

Global MBA online



Index



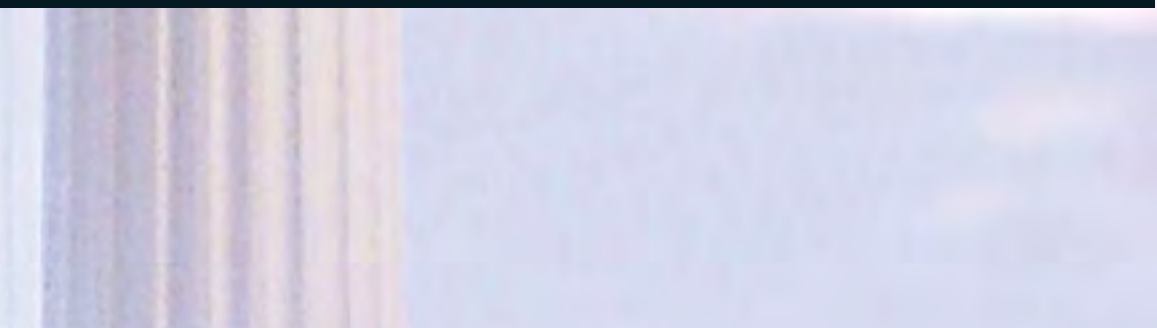
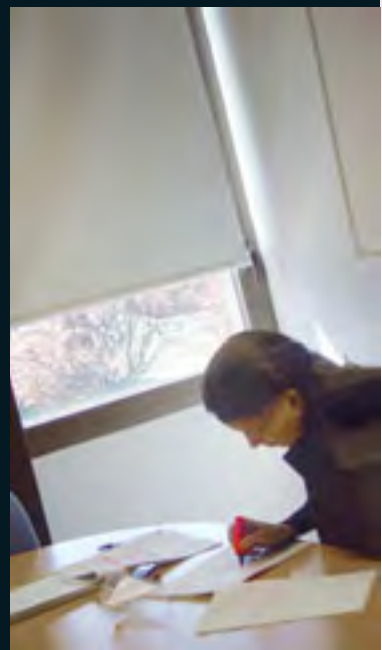


Letter from the Dean	4
Excellence	6
International	8
Madrid	10
Entrepreneurship	12
Innovation	14
Network	16
Responsibility	18

The program

1	Global MBA online	20
----------	--------------------------	-----------

Admissions Procces	36
Alumni	38
Careers	40
Comparative Program Table	42





At IE Business School, innovation has been a way of life since 1973, moulding cosmopolitan directors and entrepreneurs that embrace change and lead with humanity to generate employment, sustainable value, and social well-being.

Since IE Business School first embarked on this undertaking over three decades ago, continuous changes have left their mark on the corporate world, making our mission an even more exciting project. In order to achieve our objectives, we have a 400-strong faculty, comprised of professors who teach students from over 80 countries on our master, doctorate, and executive education programs. They all share the same objective, namely to shape business leaders that contribute to the creation of value through competitive, innovative, and socially responsible business initiatives. This commitment is evidenced by our 37,000-strong alumni network that hold management positions in over 100 countries, serving as IE ambassadors worldwide.

If I had to state what differentiates IE Business School, I would doubtless say that it is how we bring together incredibly diverse groups of students and faculty in an intensive learning experience, against a backdrop of a major European capital city. The student-centric learning model means that active participation plays a pivotal role in IE programs, fostering debate and teamwork that culminate in highly practical, interactive classes, led by outstanding professors, holding many doctorates from leading European and US universities. Moreover, IE gleans great advantage from its valuable international contact network, which provides a privileged insight into the corporate community that IE serves and equipping IE students with essential knowledge and skills.

Students and alumni also maintain and build on contacts through the IE communities platform (communities.ie.edu). This pioneering initiative provides students, alumni, professors, and associate professionals with an interface whereby they can share theoretical and practical knowledge about sectors, functional areas or geographic regions regardless of their geographic location.

This is how we recreate the IE experience each day, with the work and enthusiasm of all those who form part of the IE Business School community. It's an experience that has positioned us as an innovative and entrepreneurial school. A school that forms opinions. A school that makes a difference.

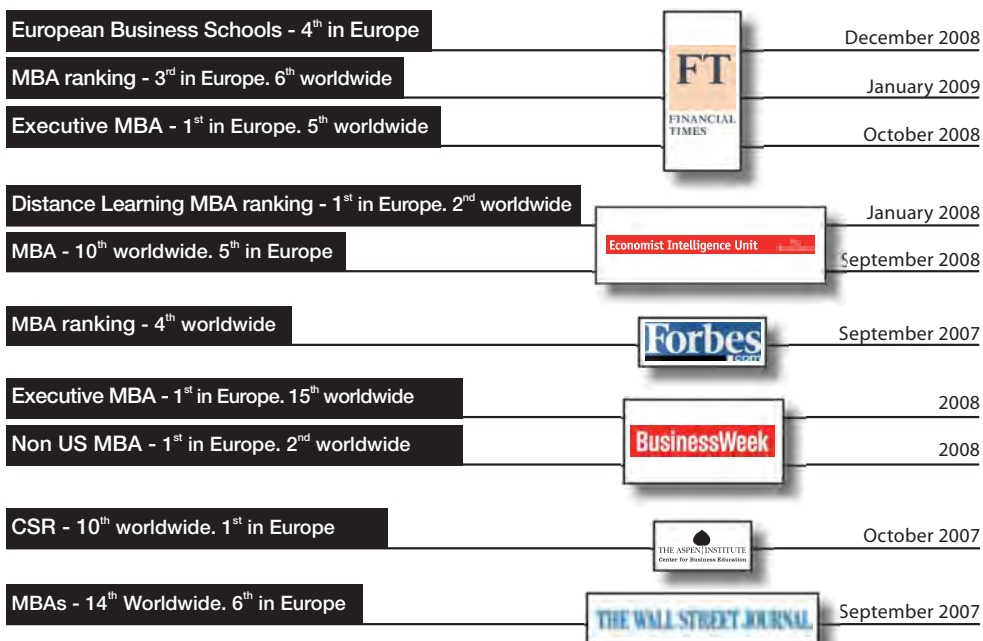
A handwritten signature in black ink, which reads "Santiago Iñiguez". The signature is written in a cursive, flowing style.

Santiago Iñiguez
IE Business School Dean

IE is Excellence

Rankings

IE Business School is recognized by the international press, who rank IE as a leading international business school.



"With the highest student satisfaction rating of all of BusinessWeek's ranked schools, U.S. and international, IE's student body is among the most diverse in the world." From the BusinessWeek article about the rankings. November 2008.

Accreditation

IE is accredited by the world's three leading accreditation bodies.



