



Universidad  
Carlos III de Madrid

Accredited by  
Association  
of MBAs

# THE UC3M MBA

BROADEN YOUR OUTLOOK  
DEEPEN YOUR UNDERSTANDING

MAKE A DIFFERENCE



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# Welcome From Our Programme Director

“It is my pleasure to introduce you to the internationally-accredited MBA programme at Universidad Carlos III de Madrid. We provide a rigorous, multicultural learning experience focussed on modern day management issues and innovative, hands-on problem-solving.

Today’s business world is characterised by innovation, volatility, global competition and continuous change. The UC3M MBA combines advanced theoretical training with interdisciplinary vision and practical learning experiences to help you to perform in these conditions.

Our MBA students develop critical thinking and leadership skills to solve new business problems, the strength of mind to make difficult decisions, the people skills to foster collaborative teamwork, and the strategic insight to guide the world’s corporations and institutions.

Our programme is offered in English and in Spanish, and is taught by highly qualified faculty members from the most prestigious European and American business schools and companies. Our annual intake is limited to 30 students per programme in order to optimise interaction and participation.

I hope our brochure gives you a useful outline of our programme and gives you an idea of what life as a UC3M MBA student is like. If you have specific questions that are not answered here, please get in touch with us through the contact details provided at the end of the brochure.”

**CLARA CARDONE-RIPORTELLA**  
Director of the UC3M MBA

# Programme Objectives

We train you to face dynamic, international business challenges with confidence, through an enjoyable, interactive and hands-on learning environment.

The UC3M MBA is targeted at high-performing professionals in any field, in the private or the public sectors, who wish to build their management skills, advance their careers, and gain a deeper insight into the practical aspects of the international business world.

## One year of intense professional and personal growth...

We focus on instilling our MBA students with:

- Solid business knowledge and technical skills
- Exposure to real, modern day management issues
- Practical problem-solving and critical thinking capabilities
- Leadership behaviours, personal awareness, and international sensitivity
- A multi-cultural, cross-disciplinary outlook

When you have successfully completed the UC3M MBA, you will understand and be able to apply solutions to the complex issues being faced by company boards across the world.

Our MBA graduates go into a multitude of different sectors following the course, including large corporations, SMEs, entrepreneurship, consultancy, finance, and government.

# Programme Overview

The UC3M MBA programme lasts 12 months, beginning in September and ending in September of the following year. Classes are spread over three terms, starting with a short refresher course in September. The first term runs from October to December, the second from January to March, and the third from April to June. Total course load is 1,510 hours (60.4 ECTS credits), with classes running from 5pm to 8pm Mondays to Thursdays and during the day on Fridays

## Practical, hands-on experience – at the deep end...

Our MBA programme is delivered through a combination of interactive lectures, small team assignments, presentations and practical simulations including interviews, negotiations and competitive exercises.

Our programme emphasises practical, hands on assignments, with students coordinating and cooperating with each other. You will interact closely with your teammates to organise and plan, allocate workloads and deliver the highly varied projects required for the programme.

You will also work in small teams to produce a business plan, for presentation to a panel of venture capitalists, accountants and professors at the end of the course. The business plan will incorporate every aspect of the UC3M MBA programme and will test your technical, team working and leadership skills to the limit.



# Programme Structure

## INTRODUCTION

Refresher Course:  
Financial Mathematics  
Quantitative Methods for Business

## CORE FOUNDATION MODULES

Economics for Business  
Applied Leadership  
Organisational Behaviour  
Principles of Accounting  
Statistical Methods for Management

1st TERM

## ELECTIVE MODULES

Ethics and  
Corporate Social Responsibility  
Management of Technology

## CORE MODULES

Entrepreneurship  
Financial Economics  
Marketing Strategy  
Operations Management  
Strategic Management

2nd TERM

## BUSINESS PLAN TUTORIALS

## ELECTIVE MODULES

Corporate Finance  
Project Finance  
International Business

## CORE MODULES

Globalisation  
Human resources Management  
Managerial Accounting and Control  
Market Analysis

3rd TERM

## BUSINESS PLAN TUTORIALS

## BUSINESS PLAN

## MASTER AWARD

# Global Perspective

Our students and faculty come from all over the world and from many disciplines.

