Risher</td>
<td>Former Senior Vice President of Amazon.com</td>
</tr>
<tr>
<td>Mario Vaupel</td>
<td>Founder and Director of ERGO Management Akademie</td>
</tr>
<tr>
<td>Ingo Zuberbier</td>
<td>Former Vice-President of Lintas World Wide</td>
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Cooperation
From its very beginnings, ESADE has shown commitment to a style of management based on cooperation. Cooperation means working together – joining forces to achieve a common goal. So cooperation requires teamwork, but also leadership, motivation, creativity and the capacity to plan and communicate. In developing these skills, it is necessary to experiment, try things out and make mistakes, to hesitate and persevere. With such an ambitious objective at stake, traditional learning methods serve little purpose. Therefore, ESADE has sought to adapt the most diverse and innovative methodologies to its educational undertaking: an understanding in which the experience of learning is as important as its ultimate aim.

Social Responsibility
Freedom, including market freedom, is measured in terms of responsibility. Corporate social responsibility is not just another heading in the company report. It implies a particular approach to corporate management. Every action entails a responsibility and the company is the instigator of many actions whose consequences affect society as a whole. Thus it is important that the people who are going to manage organisations are aware of their professional responsibility. Although there are some who maintain that these are contradictory objectives, ESADE’s aim is to prepare individuals who are professionally competent and socially committed.

In the university field, ESADE has initiated two cooperation programmes. Firstly, the University Development Service Programme, which offers the opportunity to gain work experience in El Salvador, Guatemala or Nicaragua. The students bring their corporate management knowledge to various social and business initiatives, thereby contributing to the formation of human capital and to economic development in these countries. Secondly, the Reprieve Foundation Programme, which offers Law students the opportunity to gain professional experience by assisting in the legal defence of people with no economic resources and who are on death row in the United States.
ESADE’s MSc Programmes in Management are demanding and innovative one-year programmes taught entirely in English. There are three different Master of Science programmes aimed at recent Business Management graduates: Master in International Management, Master in Marketing Management and Master in Finance. Additionally, participants can opt to take the Combined Programme, leading to a double degree: the ESADE MSc Programmes in Management and the CEMS Master in International Management conferred by the prestigious Community of European Management Schools.
THE DEMANDING, INNOVATIVE PROGRAMMES ARE AIMED AT GRADUATES IN BUSINESS MANAGEMENT WHO HAVE BOTH THE TALENT AND MOTIVATION NEEDED TO BECOME HIGH-FLYERS IN THEIR RESPECTIVE FIELDS. GRADUATES OF THE YEAR-LONG DEGREES ARE THOROUGHLY FAMILIARISED WITH THE LATEST MANAGEMENT TRENDS. THE MATERIAL COVERED HAS A STRONG PRACTICAL APPROACH AND DEVELOPS KEY MANAGEMENT SKILLS. THE COURSES ARE TAUGHT BY FACULTY AND PROFESSIONALS WHO ARE RENOWNED IN THEIR RESPECTIVE FIELDS.

1 The latest management trends imparted to the most exacting academic standards
The programmes provide an innovative, multidisciplinary approach to management in all corporate functional areas. They are imparted with the academic rigour that characterises all of ESADE’s programmes.

2 The programmes are flexible and tailored to participants’ interests
During the first phase of the programme, participants focus on the fundamentals of their area of specialisation. The remainder of the programme is very flexible, and participants can choose from a wide variety of electives to suit their academic and professional interests.

3 The programmes offer a practical application of the latest management trends.
The programmes provide a sound academic foundation in management and illustrate the discipline’s practical applications in daily corporate life.

4 A methodology oriented towards the learning and development of management competencies
The learning methodology employed in the MSc Programmes in Management focuses on individual participants and covers the key knowledge, skills, and competencies that are vital for forging a top-level international career. These key aspects include cooperation, an international mindset, cross-cultural communication, leadership, and the ability to negotiate effectively. These objectives are attained through a combination of diverse, highly innovative approaches to learning.
Making the right choice in terms of a Master’s degree to round off one’s university training is vital. ESADE’s MSc Programmes in Management offer a second cycle of university studies at one of the world’s leading business schools. The programmes are academically rigorous, strongly oriented towards professional practice, international management skills, and draw up on participative student-centred learning. They focus on laying the sound foundations for a top-flight business career. We seek talented individuals with vision and an entrepreneurial spirit who aim to become tomorrow’s business leaders. “Are you one of them?”
7 Management from a truly international perspective

- **International programmes**
  International learning needs to be applied in an international setting. During the academic year, participants can take part in intensive study periods at one of the hundred leading universities and business schools that make up ESADE’s international network. These spells abroad include university seminars and visits to local companies. The number of places for the International Programmes is limited.

- **Language learning**
  In the context of international management development, the programmes offer various tools to enhance participants’ international profiles. Accordingly, ESADE provides the opportunity to study business Spanish or where appropriate, French or German.

- **Multi-cultural Campus**
  The programmes are rounded off by the vibrant, cosmopolitan atmosphere found on ESADE’s Barcelona Campus. Students work with classmates from other countries, helping them hone their professional skills in teams whose members come from diverse cultural backgrounds.

8 Training that mirrors the professional world

- **Constant dialogue with companies**
  The MSc Programmes in Management are the fruit of ESADE’s constant dialogue with companies and the School’s quest to cater to firm’s ever-changing needs. ESADE’s programmes reflect the latest trends in management.
  The knowledge and skills imparted in these programmes meet the daily challenges that are faced by companies world-wide, as well as the challenges they are likely to face in the future. This makes graduates from the MSc Programmes in Management highly sought-after by companies, regardless of the industry in which they operate.

- **Designing and managing a professional career**
  Participants receive advice from ESADE’s Career Services right from day one. A specialised Human Resources team helps students draw up their career aims. Career Services hold various events to forge contacts between participants and the business world: Career Forums, corporate presentations, on-campus interviews, etc. Career Services also holds seminars providing the tools required for successfully managing a professional career.

9 Internationally-recognised qualifications

Participants who successfully complete one of the programmes are conferred the degree of: Master in International Management, Master in Marketing Management or Master in Finance. These qualifications are official and internationally recognised.
There is also the possibility of obtaining a further qualification at the same time, namely the Master in International Management, conferred by the Community of European Management Schools (CEMS).

In Spain, this qualification can only be obtained at ESADE. The Master in International Management is accredited by the prestigious Community of European Management Schools.

Programmes for a select few

They are very exclusive programmes: the number of places is limited thus permitting each individual student to receive personalised attention.

We seek candidates with proven intellectual skills, development potential and who are strongly motivated to learn and share knowledge on business management. Those taking the programmes will be talented, enterprising people who are willing to give their utmost in rising to the challenge of studying at ESADE.

Financial Times (September 2008)

ESADE’s MSc Programmes in Management have taken 16th place in the Financial Times European Masters in Management ranking, the second such ranking carried out by the prestigious British newspaper. The CEMS Master in International Management, taught at several European universities and available in Spain only at ESADE, has ranked 3rd. ESADE has ranked 2nd in Europe in “placement success”, based on the percentage of students who find employment through the Career Services office.

THERE ARE THREE MSc PROGRAMMES IN MANAGEMENT AT ESADE: MASTER IN INTERNATIONAL MANAGEMENT, MASTER IN MARKETING MANAGEMENT AND MASTER IN FINANCE.
THE EVER-QUICKENING PACE OF GLOBALISATION SINCE THE 1990s HAS MADE CORPORATE OPERATIONS MORE COMPLEX. PROFESSIONALS WISHING TO MANAGE COMPANIES NEED SPECIALISED INTERNATIONAL TRAINING IF THEY ARE TO DEVELOP THE COMPETENCIES NEEDED TO WORK IN A MULTI-CULTURAL, GLOBAL SETTING.