AACSB International
Association to Advance
Collegiate Schools of Business



EQUIS
European Quality
Improvement System



AMBA
Association of MBA's

Prestigious academic partners

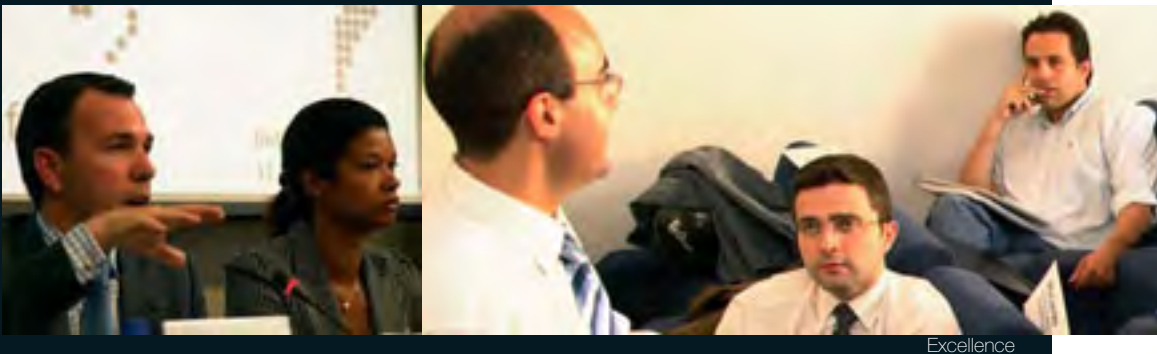


IE is a founding member of the Sumaq Alliance, a network of leading business schools in Spain and Latin America; EGADE; Tecnológico de Monterrey, Mexico; EAESP - Getulio Vargas Foundation, Brazil; INCAE Business School; IE Business School; IESA, Venezuela; Catholic University of Chile; University of Los Andes, Colombia; University of San Andres, Argentina.

Partnership with the University of Chicago Graduate School of Business, offering executive training and the GSMP (Global Senior Management Program).

Agreement to offer joint degrees with:

Northwestern University School of Law, Tufts University (The Fletcher School), MIT



IE Faculty and Research Centers Publications

IE’s faculty is made up of nearly 100 of our own and more than 300 outside professors, all experts in different fields of business management, who balance applied research projects with consulting for multinationals. IE also has numerous research centers dedicated to developing various areas of management.

IE Business School Faculty Profile

96 full-time professors, who maintain strong links to the corporate world through research and consultancy.



89% Doctors



33% Women



75% Bilingual Spanish/English

350 Part-time professors

30 Guest professors

100 conferences with guest companies

500 professors through The Sumaq Alliance



Excellence Awards

Just some of the international prizes won by our students and professors:

- EFMD, European Case Writing Competition, Innovation Challenge.
- EFMD Multimedia Case Award.
- Freshfield, European Best Lawyer.
- Best MBA Student. AMBA.
- Beta Gamma Sigma. The International Honor Society.
- Brandon-Hall, Excellence in E-learning Awards.

IE MBA Honoris Causa have been awarded to

- Luciano Benetton, President of the Benetton Group.
- William Gates, President of Microsoft.
- Reuben Mark, President of Colgate-Palmolive.
- Michael Treschow, President of Atlas Copco.
- Former President of Italy.
- Sergey Brin and Larry Page, founders of Google.
- Craig R. Barret, CEO of Intel.

IE is International



Actual Current Student Nationalities

Andorra, Argentina, Australia, Austria, Azerbeyan, Barbados, Belgium, Bolivia, Brazil, Bulgaria, Canada, Chile, China, Colombia, Congo, Costa Rica, Cote d'Ivoire, Croatia, Czech Republic, Denmark, Dominican Republic, Ecuador, Egypt, El Salvador, Finland, France, Georgia, Germany, Greece, Guatemala, Honduras, Hungary, India, Indonesia, Iran, Ireland, Israel, Italy, Jamaica, Japan, Jordan, Kazakhstan, Lebanon, Liechtenstein, Lithuania, Luxemburg, Mexico, Mongolia, Morocco, Netherlands, New Zealand, Nicaragua, Nigeria, Panama, Paraguay, Peru, Philippines, Poland, Portugal, Puerto Rico, Rumania, Russia, Serbia, Singapore, Slovakia, South Africa, South Korea, Spain, Sri Lanka, Sweden, Switzerland, Syria, Taiwan, Turkey, UAE, Ukraine, United Kingdom, Uruguay, USA, Venezuela, Vietnam.



Faculty Nationalities

58% Spain
 16% Latin America
 13% North America
 9% Western Europe
 4% CEE Central and Eastern Europe



International



Alumni Nationalities

Andorra, Angola, Argentina, Armenia, Australia, Austria, Belarus, Belgium, Bolivia, Brazil, Bulgaria, Cameroon, Canada, Chile, China, Colombia, Congo, Costa Rica, Croatia, Cuba, Cyprus, Czech Republic, Denmark, Dominican Republic, Ecuador, Egypt, El Salvador, Finland, France, Georgia, Germany, Greece, Guatemala, Honduras, Hungary, Iceland, India, Indonesia, Iran, Iraq, Ireland, Israel, Italy, Ivory Coast, Japan, Jordan, Kazakhstan, Kenya, Kuwait, Latvia, Lebanon, Liechtenstein, Lithuania, Macedonia, Malaysia, Mexico, Moldova, Morocco, Nepal, The Netherlands, New Zealand, Nicaragua, Nigeria, Norway, Pakistan, Panama, Paraguay, Peru, The Philippines, Poland, Portugal, Puerto Rico, Romania, Russia, Saudi Arabia, Serbia, Sierra Leona, Singapore, Slovakia, South Africa, South Korea, Spain, Sweden, Switzerland, Syria, Taiwan, Thailand, Trinidad and Tobago, Turkey, Ukraine, The United Kingdom, Uruguay, The United States of America, Venezuela



IE Business School Offices Worldwide

Argentina-Buenos Aires
Brazil-Sao Paulo
Chile-Santiago de Chile
China-Shanghai
Colombia/Central America-Bogota
Ecuador-Quito
India-Mumbai
Italy-Milan
Japan-Tokyo
Mexico-Mexico D.F.
Peru-Lima
Portugal-Lisbon
Republic of Korea- Seoul
Russia-Moscow
Singapore- Singapore
United Arab Emirates- Dubai
United States-New York, Miami, Los Angeles
Venezuela-Caracas

IE in Madrid





Madrid



IE Business School is an urban campus and it is situated in the financial heart in Madrid

IE's campus is situated in the heart of the vibrant city of Madrid, which means that IE students can experience in full everything it has to offer, including the official language of Madrid, Castilian Spanish, native language to 500 million people worldwide and the world's second business language.

Madrid is the capital of Spain and Europe's fourth largest city. Its geographic location makes it a cultural crossroads, offering a wealth of history in its architecture and traditions, as well as breathtaking modernity. Its offerings include a world-class cultural heritage, including extraordinary artistic riches of the so called 'Golden Triangle', comprised of the Prado, Reina Sofia and Thyssen museums. Visitors also enjoy a vast range of tourist activities and sports facilities both in the city and surrounding areas.

The people of Madrid are known for their zest for life. The city's restaurants, cafes and theaters, coupled with major shopping areas and malls that host everything from top international designers to exquisite local specialities make the city a hub of activity both day and night.

Madrid is Spain's financial and business center and home to the Spanish Parliament, the head quarters of all spains top companies, and those of the multinationals operating in Spain. This Spanish and cosmopolitan environment, together with a lively cultural and social scene, puts Madrid in a league of its own and provides the perfect backdrop for rounding off a unique educational experience.



IE is Entrepreneurship



- IE Business School was among the vanguard when, in 1983, it created a department exclusively dedicated to the promotion of entrepreneurship.

- 14% of MBA graduates start up their own ventures over the course of their careers.

- Under the guidance of the professors from the Department for Entrepreneurial Management and with the support of over 100 external professors, alumni entrepreneurs, and professionals from the world of business start-ups, all MBA students work in groups to draw up their own business plan as part of their program.

IE Business School was founded by entrepreneurs for entrepreneurs. Since its inception, we have worked to support new

initiatives and to promote entrepreneurship in the business world.