## Global perspective – holistic approach...

The UC3M MBA 2008 student intake comprised of 29 professionals from 22 countries across five continents, from backgrounds as diverse as research science, consultancy, IT, engineering, banking and finance, operations, sales and marketing, public relations, law, and the public sector.

Our faculty comprises highly qualified academics and professionals with distinguished backgrounds in the world's leading institutions and companies, including SDA Bocconi, Instituto Empresa, the University of Colorado, PwC, Grupo Santander and BBVA.

This diversity of students and faculty members gives our MBA programme a truly international and cross-disciplinary perspective, and offers students a deep insight into the whole range of management and international business issues.





## About UC3M

Universidad Carlos III de Madrid was founded in 1989 and is now one of the leading educational establishments in Spain. Our internationally accredited MBA programme is offered by the University's Department of Business Administration.

Our guiding philosophy is one of developing responsible, creative-thinking individuals who are well-acquainted with business philosophies, strategies and practices, sensitive to social problems and committed to an idea of progress based on freedom, justice and tolerance. We support environmentally sustainable growth, and actively participate in aid projects in developing countries.

### Renowned for excellence – passionate about innovation...

Our many accolades include the following:

- Our MBA programme, launched in 1997, is one of only five MBA programmes in the whole of Spain to be accredited by the rigorous Association of MBAs
- We are the only Spanish institution whose PhD programmes have all received the "Mencion de Calidad" (a hallmark award certifying the high quality of a programme) from the Ministry of Education and Science.
- The students of our Master in Financial Analysis programme participate in the prestigious CFA Global Investment Challenge – in 2008 the UC3M team won the European leg of the championship and went on to achieve second place worldwide

UC3M is one of the leading Spanish institutions for business research. Our focus on first-rate classroom experiences, leading research, cutting-edge innovation and a relentless drive for excellence takes us from strength to strength.

# Faculty

Our faculty comprises first-rate academics and industry experts who are leaders in their field.

All our faculty are either from countries outside Spain, or they have international experience – some also hold visiting positions in other leading institutions around the world. All our academic faculty are internationally recognised and their work is published in leading international journals.

We are meticulous in ensuring that our teaching quality is of the highest standard. We regularly request all our students to provide honest, objective

feedback on the tuition they receive and we invite them to make suggestions on how to continuously improve the learning experience at UC3M.

We believe that we offer one of the very best MBA learning experiences in the world, due to our relentless focus on teaching quality, our small class size, and our interactive teaching methodology.

The quality of our faculty and our teaching has been rigorously evaluated by the Association of MBAs and has been accredited by this prestigious international body.



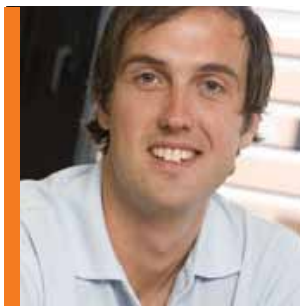
# Benefits To You

The UC3M MBA programme gives you one year to gain a broader perspective and a deeper understanding of the international business world. The practical nature of the course gives you the opportunity to consolidate your business experiences and optimise your learning and your skills.

## Holistic and independent – more than just another MBA...

Due to the holistic approach of the course and the exceptionally diversified background of the faculty and class, you develop a keen insight into new fields, new sectors, new geographies, and other areas of the business and administrative world. You gain an understanding of the key questions affecting a wide range of industries and sectors, and this improves the quality of your future dealings with these sectors and opens-up new professional options for you.

Our unique feature is that we are a truly free-thinking institution. We focus on instilling independent thinking and approaching business problems and opportunities with critical questioning rather than with ready-made answers. We are heavily focussed on practical skills, and we want our students to question industry norms, raise industry standards, and influence the future business world.

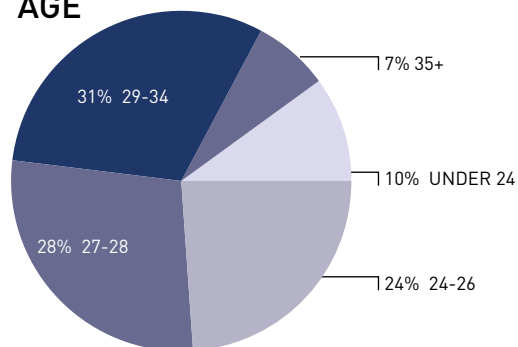


# Student Profile\*

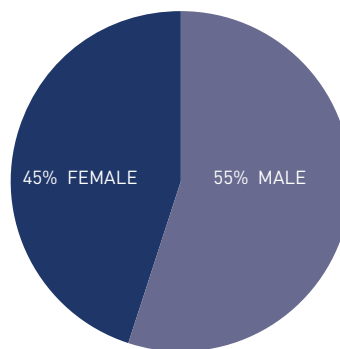
## COUNTRIES OF ORIGIN (1997-2008)