THE MASTER IN INTERNATIONAL MANAGEMENT AROSE FROM THE NEED TO TRAIN PROFESSIONALS WHO COULD RISE TO THE NEW CHALLENGES POSED BY INTERNATIONAL MANAGEMENT. THE PROGRAMME COMPRISSES FOUR STAGES, DESIGNED TO GRADUALLY BRING PARTICIPANTS TO GRIPS WITH INTERNATIONAL MANAGEMENT.

1. September - December
The Foundations of International Management

In this module, participants acquire the foundations of international management. The approach adopted stresses practical application. This comprises four core courses (which constitute the key to subsequent specialisation), and a common course for all specialisations linked with Corporate Social Responsibility.

Core courses
- International Business Strategy
- International Finance
- International Marketing Strategies
- Managing People Globally
- Business in Society

2. January
Personal and Professional Development

The whole of January is given over to developing personal and professional skills and competencies, particularly multi-cultural sensitivity and the ability to operate in diverse cultural settings. Career Services will hold a set of career planning and management activities at the same time.

- **International programmes**: Optional intensive weeks abroad, giving participants the opportunity to familiarise themselves with different cultures and put the knowledge gained during the first term into practice. These periods abroad include seminars at world-class universities forming part of ESADE’s international network. The number of places for the International Programmes is limited.
- **Management skills**: Seminars for developing key management competencies such as leadership, teamwork and negotiation.
- **Career planning**: Participants receive advice and guidance from Human Resources specialists, and take part in activities at ESADE (e.g. the Career Forum, and institutional presentations) that bring them into contact with the business world.
3. February - April

Advanced International Management

This module helps participants tailor the programme to their career aims. Participants choose from among a wide range of elective courses to select those that best meet their needs and professional interests. This is the moment to customise individuals’ academic curriculum.

The participant must take five courses with a strong practical, international orientation. These courses employ a highly interactive methodology and are largely based on participants’ initiative and work. Students with a sufficiently good level of Spanish can take some of the courses in this language:

**International Electives (choose two)**
- Capital Markets & Portfolio Management
- Growth Issues in Emerging Economies
- Dynamics of Organizational Change and Learning in Organizational Networks
- Social Entrepreneurship: Nonprofit Management and Leadership
- Topics in International Economics
- Topics in Economic Integration and Regional Economics
- Bolsa y Mercados Internacionales

**Preparation for the Research Project (choose one):**
- Preparing a Business Plan
- Project Management
- Writing a Master Thesis

**Free Electives (choose two)**
- Business Environment and Public Policy
- Consulting Information Systems
- Consumer-Centric Marketing
- Corporate Strategy
- Derivatives
- Family Business Management
- International Business Strategy
- Leadership
- Management Control Systems
- Managing Innovation
- Managing Services
- Media Convergence and new Business Models
- Motivation, Values and Commitment
- Product & Brand Management
- Risk Management in Financial Institutions
- Real Estate Financial Management
- Social Networks
- Supply Chain Management
- Banca Privada y Gestión de Patrimonios
- Estructuras de Mercado y Decisiones Estratégicas de la Empresa
- Fusiones, Adquisiciones y otras Alianzas Estratégicas
- Gestión Turística y del Ocio
“A very important aspect of my Master at ESADE was the people I met: a class of more than 60 participants from a wide range of countries, and all with different personalities, views on life and aspirations. But they were all unique individuals and potential future managers with excellent academic backgrounds and sharp minds.

Based on group work, ESADE’s learning system enabled us to take advantage of one another’s personal capabilities and skills, learn from them and take a step forward. We learned how to work efficiently in groups respecting each other’s different views – a necessary skill in today’s team-based business world. We created a very powerful network of contacts that may well prove useful in our future careers. And we also made good friends.

I am one of those romantics who believe that it’s all about people: individual contributions and group performance can define success or failure. And in that respect my Master at ESADE was an absolute success”.

Georgia Mantidou
Alumnus
Greece
2.2 Master in International Management

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<th>SEPTEMBER - DECEMBER</th>
<th>Principles of International Management</th>
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<td>• International Business Strategy</td>
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20 ECTS

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<td>Management skills</td>
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<td>Planning a professional career</td>
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5 ECTS

ECTS: European Credit Transfer System

Language learning: Spanish, French or German
4. May - July
Research Project
The Research Project is a key part of the Master in International Management. The module stresses initiative. Participants choose a theme or field that they want to research and this can take the following forms. Participants receive full support from their personal Faculty Advisor, regardless of the format chosen.

1. Through a business creation project. The aim here is to foster an entrepreneurial spirit.
2. Through a professional internship in a Spanish or foreign company, in which the programme participant is responsible for developing a project under the supervision of a manager.
3. Through the writing of a master thesis that demonstrates the student’s research abilities.

“Scottish & Newcastle is one of the world’s best international brewing companies. It occupies leading positions in 14 European and Asian markets and exports to over 60 countries. Scottish & Newcastle runs an “International Graduate Programme” (IGP) to foster training, skill development, international orientation, and to realise the full potential of graduates joining the programme. Scottish & Newcastle recruits ESADE graduates because they are well-qualified, multi-lingual, ambitious, and rise to challenges. Our company needs such individuals because it is growing quickly and operates in an ever-changing market.”

Juan Luis Restrepo, CEO
Scottish & Newcastle

FEBRUARY - APRIL
Advanced International Management
2 International Electives
2 Free Electives
1 Preparation for the research project

20 ECTS

MAY - JULY
Research Project
Company creation project
Professional internship with a national or international company
Thesis

15 ECTS

Having successfully passed all the modules, participants are conferred the Master in International Management Degree from ESADE (URL).

=60 ECTS

Degree
MARKETING IN COMPANIES AND AS AN ACADEMIC DISCIPLINE HAS DEVELOPED BY LEAPS AND BOUNDS SINCE PROF. THEODORE LEVITT WROTE HIS FAMOUS ARTICLE “THE MARKETING MYOPIA” BACK IN 1963. THE FIELD MOVED FROM THE MARKETING OF CONSUMER PRODUCTS TO THE MARKETING OF SERVICES. IT LATER SHIFTED TOWARDS INDUSTRIAL PRODUCTS, RELATIONAL MARKETING, AND MORE RECENTLY, BRAND MANAGEMENT. THE ADVENT OF INTERNET CREATED A NEW SALES AND COMMUNICATION CHANNEL, BROADENING THE MARKETING FUNCTION IN COMPANIES IN THE CONTEXT OF AN INCREASINGLY GLOBALISED ECONOMY.

This development has been accompanied by greater sophistication in the tools used by companies in carrying out their marketing plans. Information and Communication Technology (ICT) plays a key role in this respect. This is why companies seek creative, well-trained professionals who are capable of innovating marketing practices in their respective companies. The Master in Marketing Management turns out graduates who fit the bill. The programme comprises four stages that gradually familiarise participants with the marketing management field.

1. September - December

**Keys to a Career in Marketing**

This module provides a sound knowledge of practical marketing. It comprises four core courses (which constitute the key to subsequent specialisation), and a common course for all specialisations linked with Corporate Social Responsibility.