The following are the main initiatives launched by the department for Entrepreneurial Management:

Venture Lab (V-Lab), the center for entrepreneurs par excellence. Venture Lab brings together all forms of entrepreneurial ventures: new business projects, family business projects, corporate projects and social projects. V-Lab, with the support of Caja Madrid, promotes entrepreneurial development through a series of annual activities which stimulate the development of innovative projects and bring together financing sources and Master students as well as the alumni community.



Entrepreneurship

At IE Business School we are convinced that entrepreneurship is the main drive behind growth and the generation of collective wealth, employment, and social well-being.

Venture Day (V-Day) ends a year of hard work and intense entrepreneurial activity with a flourish. Students with projects of clear entrepreneurial merit but with a lack of funding have the opportunity to present their ideas to over 100 investors on a designated day, on which the school is imbued with the spirit of entrepreneurship.

IE Business Plan Competition encourages the development of high potential projects. A competitive dynamic (there are various committees to follow the projects' progress), the spirit of cooperation, support, conferences, and a privileged network come together to make the entrepreneurial experience offered by IE a unique opportunity to shape entrepreneurial initiative.

Iceved (International Center for Entrepreneurship and Ventures Development), a platform that links 25 business schools from across the world and which develops various research projects, facilitates networking, and training in the field of business start-ups.

www.iceved.com

"Banespyme-Orange Project", an annual competition coordinated by IE Business School, Orange and Banespyme School, which aims to promote the creation of technological businesses. The previous Banespyme-Orange projects have, over six years, created 1,100 jobs directly and indirectly and have received more than 20 million Euros from private investors.

Business Angels School, IE Business School benefits from a Business Angels School, a private investors training center which offers specific training in the financing of start-ups and business plan analysis.

Entrepreneurship Summer School, as part of the IE led Sumaq Alliance, the Department for Entrepreneurial Management offers (through ICEVED) an intensive summer school in entrepreneurial training in conjunction with Latin-American universities and business schools.

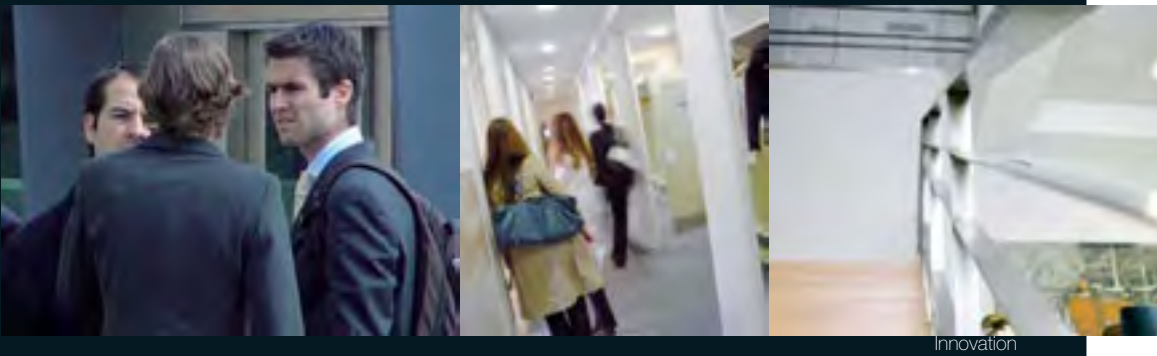
GEM Report (Global Entrepreneurship Monitor) leads investigative study on a global scale which, in its eight years, has become an important international reference on the condition of global business creation. The Spanish team from IE Business School is one of the most advanced of the 45 countries that carry out the report. www.ie.edu/GEM

Other activities include entrepreneurial training, research, production of our own learning resources, organization of entrepreneurship clubs for current students and the Entrepreneur Circle for alumni entrepreneurs and our professors work with top international business schools and universities all come together to assure the best training and the most complete experience for students who want to develop their entrepreneurial interests.

IE is Innovation



“Immediate response to the
changing needs and opportunities
of the business world”



The innovative spirit of IE Business School permeates the whole organization. We are specialists in detecting the latest trends and quickly responding to the changing needs of the business world by means of:

- Technological innovation incorporated into teaching techniques.
- Renewal of course content every year in order to incorporate the latest trends in management tools and models.

One of IE's proposals to optimize the use of new technology is the Online Education Department.

We apply innovation both to the pedagogical methodology through the design of online programs and modules, and to the course content. Every year we also develop new resources such as interactive exercises and games, simulations, multimedia case studies, and technical notes that are used in both presential and online programs, helping to attain excellence in business education.

Some of our programs are followed by students who work in 20 different countries who study over the Internet. These courses include presential periods in different cities across the world and as well as online training stages. During the online periods, participants work on the material in teams by using time-delayed debate forums and video-conferences. This blended format means that many executives can take part in our executive training programs without neglecting their professional responsibilities.

As well as IE's master programs, we offer executive education programs to keep up to date with the necessary knowledge and developments in our new business world.

IE is Network



Alumni Association

The Alumni Association promotes relations between IE Business School graduates and acts as a platform for networking for its 37,000 alumni members in over 100 different countries.

Through the Association, we promote the continuous training of our graduates and provide assistance in their professional development.

The Annual Alumni Conference has become the flagship event and the main networking event in the alumni calendars. This important event, which brings together over 1500 alumni, coming from more than 60 countries across the globe, alumni best reflects the spirit in which the Association was created: to develop a network uniting graduates and to promote their continuous training.



Annual Alumni Conference, 2004

Dr. Muhammad Yunus
Nobel Peace Prize 2006



Network

IE Communities

Based on the new paradigm of multi-origin knowledge, the ieCommunities Network is structured around three axes-geographical, sectoral, and functional. The result is a formidable resource that pools the expertise and networking capabilities of some 37,000 IE alumni, professors, and distinguished professionals worldwide. Members of the communities use them to debate on managerial trends, build on and strengthen contacts with other alumni, professors, and executives, exchange experiences, participate in private forums, or post articles on public blogs.

communities.ie.edu

Careers Management Center

A large number of businesses, consulting firms and headhunters look to IE Business School year after year in their search for top professionals, attracted by the quality of our students and alumni. The Careers Management Center handles over 6,000 job offers each year as well as organizing a number of activities to further increase the career prospects of IE graduates. The key event in the Careers Management Center calendar is the Annual Careers Fair, which serves as an interface for students and recruiters to get to know each other.

The mission of the Careers Management Center is to expand on job opportunities for IE Business School students and alumni. It serves as an active partner for all students as they map a career path, educating and training them to compound on the skills they have acquired to meet the challenges of the labour market. The Careers Management Center also offers each student individual career planning and networking sessions as part of their program.

careers.ie.edu



IE is Responsibility

IE Business School's commitment to society has permeated every aspect of the school, as reflected by core program content and electives specialized in the field of corporate responsibility (CR).

Other consolidated initiatives include the Chair in Corporate Ethics funded by the IE Alumni Association, or the IE code of professional conduct, the result of a joint effort by professors, students and alumni. This commitment culminated in the creation of a dedicated department, Social Impact Management at IE, which now plays a pivotal role in the day-to-day fabric of the school.

IE addresses Social Impact Management from 3 essential angles: knowledge, generated by research, and transferred through teaching and events; the engagement of IE students, alumni, established professionals, and other members of the IE community to implement knowledge; and outreach, via strategic collaborations and social entrepreneurial alliances and initiatives whereby IE members interact with the community.

IE is recognized for its commitment to social responsibility, ranking 1st in Europe and 10th in the world in the Aspen Institute Social Responsibility ranking.





Finance Club Event. Photo by Otmar Winterleitner. IE student '06. Photography Club.



Responsibility

Knowledge

Research is powered by social impact management centres at IE, like

- The PwC/IE Center for Corporate Responsibility
- PwC/IE Public Sector Center
- The IE Center for Diversity
- The IE Center for Eco-Intelligent Management

IE Business School is including the Social Impact Management in all academic areas.

Engagement

Engagement of students and alumni in CR activities starts with the admissions process and continues through numerous initiatives, including: the Net Impact Chapter, a speaker series led by MBA students covering topics related to corporate responsibility and sustainability; EcologIE, platform which addresses environmental challenges at IE; student clubs dedicated to Diversity, Entrepreneurship, and Women in Business; the Mentor Program, which provides a link between prestigious professionals and IE students; internships and pro bono consultancies in NGOs; and career support in the form of corporate presentations by NGOs and international bodies like the World Bank or the International Committee of the Red Cross.

Outreach

Outreach takes many forms, including alliances with organizations like the Global Compact with IE forming part of the GC Principles for Responsible Management Education workgroup. It also includes events, such as the organization by IE of the Sumaq-led 1st European-Ibero American Congress on Corporate Responsibility, and dedicated support, like IE's sponsorship of the EFMD CSR case study award. The different IE research centers organize their own activities and events in their fields to bring further impetus to their work. Conference cycles run by the IE Center for Eco-intelligent Management, for example, take innovation beyond the standard improvements required by law. They examine how eco-intelligence requires the alteration of product design criteria, the development of new human resource skills and new approaches to manufacturing processes and customer relationships. In short, IE Business School's drive to address social and environmental issues as one of the major challenges facing business organizations in the 21st century forms an integral part of the school's strategic vision and future roadmap.



Global MBA online

www.ie.edu/gmba

Emerging from the need of today's business professionals for creative thinking, teamwork and a global contacts network, the Global MBA is a part-time program that can be followed from anywhere in the world.

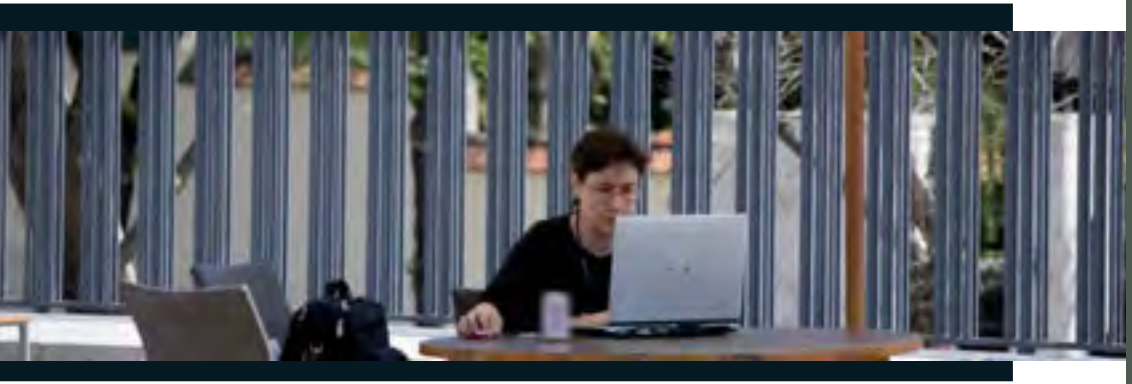
Index

- 1 The Program
- 2 Profile
- 3 Structure
- 4 Methodology
- 5 Presencial Activities
- 6 Faculty

Program Director



Alvaro Garcia
Executive Director



“The Global MBA Online responds to the needs of today's students for flexibility combined with quality.”

Thanks to its flexible online format the Global MBA Online allows students to combine study with full-time work. Now you can gain an MBA from IE Business School from anywhere in the world.

The Global MBA Online is a high quality online program offered from a World renowned Business school. As with all other programs offered by IE Business School, the Global MBA is of the highest quality and is extremely academically demanding. For this reason **upon graduation the title obtained is the same as that offered to our full-time students.**

Although the course is fundamentally online it also offers the opportunity for participants to meet with each other through two week-long residential periods which are carried out on campus in Madrid as well as a number of optional sessions in cities such as Dubai, Shanghai and Mexico City.

The program is designed to respond to the needs of professionals working within a dynamic, global business environment. The global focus of the course is guaranteed through the diversity not only of participants but also of professors. This focus is based around IE's belief in an international, multidisciplinary outlook which grants alumni the flexibility to be both geographically and functionally mobile.

The tools used throughout the program such as e-mail, forums and live videoconferences are increasingly being used in the business world. The use of such tools from the first day of class makes sure that our students are able to work together comfortably and efficiently despite their geographical dispersion.

An important objective of any MBA course is networking between classmates. For this reason alumnus work together in small groups throughout the program. These groups change regularly to allow participants to build relationships with as many classmates as possible. The residential periods also offer excellent networking opportunities with classmates, professors and guest speakers.

Global MBA Online Class Profile



Aimed at:

Young professionals who want to pursue a quality MBA without leaving their career.

This program is designed for young professionals who wish to combine study with their work and family commitments. Over the 15 month duration, two subjects are studied at any given time resulting in an average weekly workload of approximately 20 hours.

Global MBA Online classes show huge diversity both in the nationality of participants and in their professional backgrounds. Students have an average of 4 -5 years work experience and an average age of 31 years.

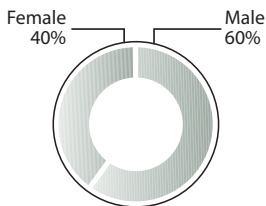


• **Course Duration:** 15 months

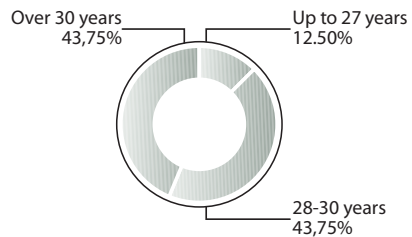
• **One Intake per year:**
The course begins at the end of September

Class Profile:

Gender



Age



Functional Background

Marketing & sales	27.27%
Professional services	18.18%
IS/ IT	13.64%
Finance	13.64%
Others	13.64%
General management	9.09%
Operations	4.55%

Sectors

CMT (Communications, Media & Technologies)	23.08%
Consulting	15.38%
NGOs/Public institutions/ International organisms	11.54%
Others	11.54%
Pharmaceuticals/ Bio-technology/Health	7.69%
Financial services and banking	7.69%
Industrial goods/ Energy and mining/Construction	7.69%
Distribution and retailing	7.69%
Transport/Tourism and catering	3.85%
Automobiles	3.85%

Countries of Participants

Azerbaijan	Japan
Austria	Jordan
Belgium	Kuwait
Brazil	Lebanon
Cameroon	Mexico
Canada	Netherlands
China	Nigeria
Colombia	Portugal
Egypt	Rwanda
Ecuador	Russia
Germany	Spain
Guatemala	Ukraine
India	United Kingdom
Ireland	United States
Italy	Venezuela

Global MBA online Structure

Online Preprograms	Online Opening Week	Residential Period 1 st week Madrid Monday-Friday
September <ul style="list-style-type: none"> • Financial Accounting • Quantitative Methods 	September <ul style="list-style-type: none"> • Approach to Online Methodology and Technological Tools • Case Method Workshop 	September - October <ul style="list-style-type: none"> • Managing Skills Workshops

Sessions Structure

Friday	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday
	Live Videoconference Sessions (2 sessions a week) Synchronous Videoconference (90 minutes each) Saturday morning (Madrid time) at 11:00 am and 1:00 pm Or Saturday afternoon (Madrid time) at 4:00 pm and 6:00 pm					Online Discussion Forum Sessions (2 sessions a week) Asynchronous Discussion Forum From Monday to Thursday At your best convenience

Saturday morning: aimed at candidates from Europe, Asia, Africa & Middle East.