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<td>• International Marketing Strategies</td>
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“ESADE students match the profile of the kind of people we recruit – young, talented individuals who add value to our company throughout their careers. Moreover, ESADE fosters contact between students and the company, which enhances the likelihood of good recruitment choices that benefit all concerned. We set great store by: academic training that reflects our business setting, integrated training in technical skills and personal development, mastery of English, and an interest in furthering one’s career in a company like ours. Our position as a leading company in branding and technology means we primarily seek candidates in the commercial field (Marketing and Sales), Finances, and Human Resources.”

Elisabet Santos
Head of Recruitment
Henkel Ibérica
2. January
Personal and Professional Development
The whole of January is given over to developing personal and professional skills and competencies, particularly multi-cultural sensitivity and the ability to operate in diverse cultural settings. Career Services will hold a set of career planning and management activities at the same time.

- **International programmes**: Optional intensive weeks abroad, giving participants the opportunity to familiarise themselves with different cultures and put the knowledge gained during the first term into practice. These periods abroad include seminars at world-class universities forming part of ESADE’s international network. The number of places for the International Programmes is limited.
- **Management skills**: Seminars for developing key management competencies such as leadership, teamwork and negotiation.
- **Career planning**: Participants receive advice and guidance from Human Resources specialists, and take part in activities at ESADE (e.g. the Career Forum, and institutional presentations) that bring them into contact with the business world.

3. February – April
Developing a Marketing Profile
This module helps participants tailor the programme to their career aims. Participants choose from among a wide range of elective courses to select those that best meet their needs and professional interests. This is the moment to customise individuals’ academic curriculum. The various elective courses set out two study tracks:

- **Product & Brand Management**
- **Trade Management**

The participant must take five courses with a strong practical and international orientation. These courses employ a highly interactive methodology and are largely based on participants’ initiative and work. Students with a sufficiently good level of Spanish can take some of the courses in this language.

**Marketing Electives (choose two)**

- Design Management
- E-Commerce
- Key Account & Sales Management
- Business to Business Marketing
- Marketing Communications
- Marketing for Entrepreneurs
- Marketing Services
- Retail Innovation
- Marketing Relacional
- Trade & Category Management
“I took part in the first MSc in International Management, graduating in 2007, and I can say that it was definitely the best opportunity of my life. Not only is ESADE a powerful brand in the labour market, but the expertise of faculty - combined with a highly stimulating environment - helped me build strengths and methods to take on the challenges of the workplace. I firmly believe that no matter what you’re interested in, from Marketing to Investment Banking, ESADE can provide the instruments necessary to achieve your personal goals. On a final note, which goes beyond the academic reality, I think there’s one point that no other business school in the world can equal: ESADE’s combination of excellence and amazing location (Barcelona). I learned Spanish in no time and got to live in one of the most exciting cities in the world which has left me with thousands of indelible memories.”

Andrea Cannavò
Alumnus
Italy
Free Electives (choose two):
- Business Environment and Public Policy
- Consulting Information Systems
- Consumer-Centric Marketing
- Corporate Strategy
- Derivatives
- Family Business Management
- International Business Strategy
- Leadership
- Management Control Systems
- Managing Innovation
- Managing Services
- Media Convergence and new Business Models
- Motivation, Values and Commitment
- Product & Brand Management
- Risk Management in Financial Institutions
- Real Estate Financial Management
- Social Networks
- Supply Chain Management
- Banca Privada y Gestión de Patrimonios
- Estructuras de Mercado y Decisiones Estratégicas de la Empresa
- Fusiones, Adquisiciones y otras Alianzas Estratégicas
- Gestión Turística y del Ocio

Preparation for the Research Project (choose one):
- Preparing a Business Plan
- Project Management
- Writing a Master Thesis

September - December
Keys to a Career in Marketing
- Branding
- Consumer Behaviour
- Sales Management
- International Marketing
- Business in Society

20 ECTS

January
Personal and Professional Development
International seminars or study tours
Planning a professional career

5 ECTS

ECTS: European Credit Transfer System
Language learning: Spanish, French or German
4. May - July
Research Project

The Research Project is a key part of the Marketing Management programme. The module stresses initiative. Participants choose a theme or field which they want to research and can take the following forms. Participants receive full support from their personal Faculty Advisor, regardless of the format chosen.

1. Through a business creation project. The aim here is to foster an entrepreneurial spirit.
2. Through a professional internship in a Spanish or foreign company, in which the programme participant gets the opportunity to put theory into practice.
3. Through the writing of a master thesis that demonstrates the participant’s research abilities.

Having successfully passed all the modules, participants are conferred the Master in Marketing Management Degree from ESADE (URL).
TODAY, CORPORATIONS FACE THE CHALLENGE OF MAKING INVESTMENT DECISIONS IN A GLOBAL ENVIRONMENT AS WELL AS MAKING APPROPRIATE FUNDING DECISIONS IN AN INNOVATIVE AND VOLATILE FINANCIAL MARKET. IN THIS CONTEXT, THE VALUE CREATION PROCESS RANGES FROM IMPLEMENTING A FINANCIALLY STABLE STRATEGY TO IDENTIFYING AND RESPONDING TO FINANCIAL RESTRUCTURING OPPORTUNITIES IN THE MARKET. FINANCIAL DECISIONS MADE DURING THE VALUE CREATION PROCESS ALSO REQUIRE IDENTIFYING AND MANAGING SOURCES OF RISK, ESPECIALLY IN THE FINANCIAL MARKETS.

The Master in Finance aims to prepare participants for a successful career in Financial Corporate Management and corporate relations with the markets. The programme focuses on the financial decisions that allow firms to succeed in a competitive environment. The role of financial markets is a determinant of corporate value and a source of possible financial strategies. The programme pays special attention to these roles. In terms of short-term financial decisions, the programme provides tools for financial analysis and strategy implementation. Key drivers of value, value measurement and strategic financial decisions are studied from a practical viewpoint.

1. September - December
The Foundations of Finance
This module provides participants with a grounding in the foundations of value creation over the short and long term, with a basic understanding of the financial markets and the tools needed to effectively and practically measure value.

Core courses
- Financial Analysis and Reporting
- Corporate Valuation
- Investments
- Financial Modelling
- Business in Society
“ESADE training is considered a big plus when it comes to selecting staff. Many of our current professionals were trained at the school and they have proven extremely effective. ESADE alumni have an international profile. They are flexible and multilingual – both characteristics needed in today’s ever-changing, complex, global work settings. They also have an excellent theoretical and methodological grounding in business, and are self-reliant and capable of working as part of a team in the various fields of real estate consultancy. ESADE alumni bring new approaches to our company and sound academic training which is put into effect in daily professional practice.”

Beatriz Tielve
CB Richard Ellis
2. January
Personal and Professional Development
The whole of January is given over to developing personal and professional skills and competencies, particularly multi-cultural sensitivity and the ability to operate in diverse cultural settings. Career Services will hold a set of career planning and management activities at the same time.

- **International programmes**: Optional intensive weeks abroad, giving participants the opportunity to familiarise themselves with different cultures and put the knowledge gained during the first term into practice. These periods abroad include seminars at world-class universities forming part of ESADE’s international network. The number of places for the International Programmes is limited.
- **Management skills**: Seminars for developing key management competencies such as leadership, teamwork and negotiation.
- **Career planning**: Participants receive advice and guidance from Human Resources specialists, and take part in activities at ESADE (e.g. the Career Forum, and institutional presentations) that bring them into contact with the business world.

3. February – April
Advanced Financial Management
Participants can use this module to customise their professional career. They can choose from among a wide range of elective courses designed to provide an in-depth focus on different corporate financial perspectives, including corporate strategies and the environment in which firms carry out their activity. Participants are required to take a minimum of two subjects from the Finance electives category and a maximum of two subjects from the Free electives category. Some of the courses are available in Spanish for those participants with a sufficient command of the language.