Saturday afternoon: aimed at candidates from America and also Europeans who find this more convenient.



Online 1st Period

Online 2nd Period

**Residential Period
Last week Madrid
Monday-Friday**

October - May

- Financial Accounting
- Fundamentals of Marketing
- Strategy
- Cost Accounting
- Quantitative Methods
- Economic Environment
- Strategic Management
- Information System Management

May - December

- Fundamentals of Financial Management
- Operations Management
- Financial Management
- Organizational Behaviour
- Supply Chain Management
- Marketing Strategy & Plan
- HH.RR.
- Management Control

- World Awareness Seminars
- Business Plan Presentations
- Graduation

Entrepreneurship



Global MBA online Methodology



Néstor Miranda
Professor of Strategy,
Global MBA

Participacion:

Class participation is fundamental in our learning methodology teaching students how to take decisions, solve problems and defend their positions.

Evaluation:

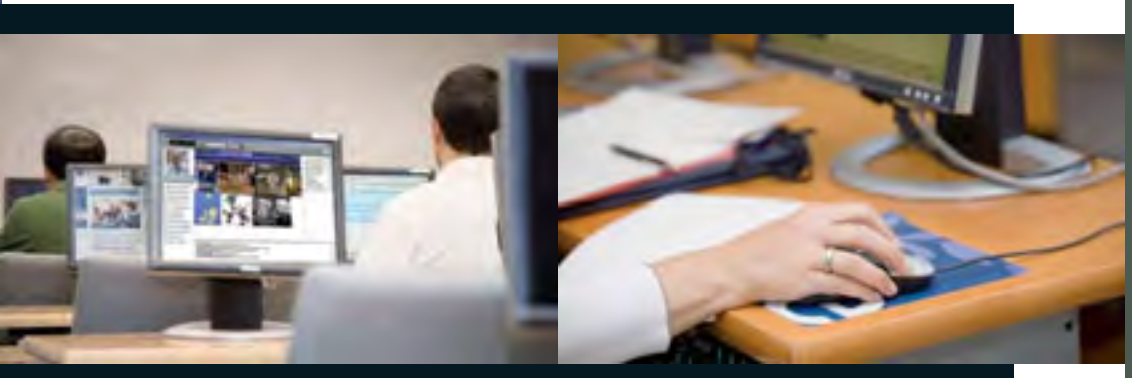
Evaluation is continual and comparative throughout the different subjects. Grades are based on quality and depth of participation as well as individual and group coursework.

Case Method:

All IE Business School masters programs make extensive use of the case method. The method encourages the analysis and discussion of real business cases both in workgroups and in class debates guided by professors.

Teamwork:

Students are placed in workgroups with diverse profiles (nationality, academic background, professional experience etc.) with the aim of bringing the maximum number of different viewpoints to every discussion and allowing students to learn not just from the professor but also from each other. This environment prepares students for demanding working environments.



Eminently practical; based on teamwork and the case method, both key concepts on our online and face-to-face programs. Topics are analyzed through participant's discussion of real business cases and simulations under the guidance of the professor, who leads and focuses the debate. This methodology enables the identification of the main problems companies have to deal with and develops participant's ability to take decisions.

The online learning dynamic is based on combining live videoconference sessions and asynchronous discussion forums. This combination guarantees the same quality and excellence shared by all IE Business School Master programs.

• Virtual Campus

Our virtual campus is the principal tool used by students and professors and is the basic web platform which supports all of the programs online activities.

Every student has their own **personal access codes** to allow them to use the campus whenever they wish.



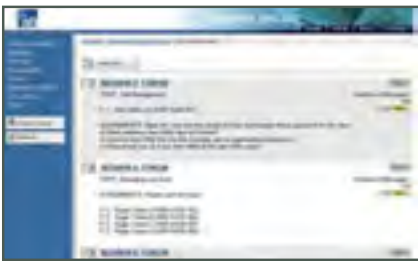
Once logged in students have access to forums dedicated to the 2 subjects they are currently studying. In addition to this students have the use of private forums for group work and the virtual café, a space where all class members may discuss anything they choose.

Visiting each subject area it is possible to participate in forum based activities or videoconferences.



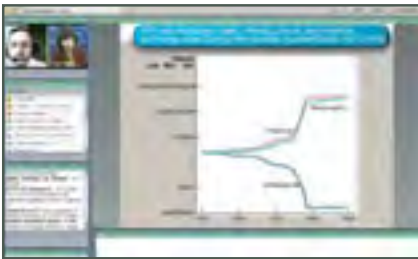


Each week students participate in 2 videoconferences every Saturday and 2 forums from Monday to Thursday.



• Live Videoconferences

Every Saturday morning from 11:00 - 14:30 (Madrid time) live videoconferences take place.



These sessions allow both students and professors live participation via video and audio connections (using webcams provided by IE). Each session lasts 90 minutes and **attendance is mandatory**.

This allows class members to maintain weekly face-to-face contact with the professor and fellow participants.

Sessions consist of a mixture of case discussions, group presentations and theoretical lectures.

• Forum-based debates:

Between Monday and Thursday sessions take place on the discussion forums.



Participants connect to the **Virtual Campus** in order to access the forums which are active 24 hours a day.

This allows students to make their written contributions at whatever hour best fits in with their timetable. The number of intervention per student is limited to encourage a fluid debate (5 short contributions per student). This style of debate where every comment is recorded leads to a highly reflective and analytical debate.



"The IE Global MBA has been a revelation to me. As an engineer and then a scientist, my career was following an increasingly technical, task orientated, path. I thought an MBA would teach me about Financial Accounting, Cost accounting, Quantitative Methods and so on. It does, with professors that are some of the leading practitioners in their fields. However, these subjects are a fraction of the story; modules such as Strategic Management, Organisational Behaviour, Negotiation, Teamwork and Coaching gives one the life skills to be a better person, colleague, and yes, manager. Skills I did not sign up to learn because I did not realise them, the most important skills of all. These skills, mixed with the entrepreneurial 'How to' spirit that pervades IE, inspires one to take risks, based of course, on thorough analysis and strategic planning.

Then there are the students, working in teams with people from the UK, Serbia, China, India and the US, living in New Zealand, California, the Lebanon, Spain and Russia, you learn the mores and modus operandi of different cultures. You learn to look at things in a new way and appreciate different perspectives.

Pedagogy is critical to a successful MBA. With the GMBA one will learn to manage demanding team projects across all time zones whilst working and leading a family life. The live presential lectures take place in a lecture hall that spans the earth. It is highly interactive and most students take part every week. However the weekly asynchronous discussion boards are equally impressive, these are led by the professor and they give one the opportunity to investigate and learn about subjects and topics much deeper than any 90 minute lecture ever could.

The Global MBA will be one of the most demanding eighteen months of your life. It will change you, but for the better, and I would recommend it whole heartily."

Jeremy Whitty - Ireland
Global MBA online - 2006

Technical Requirements:

- **Pentium IV PC** or equivalent, with Microsoft Office compatible software.
- **Cable, DSL** or similar speed access to Internet needed.
- A **webcam, microphone** and **course documentation** is provided by the IE at no additional cost.