The courses employ a highly interactive methodology and are largely based on participants’ initiative and work.

**Finance Electives (choose two)**
- Mergers & Acquisitions
- Financial Corporate Restructuring
- Private Equity and Venture Capital
- Derivatives and Structured Products
- Financial Risk Management
- Corporate Risk Management
- Financial Corporations Management
- Portfolio Management
- Management Control Systems
- Auditing and Reporting
# Master in Finance

## Preparation for the Research Project (choose one):
- Preparing a Business Plan
- Project Management
- Writing a Master Thesis

## Free Electives (choose two)
- Business Environment and Public Policy
- Consulting Information Systems
- Consumer-Centric Marketing
- Corporate Strategy
- Derivatives
- Family Business Management
- International Business Strategy
- Leadership
- Management Control Systems
- Managing Innovation
- Managing Services
- Media Convergence and new Business Models
- Motivation, Values and Commitment
- Product & Brand Management
- Risk Management in Financial Institutions
- Real Estate Financial Management
- Social Networks
- Supply Chain Management
- Banca Privada y Gestión de Patrimonios
- Estructuras de Mercado y Decisiones Estratégicas de la Empresa
- Fusiones, Adquisiciones y otras Alianzas Estratégicas
- Gestión Turística y del Ocio

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### SEPTEMBER
**Welcome Week**

### SEPTEMBER - DECEMBER
**The Foundations of Finance**
- Financial Analysis and Reporting
- Corporate Valuation
- Investments
- Financial Modelling
- Business in Society

**20 ECTS**

### JANUARY
**Personal and Professional Development**
- International seminars or study tours
- Management skills
- Planning a professional career

**5 ECTS**

**ECTS**: European Credit Transfer System

**Language learning**: Spanish, French or German
4. May - July
Research Project
The Research Project is a key part of the programme. The module stresses initiative. Participants choose a theme or field which they want to research and can take the following forms.
Participants receive full support from their personal Faculty Advisor, regardless of the format chosen.
1. Through a business creation project. The aim here is to foster an entrepreneurial spirit.
2. Through a professional internship in a Spanish or foreign company, in which the programme participant gets the opportunity to put theory into practice.
3. Through the writing of a master thesis that demonstrates the participant’s research abilities.

FEBRUARY - APRIL
Advanced Financial Management
2 Financial Electives
2 Free Electives
1 Preparation for the research project

20 ECTS

MAY - JULY
Research Project
Company creation project
Professional internship with a national or international company
Thesis

15 ECTS

Having successfully passed all the modules, participants are conferred the Master in Finance Degree from ESADE (URL).
Pending approval and publication in the BOE (Official State Gazette).

=60 ECTS

Degree
THE CEMS MIM IS A PRE-EXPERIENCE PROGRAMME BUILDING ON THE ANALYTICAL CAPACITIES AND THE ADVANCED KNOWLEDGE WHICH STUDENTS HAVE PREVIOUSLY ACQUIRED IN THREE TO FOUR YEARS OF UNIVERSITY EDUCATION IN MANAGEMENT OR ECONOMICS. THE MIM CHALLENGES THEM TO ACTIVELY APPLY THESE CAPACITIES AND DISCUSS REAL-LIFE BUSINESS SCENARIOS WITH SPECIALISTS FROM MULTINATIONAL COMPANIES AND ACADEMICS FROM VARIOUS DISCIPLINES. THIS HELPS PARTICIPANTS BRIDGE THE GAP BETWEEN ACADEMIC AND BUSINESS LIFE BEFORE THEY ACTUALLY START OUT ON THEIR CAREERS.

It is possible to obtain a Master in International Management from CEMS at the same time as one of ESADE’s MSc Programmes Management by following a given study itinerary and by taking part in an International Exchange Programme. The combined programme comprises five stages. From September to December, each participant follows the syllabus laid down for their chosen programme (i.e. Master in International Management, Master in Marketing Management or Master in Finance). The following modules must be taken from February onwards:

**January**

**Personal and Professional Development**

- **A Blocked Seminar:** Intensive one-week seminars on an innovative Management topic. Students from all CEMS institutions gather for the Blocked Seminars which are led by international teams of teachers from various disciplines.

**February – April**

**Advanced International Management / Developing a Marketing Profile / Advanced Financial Management**

During this module, the participant must take:

- **The CEMS Business Project:** Business Projects are designed as a real-life learning experience for participants. International student teams solve a company’s real business problem in a consultancy-like project, while training in process management, management by results and team-building.

- **1 CEMS Core Course, to be chosen from:**
  - Cross Cultural Management
  - Doing Business Globally

CEMS courses build the bridge between university education and company activity. They are interactive in their teaching format, interdisciplinary in their analytical approach and deal with complex business issues in an international dimension.

- **2 CEMS Electives to be chosen from among ESADE elective courses.**
May - July
International Internship
At this stage participants conduct a tutored Research Project during an internship in a company. This internship is an intercultural experience and must take place in a country other than the student’s country of origin and that of the hosting institution. Internships provide students with a real-life professional learning experience by integrating them into an organisation’s culture and processes.

September - December
The CEMS MIM International Exchange
During this module, participants must complete the CEMS MIM programme at one of the European universities making up the CEMS network. The courses to be taken at the foreign university are:
• 2 CEMS Core Courses to be chosen from among those offered by the foreign university.
• 2 CEMS Electives to be chosen from among those offered by the foreign university.

“ESADE is one of the main business schools we recruit from each year when seeking new members for our management team. A large number of ESADE alumni work in the Boston Consulting Group, and many have reached partnership positions. ESADE provides people who have developed analytical and quantitative skills through their studies, and who are used to communicating effectively and working as part of a team. They are individuals who have demonstrated their learning abilities in a demanding, top-flight business school and their preparedness for working in the business world. ESADE graduates joining the Boston Consulting Group have excellent academic training and are good at planning their work. They also possess the skills needed to identify and solve the complex problems that arise in strategic consultancy work.”

Natalia Cassinello
Recruitment Director
Boston Consulting Group
Combined Programme: ESADE’s MSc Programmes in Management + CEMS Master in International Management

### MSc Programmes in Management

**SEPTEMBER - DECEMBER**

- **5 Core Courses**

20 ECTS

**JANUARY**

- International seminars
- Management skills
- Planning a professional career

5 ECTS

### CEMS MIM

MSc ESADE + CEMS MIM = 90 ECTS (European Credit Transfer System)
<table>
<thead>
<tr>
<th>FEBRUARY - APRIL</th>
<th>MAY - JULY</th>
<th>SEPTEMBER - DECEMBER/ JANUARY</th>
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<td>2 Master Electives</td>
<td>Research Project</td>
<td>1 CEMS Core Course</td>
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<td>2 Free electives</td>
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<td>CEMS Electives</td>
</tr>
<tr>
<td>Preparation for the Research Project</td>
<td></td>
<td>Term abroad</td>
</tr>
</tbody>
</table>

| 20 ECTS | 15 ECTS | 30 ECTS |
2.6 Academic Information

**Academic year**
The academic year runs from the second half of September to the middle of July.

**Commitment**
ESADE’s MSc Programmes in Management carry 60 ECTS, which is the equivalent of a year of full-time study. Classes are given from Monday to Friday. Afternoons are reserved for private study and teamwork.
The combined MSc Programmes in Management and CEMS Master in International Management carries 90 ECTS and finishes in December of the second year. An additional term therefore needs to be taken in order to obtain the CEMS MIM.

**Qualification**

**Master in International Management**
Participants who pass all of the programme course modules are conferred the following degree: Master in International Management from ESADE (Universitat Ramon Llull).

**Master in Marketing Management**
Participants who pass all of the programme course modules are conferred the following degree: Master in Marketing Management from ESADE (Universitat Ramon Llull).

**Master in Finance**
Participants who pass all of the programme course modules are conferred the following degree: Master in Finance from ESADE (Universitat Ramon Llull). Pending approval and publication in the BOE (Official State Gazette)

**Master in International Management +CEMS MIM**
Participants who successfully complete all of the relevant programme modules obtain the following double degree:
- Master in International Management from ESADE (Universitat Ramon Llull).
- Master in International Management (CEMS).

**Master in Marketing Management +CEMS MIM**
Participants who successfully complete all of the relevant programme modules obtain the following double degree:
- Master in Marketing Management from ESADE (Universitat Ramon Llull).
- Master in International Management (CEMS).

**Master in Finance +CEMS MIM**
Participants who successfully complete all of the relevant programme modules obtain the following double degree:
- Master in Finance from ESADE (Universitat Ramon Llull). Pending approval and publication in the BOE (Official State Gazette)
- Master in International Management (CEMS MIM).
2.7 Student Profile

Young, talented graduates from the world over

The profile of a student in this program is of a young graduate in Business Management (or similar discipline), who has decided to take on the challenge of furthering his or her education in an internationally-renowned Business School, to acquire the necessary knowledge and skills to set his or her professional career off to a first-class start. Coming from any country in the world, he or she is looking for an international experience in a global and cosmopolitan environment, and such is the ESADE Campus in Barcelona.

Class of 2008

141
Number of participants

91
Master in International Management

50
Master in Marketing Management

33
Nationalities
International students 88%

23
Average age
Women: 40% / Men: 60%

610
Average GMAT score

Nationalities
Austria > Belarus > Belgium > Brazil > Bulgaria > Canada > Colombia > Croatia > France > Germany > Greece > Hungary > India > Italy > Ivory Coast > Latvia > Lithuania > Macedonia > Netherlands > Norway > Portugal > Puerto Rico > Romania > Russia > Senegal > Serbia > Spain > Switzerland > Turkey > United Kingdom > USA > Venezuela > Yugoslavia
The practical focus for the MSc Programmes in Management starts with its methodology: this is focused on the participant and is completely oriented toward developing management skills and competencies through diversity and the integration of information technologies. Taught by academics and professionals who are renowned in their fields, the programmes ensure that participants acquire a practical vision of the business world.
Faculty Team: striking an academic and professional balance

OUR PROGRAMMES’ AIMS ARE AMBITIOUS AND REQUIRE A VERY HIGHLY QUALIFIED TEACHING TEAM TO ATTAIN THEM. THE TEAM REFLECTS OUR CONSTANT ATTEMPT TO STRIKE THE RIGHT BALANCE BETWEEN ACADEmia AND THE BUSINESS WORLD. ESADE’S TEACHING STAFF ARE PROFESSIONALS DRAWN FROM BOTH WITHIN AND OUTSIDE THE ACADEMIC AND BUSINESS WORLD. IN ADDITION, OUR RIGOROUS RESEARCH ACTIVITY ENSURES THAT WE CATER TO THE FUTURE NEEDS OF THE BUSINESS WORLD AND CONSTANTLY UPDATE OUR PROGRAMME TO ENSURE OUR STUDENTS GET THE BEST POSSIBLE TRAINING.

Many department members are working professionals, as well as being renowned academics. This means they have direct contact with professional circles and are constantly in touch with the latest trends in their subject areas. Each department collaborates closely with leading professionals in its field, who give courses, seminars and lectures and supervise research projects, among other activities.

The defining feature of the ESADE faculty is its sheer diversity. This diversity embraces country of origin, and academic and professional backgrounds. Diversity is undoubtedly one of the most exciting aspects of the open, international atmosphere of learning found at ESADE. The School’s faculty members all share the same unwavering commitment to quality and excellence that has characterised ESADE from its foundation.

“The abilities and values of ESADE students are ideally suited to a company like Procter & Gamble. The two key qualities we seek in our recruits are ones that ESADE has always fostered in its students:

– Leadership. The ability to rise to a challenge and mobilise resources is what characterises Procter & Gamble’s brands.

– Adaptation to and exploitation of change. Both features make the company a market leader in constantly-changing and ever more competitive markets.

ESADE training focuses firmly on these aspects and P&G needs people with these abilities. This perfect match over the last few decades explains why scores of ESADE students have joined Procter & Gamble with excellent results. ESADE students now occupy senior positions in Marketing, Finances, Customer Business Development, Customer Service, etc., playing a key role in the development of our brands and taking the company forward.”

Lluís Tricas
Procter & Gamble
### Faculty

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<th>Number</th>
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<tr>
<td>Visiting faculty</td>
<td>46</td>
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<tr>
<td>Executive Language Center faculty</td>
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<tr>
<td>Number of PhD’s (72.8%)</td>
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<tr>
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<tr>
<td>Total number of professors and academic assistants</td>
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<td>Part-time faculty</td>
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<td>Honorary faculty</td>
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<td>External Faculty</td>
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</tr>
<tr>
<td>Countries of origin</td>
<td>33</td>
</tr>
</tbody>
</table>

“After my Bachelor’s degree, I decided I wanted to go abroad again and see more of Europe. I wanted to do the CEMS MIM and knew that ESADE, whose learning approach I liked very much, was one of the partner universities. I also knew Barcelona was a great city so I decided to do the Combined Programme. It’s been an amazing nine months, a great combination of working really hard but playing hard as well. I’ve had a great time enjoying the city, playing sports, meeting people. Now it’s time to move on again. The Career Service helped me to find an internship with Goldman Sachs in London. Then, another internship with Boston Consulting Group in Amsterdam. And back to London again for the International Exchange Programme at London School of Economics. ESADE has made it all possible.”

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**Bastiaan Janmaat**  
Alumnus  
Netherlands
A learning methodology that focuses on participants and the development of management skills

Factors such as: globalisation; the impact of Information and Communication Technology (ICT); the need to optimise knowledge; and cultural diversity, all condition the training of future managers.

The business environment is an ever-changing one, rendering traditional teaching methods and bodies of knowledge useless. The Knowledge Society requires a learning system based upon the individual and which fosters both personal and professional skills and competencies.

The skills required are very diverse and include the ability to: size up a situation, resolve problems; take decisions; adopt a critical approach when it comes to seeking information. Organisation and planning, and being able to put one’s ideas across in various languages are also important. So too is co-operation and the ability to work with people from diverse academic and cultural backgrounds.

Ambitious learning aims require a combination of learning methodologies in order to mirror the complex world of company management:

**Active classes**
These are led by one or more teachers, who deal with the advanced themes in management interactively.

**Case studies**
Real company problems are discussed through case studies: a firm’s situation is analysed and alternative solutions are discussed.

**Management simulations**
A computer simulation of company management that allows participants to experience decision-making and its impact on a given company.

**Skill seminars**
Small groups work on developing management skills and competencies.

**Company internships**
Internships give participants the chance to work in a company for three months and put the knowledge and skills they have acquired on the programme into practice.

**Research projects**
Participants carry out individual or group research projects that not only delve deeper into a subject that interests them but also teach them how to manage different sources of information and to support their arguments in a reasoned discourse.