In order to ensure your IT equipment is suitable for completing the program, please contact IE's online help service: + 34 91 787 41 15. E-mail: helponline@ie.edu

Global MBA Online Residential Activities





Residential Periods

• **Residential Periods**

The Global MBA Online program includes two week-long residential periods in Madrid, the first at the beginning of the program and the second during the final week of the course. These sessions include classes, workshops and seminars conducted by IE professors and offer an excellent opportunity to network both with your classmates and with IE's teaching staff.

Workshops are designed to strengthen your "soft skills" such as leadership skills, presentations skills, negotiation and managing your career. Seminars discuss the

global business and economic environment as well as such issues as corporate social responsibility and business ethics.

The cost of accommodation and lunches during the residential periods will be included in the cost of the program.

Global MBA Online students will also have access to a number of IE events held in cities throughout the world during the program and we would encourage them to take advantage of these additional opportunities for networking.



Alumni Conference 2007

Residential Periods

"IE is a top European business school, and the Global MBA has the exact same content as any IE MBA, but it is delivered in an innovative way. You mix presential and online collaboration, and so you learn how to use advanced technologies that are becoming more and more important in both the academic and business spheres. Top level directors and business leaders who do Executive MBAs often complete their MBAs the same way (mix of presential and online collaboration), based on...

1. Businesses use video conferences, and you'll learn how to work using video conferences.
2. Businesses use electronic communication extensively, you'll master the art of digital communication.
3. Businesses organize their people for group collaboration, and you will definitely learn how to contribute effectively within the bounds of many group efforts.
4. Businesses need skilled managers that understand the comprehensive issues facing companies, and with a top MBA, you'll have this well rounded understanding of how all aspects of business work together.
5. Businesses need managers with developed soft-skills, and through the 3 seminar courses (additional to the core courses) completed during the program, you will have an advanced training in how to manage the human relationships part of business.
6. Businesses that matter are not blind to the fact that competition is not only local, but global as well. With a well trained employee who was actually gone to global business centers and learned from local executives about how business is done key foreign business centers, an IE Global MBA student brings a lot of value to their respective companies."

Joël McConnell, Canada
Global MBA online - 2006

Faculty





"Online MBAs are so good that I can predict that we are starting now what are going to be most MBAs in the future.

The IE uses technology in a smart and organized way to promote learning in an environment where people from different backgrounds and different countries, make differences flourish to form a person ready to take action at any place on earth.

Due to IE's method and to the small number of students per class, students interact more than in a classroom because they exchange hundredths of written messages among them. They also interact more with the professor for the same reason.

In the comfort of their houses or offices, videoconferences keep the students in maximum state of alert and motivated to participate in class.

In summary, I am happy to live today at the highest level what is going to be the standard of tomorrow"

Antonio Sedan

Antonio Sedan CV

- MBA with honours, best student, IE Business School, Madrid-Spain 2005.
- Management Studies, Universidad de los Andes, 1994.
- Finance Specialist, EAFIT, 1992.
- Electrical Engineer, Universidad de los Andes, 1984.
- Universidad de los Andes. Monitor.
- Associate professor of strategy, IE Business School since February 2006.
- COMAI LTDA. General Manager. 1998- Current.
- Board of Directors at 2007.
- Zona Franca Industrial de Cartagena S.A.
- Sociedad Portuaria del Dique S.A.
- Substitute member Codensa S.A.
- COMAI LTDA. Plant Manger and Production Manager 1992-1999.
- From 1983 until 1991 worked as project engineer for companies in the areas of petrochemicals, construction, steel and oil.



"The Global MBA is a solid program offering an intensive learning experience in a truly multicultural environment. The mix of international students provides a wide representation of views, backgrounds and management styles, all committed to academic excellence. The courseload is flexible in nature and the technological platform is very stimulating. The forum gives a unique opportunity to research, think critically and to write properly while participating in weekly case discussions. These skills, along with the high quality education that the IE provides, are the key to success in today's business environment.

Videoconferences encourage students to develop strong public speaking skills and to manage state of the art technology. Students become part of a long lasting international social and business network. As a professor of Economic Environment and Country Analyses, I could not think of more appropriate means to apply highly theoretical concepts and models to the students' different real experiences"

Vanina Farber

Vanina Farber CV

- Professor of Economic Environment at IE Business School.
- Graduated in Political Sciences from the University of Buenos Aires (Argentina).
- Master's Degree in Economics from Memphis University (United States of America), PHD program.
- Professor Vanina Farber has taught at several universities in the United States, Spain and Switzerland and has been a consultant to UN agencies and other organizations around the world.
- Currently, external consultant for CEET and Carolina's Foundation (CealCi) among others in Spain and for the Fondazioni Brodolini in Italy.
- 12 years teaching experience, in international macroeconomics and applied econometrics.
- Working experience with UN organizations, including for instance the use of statistical methods for analyzing and assessing the housing needs during the post-conflict reconstruction in Kosovo and the application of quantitative techniques to obtain a global child labor estimate.



"The Business World is becoming more and more international. Successful companies are becoming multinationals looking for professionals able to work efficiently in international markets. The Global MBA provides an excellent managerial training for those willing to succeed in this environment. This is the result of the methodology it provides, plus the training that the student will get in both soft and hard skills.

Regarding the methodology, this MBA is based on e-learning. E-learning is a prominent methodology in business for the flexibility it gives to the student in terms of time and space. I.e. the students can attend the class wherever they are (only an IP connection is required), and join the forums and online discussions whenever they have some time. This is ideal for gathering together international students who are working and are time constrained.

With regards of the hard skills, the IE is one of the best business schools in the world. It is among other things for the rigour, practical and innovative approaches given to all subjects. This is also applied to all the subjects given at the MBA, where discussions are based on case studies and the experiences brought in by students. In the case of this MBA, you will have the advantage that your colleagues from all around the World will give you a broader vision of every subject.

And last but not least, you will be able to develop your international soft skills. In all IE MBAs you work on leadership, team work and executive accountability and communication. On top of this, in this MBA you will be trained in working and agreeing with international teams with an online methodology, which is something which is getting more and more importance in real life.

As professor of Marketing in the Global MBA I can assure that this methodology provides with a unique opportunity to deepen in international management. It even gives you the opportunity to run worldwide researches! As some of my students have pointed out, this MBA has given them the chance to interact and learn in a dynamic and heterogeneous environment you cannot get when studying in one specific country.

To sum up, I strongly recommend this MBA for those of you willing to take an international career. It will give you an excellent managerial training, international vision, and the ability to work in international workgroups"

Ignacio Gafo



Ignacio Gafo CV

- MBA Executive, IE Business School (Best student 2005-2006 promotion).
- Five-year degree in Business and Economics, ICADE Business School.
- Head of Channel Development for Business Unit at Vodafone Spain.
- Associate Professor of Marketing, IE Business School.
- Marketing practitioner, has held managing positions in local and international marketing departments of leading multinational companies (Canon, Masterfoods and Vodafone).