**Company creation projects**
Participants get the opportunity to carry out individual or team projects, whose aim is to foster an entrepreneurial spirit.
Competencies

Organisational and planning ability > Knowledge of languages > Information Technology > Information Management: search and analysis > Problem-solving > Decision-making > Critical ability and self-criticism > Teamwork > Multicultural sensitivity > Ability to work in an international context > Ethical commitment > Ability to practically apply one’s knowledge > Adaptation to change > Creativity > Leadership > Self-reliance > Project design and management > Initiative and demonstrating an entrepreneurial spirit > Concern for quality > Achievement motivated
An international-based education not only requires knowledge and skills but also the possibility of applying this acquired knowledge and skills at an international level. For this reason, along with the specifically international contents of the programmes and foreign language training, ESADE’s MSc Programmes in Management give participants the opportunity to take part in International Programmes. Through the Combined Programme, participants who are interested in doing so can access exclusive international networks such as the Community of European Management Schools.
ESADE’s MSc Programmes in Management include learning Spanish as part of its course, one of the business world’s most important languages. Participants with a sufficiently high level of Spanish can opt instead to study French or German.

Pursuing an international career requires the use of a set of tools that goes beyond the academic contents of any programme. Of these, among the most important are a knowledge of languages and the ability to function in an international environment. An integral aspect of this programme, taught in English, is that it gives participants the opportunity to learn Spanish. This means that by the end of the programme all participants, irrespective of their prior level of the language, will have enough knowledge of business Spanish to be able to pursue their professional career in any Spanish-speaking country.

Language classes will be held in ESADE’s prestigious Executive Language Center, an innovative centre specialising in language learning for professionals. Participants with a good existing level of Spanish at the start of the programme will be able to opt to study French or German instead, depending on their personal and professional preferences.
THROUGHOUT JANUARY, PARTICIPANTS ON THE ESADE MSc PROGRAMMES IN MANAGEMENT TAKE PART IN INTENSIVE PERIODS OF TRAINING ABROAD. THESE STAYS INCLUDE VISITS TO COMPANIES IN THE AREA VISITED AND SEMINARS DESIGNED JOINTLY WITH THE HOST UNIVERSITY.

These stays abroad are a highly valuable experience, contributing as they do to developing an international mindset. They are arranged in one or two of the universities and business schools that form part of ESADE’s network of international relations, from among more than 100 institutions throughout the world.

**Latest international programmes**
- January 2007: “Design Management” in Copenhagen Business School (Denmark)
- January 2008: “Entrepreneurial Growth and Transformation” in Babson College (Boston)
- January 2008: Doing Business in Latin America at ESADE Buenos Aires (Argentina)
- January 2009: Doing Business in China at Guanghua School of Management (China)

“I’m really glad I came to Barcelona to study at ESADE. It has been a great personal and professional experience. I consider the international component of the programme one of its most enriching elements. By working with people from different backgrounds and work styles - not to mention countries and cultures - our daily work became an interactive learning experience. ESADE helped me open doors into the professional world. Career Services work in close association with important companies and organisations, opening up future horizons. I did an internship in Pfizer J&J’s Consumer Healthcare Division and I will soon be starting as Business Analyst with McKinsey in Madrid.”

Paulina Salazar
Alumnus
Mexico
The Community of European Management Schools (CEMS) is an alliance between business and higher education. It currently comprises 27 of the world’s finest academic institutions, 9 non-European academic institutions and over 50 of the world’s leading multinational companies.

ESADE is a founder member of the CEMS and the only Spanish institution where students can study for the Master in International Management (CEMS MIM), a programme that has set the standards for excellence in international management training.

The CEMS MIM is designed jointly by the network of universities and companies that form the CEMS, and is directed at young people wishing to develop an international career.

ESADE offers the opportunity of completing the specifically international training of ESADE’s MSc Programmes in Management with the CEMS MIM, obtaining two highly prestigious international qualifications. Complementing the unmatched business education provided by CEMS MIM, there are a number of specific aids to help participants find the career to which they are best suited, including CEMS Career Forum, CEMS Online Job Market and CEMS Student Online CV Database.

CEMS Academic Partners

**Academic Members**

- Copenhagen Business School
- Corvinus University of Budapest
- École des Hautes Études Commerciales, Paris
- Escuela de Graduados en Administración y Dirección de Empresas, Tecnológico de Monterrey, Mexico
- ESADE, Barcelona
- Faculdade de Economia da Universidade Nova de Lisboa, Portugal
- Fundação Getulio Vargas - Escola de Administração de Empresas de São Paulo, Brazil
- Helsinki School of Economics
- Université Catholique de Louvain, Belgium
- London School of Economics
- Michael Smurfit School of Business, University College Dublin
- National University of Singapore
- Norges Handelshoyskole, Bergen
- RSM Erasmus University, Rotterdam
- St. Petersburg State University School of Management
- Stockholm School of Economics
- Szkola Glowna Handlowa, Warsaw
- Università Commerciale Luigi Bocconi, Milan
- Universität St. Gallen, Switzerland
- Universität zu Köln, Faculty of Management, Economics and Social Sciences, Germany
- University of Sydney, Australia
- Vysoka Skola Econimicka, Prague
- Wirtschaftsuniversität Wien, Austria

**Associate Members**

- Chinese University of Hong Kong, China
- Keio University, Japan
- Richard Ivey School of Business, University of Western Ontario, London, Canada
- Tsinghua University, Beijing, China
THE CEMS MASTER IN INTERNATIONAL MANAGEMENT (CEMS MIM), TAUGHT AT SEVERAL EUROPEAN UNIVERSITIES AND AVAILABLE IN SPAIN ONLY AT ESADE, HAS TAKEN 3rd PLACE IN THE FINANCIAL TIMES EUROPEAN MASTERS IN MANAGEMENT RANKING.

CEMS Corporate Partners

- A.T. Kearney
- Adidas Group
- BNP Paribas
- BP
- CEMEX
- Crédit Agricole S.A.
- Credit Suisse
- Deutsche Bank
- EADS
- Elcoteq SE
- Eni International Resources Ltd.
- Fidelity International
- Fortis
- Haniel
- Henkel
- Hydro
- Indesit Company, s.p.a.
- ING Group
- JP Morgan
- KGHM Polska Miedz
- Kone
- KPMG
- L’Oréal
- LVMH
- McKinsey & Company
- MOL RT
- Nestlé
- Nokia Corporation
- Novo Nordisk
- Oesterreichische Nationalbank
- OMV Aktiengesellschaft
- PricewaterhouseCoopers
- Procter & Gamble
- Randstad Holding
- Reuters
- Ringier AG
- Schindler Corporation
- Shell
- Siemens AG
- Skoda-Auto a.s.
- Société Générale
- Statkraft AS
- Statoil
- Stora Enso
- Swiss RE
- Tele2
- The Boston Consulting Group
- UBS
- UniCredit Group
- Vestas Wind Systems A/S
- Whirlpool
- Wolseley Group
- Zürich Financial Services
The management development training provided by the MSc Programmes in Management gives participants considerable advantages in accessing the professional world. Working toward this aim, Career Services organises a series of events intended to put participants into contact with scores of organisations. It also organises seminars to provide them with professional career management tools. On completing the programme and launching out on their professional careers, participants become part of the ESADE Alumni Association, an outstanding international network of 25,000 professionals working all around the world.
A PERSONALISED SERVICE TO PLAN A CAREER THAT MEETS YOUR AMBITIONS ESADE CAREER SERVICES IS AVAILABLE TO ALL STUDENTS. ITS MISSION IS TO GUIDE AND ADVISE STUDENTS ON HOW TO PREPARE AND PLAN THEIR CAREERS, PROVIDING THEM WITH THE TOOLS AND TRAINING NEEDED TO ENTER THE JOB MARKET SUCCESSFULLY.

Throughout your studies at ESADE, Career Services will be working closely with you, and our staff will provide you with the necessary tools to help you explore your career options. Our advice and training sessions will help equip you with the skills to effectively manage your career in the long term. The advantage of being a comparatively small business school is that our services can provide you with an unparalleled degree of individual attention and personalised service.

This involves defining the personal interests of each student in terms of professional scope, work structures, geographic areas, and sectors, etc. Therefore, one of Career Services’ most important tasks is to provide students with information on all these aspects, in addition to promoting contact with the business sector.

All students receive advice and support from a Career Manager. This personalised approach allows students to fine-tune their job search, enabling them to develop their personal potential based on their abilities.

Career Services liaise with companies and organisations that recruit ESADE graduates, matching candidates’ profiles with their vacancies. Every year ESADE Career Services deal with personnel selection for over 1,200 organisations in 30 countries.
Around 1,200 organisations from over 30 countries rely on Career Services to select their personnel.

Professional Internships
Professional internships are an excellent way to make contact with national and international organisations, and enable students to put their acquired knowledge into practice. This is a good way to start off your career, as many companies offer contracts to interns once they have completed their degree. Career Services received 847 internship offers for the 2006-2007 academic year.

Career Resource Centre: A resource centre offering all the consultation material you need to manage your own career.
- Corporate brochures with information from official bodies and companies
- Access to industry-specific databases
- Library with specific literature on career development: CV writing; preparing for a job interview; networking activities; negotiating offers; and so on
- Sector-specific newspapers and magazines
- Access to employment portals
- Access to job offers and internship announcements

Career Forum: Every January, the annual Career Forum is attended by over 40 companies, which come to the event to interview students and deliver presentations on their respective activities.

International Career Day: This event brings together global recruiters who are looking for candidates with international profiles.

Finance & Consulting Day: This event is aimed at putting students in touch with companies from the finance and consulting sectors. Around 25 companies take part in the Finance & Consulting Day sessions.

Corporate Presentations: Career Services offer companies the opportunity to deliver corporate presentations to give students an overview of the career opportunities offered by a given sector.

Sector-specific events: Sector-specific events are regularly held between the programme’s academic management and representatives of various organisations. These events are aimed at assessing students’ career paths and ascertaining the competencies that should be developed during the programme.

CV Book: This publication contains students’ academic and professional profiles. The CV Book is distributed to national and international companies so that they can get in touch with students directly.
5.2 Placement Data

Countries in which our graduates work

Germany > Cambodia > Spain > Holland > India > Italy > Morocco > Poland > Portugal > Russia > Switzerland > UK
Some of the companies that have hired ESADE graduates in the last few years

- Adidas-Group AG
- The Boston Consulting Group
- Brico Depot S.A.
- Cadbury España S.L.
- Citigroup-Emea Consumer
- Credit Agricole Luxembourg Private Bank
- Euroleague Basketball, S.L.
- Europraxis-Atlante, S.L.
- Europraxis Consulting S.A.
- Goldman Sachs International
- GE Money Bank
- Gb Global Corporate Finance, S.A.
- Interbrand
- Ipsen
- KPMG
- Lehman Brothers
- Lippincott Mercer
- Mckinsey & Co., Inc.
- Novartis Consumer Health S.A.
- Oliver Wyman
- Pirelli Neumáticos
- Procter & Gamble Service GmbH
- Procter & Gamble A.G. (Switzerland)
- Rothschild
- SONY España
- Societe Generale Asset Management
- Sara Lee Southern Europe S.L.
- The Boston Consulting Group
- UBS España, S.A.

“I am taking part in the European FC&A (Finance Control and Accounting) Programme in British Petroleum. Over the next three years, I will wear two hats in the financial field in two European countries. At the moment I am working in Swindon, UK as an Accounting Analyst in the Lubricants Division of the Castrol brand. My daily work involves carrying out reconciliations and passing on information to the Comptroller. My tasks involve dealing with reporting software and the preparation of last quarter forecasts for Head Office. My studies at ESADE launched my career. ESADE helped me develop the basic skills needed to succeed in an ever-changing, challenging global setting. ESADE taught me how to adapt to change—a skill that has proved invaluable in a large multinational like BP.”

Olalla Galofré
European FC&A Programme
British Petroleum
The Alumni Association

A Prestigious International Network
On completing the programme, participants become part of the extensive community of the ESADE Alumni Association: over 35,000 professionals working all around the world. The Alumni Association is dedicated to promoting personal and professional links among all of the community’s members.

Since its creation in 1989, the ESADE Alumni Association has become the largest voluntary professional association in Spain and the second largest in Europe.
<table>
<thead>
<tr>
<th>North America</th>
<th>South America</th>
<th>Europe</th>
<th>Australasia</th>
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<td>Canada</td>
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North America:
- Canada
- Colombia
- Costa Rica
- Ecuador
- El Salvador
- U.S.
- Guatemala
- Honduras
- Mexico
- Nicaragua
- Panama
- Puerto Rico
- Dominican Rep.

South America:
- Argentina
- Bolivia
- Brazil
- Chile
- Paraguay
- Peru
- Uruguay
- Venezuela

Europe:
- Germany
- Andorra
- Austria
- Belgium
- Denmark
- Spain
- Finland
- France
- Greece
- Iceland
- Israel
- Italy
- Lichtenstein

Australasia:
- Australia
- North Korea
- South Korea
- China
- India
- Japan
- Malaysia
- Singapore
- Taiwan
An international experience in Barcelona

Barcelona shares many of ESADE’s values: it is an open and Mediterranean city – cosmopolitan and creative. Retaining all of its charm, it is a large city that is also a great place to live.

ESADE’s Barcelona Campus (Sant Cugat) is a hive of activity and a meeting point for people from all around the world. Many of the University’s student associations are testimony to our initiative and founding spirit.
ESADE OFFERS STUDENTS THE MOST ADVANCED FACILITIES AND COMPLETE SERVICES TO BE ABLE TO SUCCESSFULLY COMPLETE THEIR EDUCATION. STUDENTS WILL FIND ALL THE TOOLS THEY REQUIRE BOTH INSIDE AND OUTSIDE THE CLASS.

Proof positive of this is the new ESADE campus in Barcelona-Sant Cugat, scheduled to be inaugurated at the outset of 2009. The new campus includes 19,800 square meters dedicated to academic activities and an additional 26,800 m² to companies. The campus includes a total of 46,600 m² of leading-edge facilities which incorporate the latest in academic innovation as well as academic services and leisure facilities to ensure a unique and quality university experience.

The new campus includes a library, a resource centre specialised in management, student housing and restaurant services. It is situated in a green area half an hour from downtown Barcelona by public transport.
THE ESADE CAMPUS IS A HIVE OF ACTIVITY, BOTH IN AND OUT OF CLASS. STUDENT INITIATIVE HAS LED TO THE CREATION OF ALL TYPES OF ASSOCIATIONS RUN BY THE STUDENTS THEMSELVES: CULTURAL, COMMERCIAL, SPORTING AND SOLIDARITY ASSOCIATIONS.

**Junior Company**
Junior Company is a non-profit association set up by ESADE students to carry out company projects and research. The services provided by Junior Company are many and varied: economic-financial analysis, market research, improvement of corporate information systems and general management advice, amongst others.

**Corporations & Society**
The aim of Corporations & Society is to promote research and participation in projects that involve creating a relationship between companies and their social environment: economic development, the Third and Fourth World and Corporate Social Responsibility.