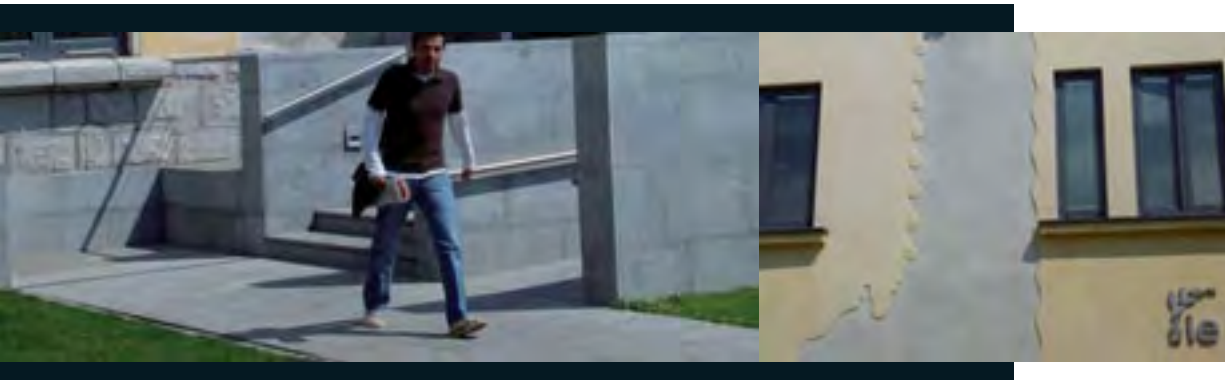
For more information on the faculty, please visit: www.ie.edu/gmba

Admissions Process

The demanding nature of the MBAs means that the large number of candidates are subject to a rigorous selection process.



The main objective of the admissions process is to select students with the highest potential. We seek candidates that are dynamic, motivated, creative, and who not only present an excellent academic and professional background, but also offer the kind of interpersonal skills that will permit them to obtain maximum benefit from the program.



Candidates must also offer the following qualities:

- Professional achievements
- Leadership potential
- Academic excellence

Admissions at IE Business School is a rolling-basis process and as such there is no deadline for applications for a particular intake. However, given the limited number of places on the program, we recommend that you initiate the application process many months, or even a year, in advance.

Basic Admissions Criteria

Candidates must have a bachelor's degree or equivalent from an accredited educational institution and be fluent in the English language. Professional experience and language skills are highly regarded and each candidate's merits will be individually assessed.

Application Form

The application form provides the Admissions Committee fundamental information when it comes to evaluating candidates for master programs. To access the application form, visit www.ie.edu/gmba

In addition to submitting the online application form, applicants must send:

- Photocopies of complete university transcripts (complete with original version or copy bearing official stamp)

- Photocopy of passport or ID card
- One passport-size photo (with your name on the back)
- Curriculum Vitae (one page)
- 3 Essays
- Photocopies of diplomas or certificates accrediting courses, seminars or programmes undertaken by the candidate.
- 2 Letters of recommendation
- Application Fee (if not paid upon submission of online application)
- English Language Certificate (TOEFL or equivalent)

Exam

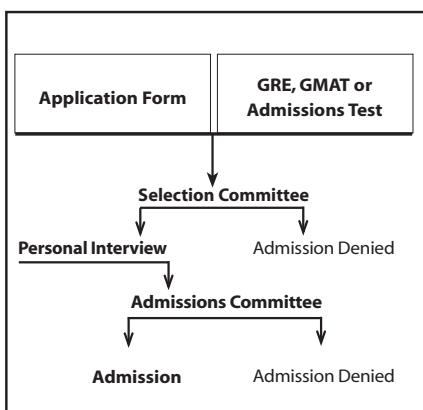
As part of the admissions process, candidates must present either a valid GMAT score, a GRE score or take the IE Admissions Exam. To schedule a date for the IE Admissions Exam, contact the IE Admissions Department. GMAT or GRE test center and exam dates can be found at www.gmac.com

Interview

After receiving the application form and additional documentation the Admissions Committee evaluates said documentation. The Committee then determines which candidates will be invited for an interview.

Scholarships and Financial Aid

There are a number of financial aid options available to students, and loans available for studies at IE, as well as a host of scholarships open to all students covering up to 100% of program fees. For more information please contact the Instituto de Empresa Foundation at financialaid@ie.edu



www.ie.edu



Alumni Association



The IE Alumni Association currently encompasses some 37,000 members around the world. It works to maximise and, in many cases, establish contact between members of a group with common interests.

alumni.ie.edu



Photo by Otmar Winterleitner, IE student '06.
Photography Club

A network of clubs, in Spain and worldwide, constitutes one of the vehicles whereby new links are forged between alumni and the wide range of business organisations that collaborate with IE. These alumni clubs organize a broad range of academic activities-courses, conferences, round tables, forums and open debates. They also organise leisure activities, such as meetings, trips and sporting events, generating thousands of opportunities to enhance this essential network.

The Alumni Association offers other services designed to establish connections between its members and the corporate world, including commercial agreements with firms, and legal, tax and business start-up consulting services.

And ...

Ideas Empresariales

A quarterly journal featuring interviews with international business leaders, reports on specific sectors, markets and countries, plus the latest management trends and legal and tax issues.

Open Forums

Law/tax, e-Business, telecommunications and information technologies, cooperations management, corporate communication, entrepreneurship.

The IE Chair in Corporate Ethics

The Chair in Corporate Ethics provides a platform for research into business practices that entail decision-making processes involving ethical, individual, social and corporate values. The fact that the Chair is sponsored by the IE Alumni Association evidences the awareness among IE graduates of the increasingly important role of ethics in generating collective wealth.

Virtual Alumni Community

A fully interactive site encompassing forums, access to databases, noticeboards and a virtual shop.

alumni.ie.edu


The IE Directory

In order to make networking simpler, the Alumni Association produces a directory containing the names and contact details of all current members classified by year of intake, employment sector and geographic location.

Sporting Events

The following are some of the most enjoyable ways to build a network: Paddle tennis course, golf tournaments, football tournaments, sailing in the bay of Altea, Denia-Ibiza Crossing, the Instituto de Empresa - Morocco rally.

Careers



Contact between businesses and students is provided by the following activities: IE Business School's annual careers fair, corporate presentations, round tables, special events, videoconference interviews and most importantly: Internet job offers **careers.ie.edu**



The **Careers Advice Service** aims to take an active role in all students' careers development. We educate students and alumni in developing the necessary skills for success in the job market.

All this is done through:

- **Seminars and guidance workshops.**

By means of a personalized service provided through individual interviews, our department helps each and every student to develop their own career path.

- **Seminars in practical skills:**

how to write a CV and covering letter, preparing an interview, negotiating offers, making and maintaining professional contacts...

The department's activities are backed up by physical resources (careers guidance books, national and international press), as well as online resources (database on companies, online journals, employment search guides, alumni database...).

Please see our interactive website **careers.ie.edu** or contact us at the Careers Management Center for more information.



Corporate Partners:

Banks & Financial Entities

AIG American International Group, Allianz seguros, American express, AXA Seguros, Banco Español de Crédito, Banco Espirito Santo, Banco urquijo, Banco Zaragozano, Banesto, Bank of America, Bankinter, BBVA, BMW Financiera, BNP Paribas, BSN BANIF, Caixa Galicia, Citigroup, CPP, Credit Lyonnais, Credit Suisse, Deutsche Bank, Dresdner Kleinwort Wasserstein, EBRD, Ernst & Young Corporate Finance, FCE Bank, FCE Credit, Fiat Auto Renting, Fortis, GE Capital, Geoban, Goldman Sachs International, Grupo Barclays, Grupo Santander, JP Morgan, Lloyds Bank, Merrill Lynch, Morgan Stanley, Societé Generale, The World Bank, Weber Shandwick.

Law Firms

Albiñana y Suárez de Lezo, Allen & Overy, Alza Abogados y Fiscalistas, Araoz & Rueda, Baker & McKenzie, Bufete Barrilero y Asociados, Clifford Chance, Cuatresasas, Deloitte, Despacho Cremades, DLA Piper Rudnick Gray Cary Spain, Écija Abogados, Ernst & Young, Freshfields Bruckhaus, Garrigues, Gómez - Acebo & Pombo, Hammonds, KPMG, Landwell, Legalia Abogados, Linklaters, Lovells, Mazars & Asociados, Pérez-Llorca, Ramón Herмосilla, Roca Junyent, Squire, Sanders & Dempsey, Uría Menéndez.

Industry

3M, Ail Liquide, Almirall, Alstom, AstraZeneca, BMW, Cepsa, Cintra, Cosentino, Eli Lilly & Company, Fadesa, Ford, General Electric, GlaxoSmithkline, Goodyear Dunlop, Grupo Ferrovial, Grupo Grünenthal España, Grupo Lar, Grupo San José, Holcim, Ingersoll Rand, Metrovacesa, Peugeot, Pfizer, Philips Iberica, Saint Gobain, Schering Plough, Tetra Pack.

Consultancies

Accenture, Alfa Consulting, Alten, Altran, Arthur D. Little, AT Kearny, Bain & Company Iberica, Blueline, Boos Allen & Hamilton, Cap Gemini, CFI Group, Consultia, Daemon Quest, Deloitte & Touche, Diamon Cluster, Ernst & Young, Europraxis Group, Everis, Greenwich Consulting, IMS Health Global Consulting, KMPG, McKinsey & Co, Mercer Management Consulting, Najeti, PwC, Roland Berger & Partners GmbH, Soluziona Management Consulting, The Boston Consulting Group, Tormo y Asociados, Valoris Iberia, Watson Wyatt, Whyman and Co.

Consumer Goods & Distribution

ADIDAS Salomon, Altadis, American Nike, Avon Cosmetics, British American Tobacco, Cadbury Schweppes, Compañía Cervecera de Canarias, Coty Astor, Decathlon, Grupo Carrefour, Grupo Cruzcampo, Grupo Heineken, Grupo Inditex, Grupo Mahou - San Miguel, Grupo SOS, Grupo Vips, Johnson & Johnson, Kimberly Clark, Kraft Foods, L'OREAL España, Leroy Merlyn, LVMH Iberia, Procter & Gamble España, Reckitt Benckiser.

Services

AC Nielsen, Aguirre Newman, Antena 3 TV, Bahía Príncipe, Bloomberg, Brambles, Carlson Wagonlit, CBRE Richard Ellis, Codere, Disney, Globomedia, Grupo Parques Reunidos, Grupo Prisa, Kingsturge, Knight Frank, La Sexta, Maersk, NH Hoteles, SEUR, Sol Meliá, UPS, ICRC.

Telecommunications, Technology & Internet

Amadeus, Bodaclick.com, BT, Cisco Systems, Dell, Dialcom Telecomunicaciones, eBay, EMC Computer, Fujitsu, Google, Grupo Telefónica, IBM, Indra Sistemas, Microsoft Ibérica, Myalert.com, TCP Sistemas e Ingenierias, Unisys, Vodafone.

Comparative Program Table.

IE Business School

Programs in English

Group	Program	More Information
MBAs	International MBA Global MBA (Online) International Executive MBA (Biweekly version) International Executive MBA (Online)	www.ie.edu/imba www.ie.edu/gmba www.ie.edu/ixmba/bw www.ie.edu/ixmba
Masters in Management	Master in International Management Master in Marketing Management	www.ie.edu/mim
Specialized Masters	Master in Finance Master in Advanced Finance Master in Digital Marketing (Online) Master in Sports Management (Online) Master in Biotechnology Management (Online) Master in International Relations	www.ie.edu/mif www.ie.edu/miaf www.ie.edu/mdm www.ie.edu/msm www.ie.edu/mbtm www.ie.edu/mir
Master of Laws(LL.M.)	Master of Laws (LL.M.) in International Legal Practice English format and bilingual format (English-Spanish) Executive LL.M. IE-Northwestern University (Online)	www.ie.edu/mlp www.ie.edu/exllm



Programs in Spanish

Group	Program	More Information
MBA s	International MBA MBA Part-Time Global MBA (Online) Executive MBA (Semanal) Executive MBA (Quincenal) Executive MBA (Online)	www.ie.edu/imba www.ie.edu/mbap www.gmba.ie.edu www.ie.edu/exmba www.ie.edu/exmba www.ie.edu/exmba
Masters in Management	Master in International Management	www.ie.edu/mim
Masters especializados	Executive Master en Dirección Comercial y Marketing Executive Master en Dirección Financiera Executive Master en Dirección de Recursos Humanos Executive Master en Gestión Pública Executive Master en Dirección de Empresas Turísticas (Online)	www.ie.edu/exmdcm www.ie.edu/exmdf www.ie.edu/exmdrh www.ie.edu/exmgp www.ie.edu/exmdet
Master of Laws(LL.M.)	Master en Asesoría Jurídica de Empresas (LL.M.) Master en Asesoría Fiscal de Empresas (LL.M.) Master en Asesoría Jurídica Part-time (LL.M.)	www.ie.edu/maj www.ie.edu/maf www.ie.edu/majp

All of the brochure information is available in an audiovisual format on the IE Media Campus:

www.mediacampus.ie.edu

IE Business School would like to extend its deepest thanks to all those students, alumni, faculty members, and other parties who appear in this brochure.



If you want to learn more about the program, our faculty and other IE initiatives:

- Please contact our international offices: www.ie.edu/offices
- Request the full brochure or more information at IE in Madrid:

**IE Business School
Admissions Department**

María de Molina, 13
28006 Madrid, Spain
Tel.: +34 91 568 96 10
Fax: +34 91 568 97 10

admissions@ie.edu
www.ie.edu

- Download the pdf program: www.ie.edu/gmba

International Offices

ARGENTINA-Buenos Aires
Contact: Federico Paviolo
e-mail: argentina@ie.edu

BRAZIL-São Paulo
Contact: Newton Campos
e-mail: brasil@ie.edu

CHILE-Santiago de Chile
Contact: Mauricio Yury
e-mail: chile@ie.edu

CHINA-Shanghai
Contact: Albert Krisskoy
e-mail: china@ie.edu

COLOMBIA-Bogota
Contact: Patricia Salgar
e-mail: colombia@ie.edu
centroamerica@ie.edu

ECUADOR-Quito
Contact: Alexandra Pérez
e-mail: ecuador@ie.edu

**UNITED ARAB EMIRATES
- Dubai**
Contact: Arturo Manso
e-mail: UAE-Qatar@ie.edu

INDIA-Mumbai
Contact: Karan Gupta
e-mail: india@ie.edu

ITALY-Milan
Contact: Sergio Negri
e-mail: italy@ie.edu

JAPAN-Tokyo
Contact: Harumi Hotta
James Walsh
e-mail: japan@ie.edu

MEXICO-Mexico City
Contact: Alvaro Sánchez
Yolanda Fernández
e-mail: mexico@ie.edu

PERU-Lima
Contact: Bruno Garro
e-mail: peru@ie.edu

PORTUGAL- Lisbon
Contact: Ines Holtreman
e-mail: portugal@ie.edu

RUSSIA-Moscow
Contact: Esin Nisanci
e-mail: russia@ie.edu

SINGAPORE
Contact: Dirk Hopfl
e-mail: dirk.Hopfl@ie.edu

SOUTH KOREA
Contact: Abraham Lee
e-mail: korea@ie.edu

USA- New York
Contact: Kim Janulewicz
e-mail: kim.janulewicz@ie.edu
Miami
Contact: Guillermo P. Montes
e-mail: gmontes@ie.edu
Los Angeles
Contact: Jean Marie Winikates
e-mail: jmwinikates@ie.edu

VENEZUELA-Caracas
Contact: Raoul Benaim
e-mail: venezuela@ie.edu