**AIESEC: International Association of Economics and Business Studies Students**
AIESEC is an independent, apolitical and non-profit association run exclusively by students. Active in more than 70 countries, the association aspires to proactively promote business management development and serves as a link to the professional world via international co-operation.

**Department of Cultural Activities**
DAC promotes all types of cultural and social activities: student concerts, theatre and dance performances, conferences on various themes, film seasons, cultural excursions, photography courses and many other activities. The association publishes a magazine, titled ReDACción, which also serves as an internal information bulletin in which every ESADE student can express their opinions openly.

**ESADE Sports Association**
ESADE Sports organises important inter-university sporting events, such as the EURO-ESADE International Tournament, in which students from various European universities come together to compete.

**Buddy System**
This is a markedly international association. One of the main activities of the Buddy System is to help overseas students to integrate into ESADE life and into the city itself, through organising cultural and social activities. This association also organises an International Week, an event that attracts students from the most prestigious universities in the world.

**CEMSSA: CEMS Student Association**
This association aims to take advantage of academic cooperation among universities within the Community of European Management Schools (CEMS) to establish links between the students attending these institutions.
BARCELONA IS AN OPEN AND DISTINCTLY MEDITERRANEAN CITY. IT HAS MANY INTERESTING FEATURES THAT MAKE IT A TRULY FASCINATING PLACE TO LIVE. THE CITY’S ARTISTIC AND ARCHITECTURAL WEALTH ATTRACTS VISITORS FROM ALL OVER THE WORLD, MAKING IT A MEETING POINT FOR PEOPLE FROM DIFFERENT CULTURES. IN ADDITION TO ITS BEAUTY, BARCELONA IS A DYNAMIC AND COSMOPOLITAN CITY, AND ALTHOUGH AN IMPORTANT CENTRE FOR COMMERCE AND INDUSTRY, IT HAS MANAGED TO KEEP ITS WELCOMING AND FRIENDLY ATMOSPHERE.

A thriving professional community
As much due to its geographical location as to the character of its people, Barcelona is an important hub of industry, commerce and business. An area of influence has developed around the city, constituting one of the most important economic centres in southern Europe. The Port of Barcelona, a vibrant point of communication with the countries around the Mediterranean and the rest of the world, is without a doubt one of the great advantages in terms of the region’s economic prosperity and development. These characteristics make the city an enormously attractive location for the many foreign and national companies that have established their headquarters in Barcelona. At present, such a high concentration of industrial and commercial capacity has resulted in Barcelona producing a thriving professional community at the highest level and in many different sectors.

Plenty of things to do
The selection of cultural events in the city is extremely diverse. In addition to the many art museums, concert halls, theatres and cinemas offering events and performances all year round, a range of cultural events are organised throughout the year. Barcelona’s geographical location makes the city an important venue for sports enthusiasts. The ski slopes of the Pyrenees are only two hours away by car and the city’s magnificent sports marina is ideal for practicing water sports.

Home away from home
Barcelona offers all kinds of accommodation, ranging from rooms in shared student flats, home stays with families and university halls of residence, to apartments, hotels and accommodation to suit all tastes. Participants can contact ESADE Admissions Office for full details on the different accommodation options so that they feel at home during the course of their studies.
Note
We have calculated an estimate for annual living expenses in Barcelona. These costs are approximate and may vary according to your lifestyle.

| Housing and utilities (sharing a flat) | 9,000 |
| Meals and Groceries                  | 5,400 |
| Public Transport                      | 480   |
| Miscellaneous                         | 1,500 |
| Total Expenses                        | 16,380|
A programme is only as good as its participants. This means that it is crucial to select the right students to guarantee the programme’s success in the long run.

For this reason, we have designed a rigorous and demanding Admissions Process to select people with intellectual capacity and interests, development potential and good interpersonal skills, who are motivated to learn and share knowledge and experiences related to business management.

To assist motivated and talented students from all over the world in accessing the programme, ESADE has designed a specific Grants Programme for the MSc Programmes in Management.
Admission
The MSc Programmes in Management are aimed at all university graduates who would like to pursue a professional career at the highest international level. Places are limited and as such candidates interested in joining the programmes are recommended to start the Admissions Process as soon as possible.

Admission Requirements
MSc Programmes in Management
• Graduates in Business Management or a similar discipline. All university qualifications should be official qualifications in the country in which they have been awarded.
• Command of English. Candidates are not required to know Spanish to be admitted.

Combined Programme: MSc Programmes in Management + CEMS Master in International Management
Candidates aiming to obtain the CEMS MIM in parallel to any of the MSc Programmes in Management should make this known at the beginning of the Admissions Process.
• Graduates in Business Management or a similar discipline.
• Command of three languages (including mother tongue): English + 2nd language + 3rd language.
• A basic knowledge of Spanish is required for CEMS MIM participants. CEMS MIM Participants who have no Spanish language knowledge (absolute beginners) should participate in a two-week intensive course (62 hours) to be conducted in September before classes for the Master programme begin. Spanish classes will be available to all CEMS MIM participants who require additional language training from the start of the programme.

Admissions Process
Candidates who are interested in the programme should complete the following steps:
1. Carefully fill in the Application Form to start the process. We recommend submitting applications via the Internet at www.esade.edu/onlinemsc
2. Send the documents that are specified on the Application Form to the Admissions Office, including: student’s record, foreign language certificates, two letters of recommendation (professional or academic), etc.
3. Take the Admissions Test. Candidates can choose between taking the GMAT (http://www.gmac.com/) or ESADE’s own Admissions Test (only in Spanish).
4. If you apply for admission to the CEMS MIM Combined Programme, you will be required to participate in a personal interview with a member of the Admissions Committee. The objective of this interview is to clarify your suitability for the program and check your level of Spanish. If necessary, the Admissions Committee may also request a personal interview with candidates applying for the MSc Programmes in Management (Master in International Management, Master in Marketing Management and Master in Finance).
Assessment of each candidate’s application for admission will only begin once all the requisite information has been submitted: required documents and Admissions Test results. This assessment is the result of the overall evaluation of the various requirements. The final decision on admission will be made as a result of the ranking obtained from the overall evaluation of the candidate’s academic records in relation to those of the other candidates as a whole and to the total number of course places available. Candidates will receive a reply to their application for admission within a maximum of one month following completion of the previously described Admissions Process, along with information on how to proceed in the event of being admitted to the programme.

Study Grants and Financing
ESADE is a private, non-profit institution which receives no public funding. However, in order that the economic aspect does not prevent qualified and motivated candidates from joining the programme, ESADE provides two means of financing courses: participation in the Study Grant Programme and access to bank loans with favourable conditions. ESADE offers a Study Grant Programme specifically for the MSc Programmes in Management, which includes talent grants. Similarly, ESADE has secured favourable conditions with several financial institutions which will enable course participants to apply for study loans to cover the full cost of the programme.

For further information
We invite you to discover ESADE: if you would like to visit the ESADE facilities in Barcelona and organise an interview with the Director of the MSc Programmes in Management please don’t hesitate to get in touch with us. We can also provide you with further information on the programme and its Admissions Process as well as on accommodation options available in the city of Barcelona.

WE RECOMMEND THAT YOU APPLY FOR ADMISSION ONLINE. THE FOLLOWING WEBSITES PROVIDE ACCESS TO THE ONLINE ADMISSION APPLICATION FORM AND THE SECTION THAT ALLOWS YOU TO CHECK THE STATUS OF YOUR APPLICATION.

Apply Online www.esade.edu/onlinemsc Check Status www.esade.edu/checkstatus
Fundación ESADE reserves the right to modify the content and functioning of programmes in accordance with academic and regulatory requirements.