Argentina	France	Nigeria
Australia	Germany	Norway
Belgium	Greece	Pakistan
Bolivia	Guatemala	Panama
Brasil	Holand	Paraguay
Bulgaria	Honduras	Peru
Canada	India	Portugal
Chile	Iran	Romania
China	Ireland	Russia
Colombia	Italy	Serbia
Costa Rica	Japan	Spain
Croatia	Kazakhstan	Sweden
Cuba	Lebanon	Turkey
Dom. Rep.	Mexico	UK
Ecuador	Mongolia	Uruguay
El Salvador	Mozambique	USA
Finland	Nicaragua	Venezuela

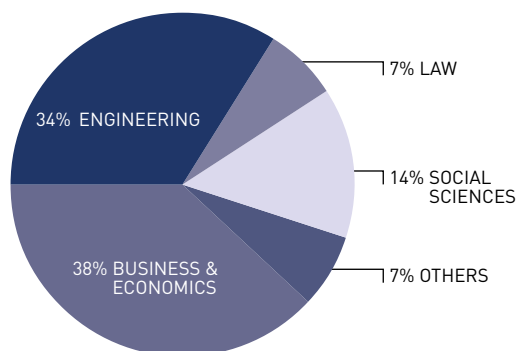
## AGE



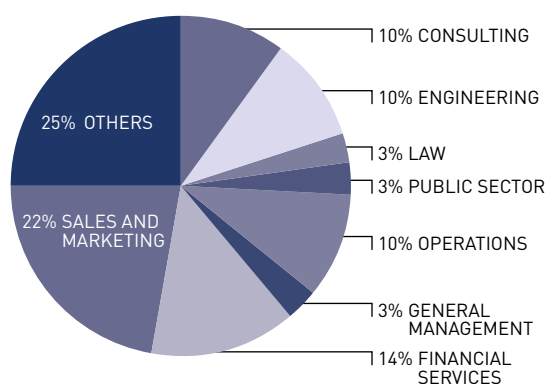
## GENDER



## EDUCATIONAL BACKGROUND



## PROFESSIONAL BACKGROUND



\*Student Profile 2008/2009

# Career Direction

The reputation of UC3M and our internationally-accredited MBA programme opens doors with employers across the world. Of particular value to employers are the critical thinking and analytical skills that our programme develops, together with the hands-on experience that it provides.

## An investment that pays-off time and time again...

The benefits of the UC3M MBA programme will stay with you for years, and indeed, throughout your career. What you learn during the course gives insight to make good decisions that will develop and advance your career in a way that is best for you. Further, our faculty members possess a wealth of experience across multiple sectors and are always happy to discuss career issues with you.

We have strong links with a number of large employers in the Madrid area, and a number of internships with leading companies are made available. Further to this, we organise group visits to company premises for you to see the companies in action and to meet the people who make them successful.

Our reputation attracts many organisations to our recruitment fairs. For example, our October 2008 fair attracted 130 businesses from all around the world, looking to fill positions across a variety of sectors including banking and financial services, information technology, telecommunications, law, engineering, media, and consulting.



# Fees and Financial Aid

Tuition fees for the whole MBA programme are €12,000. This covers registration, teaching, examinations, use of the Library and other University installations, and all learning materials, including a laptop computer that we will provide to you for the purposes of the programme.

Due to the high number of applications that we receive, in order to secure a place following acceptance into our MBA programme we require payment of a non-refundable deposit of €3,000.

## A first-rate programme – outstanding value...

UC3M is a public, non-profit university. In most MBA schools, a large percentage of the tuition fee is used to finance expensive marketing campaigns. We limit our marketing costs so that you pay less, and we focus our efforts and our resources in maintaining and improving the quality of the programme. Our high standard of quality is guaranteed by our accreditation from the AMBA (Association of MBAs) and by our continuing international success and growing recognition.

We also grant tuition bursaries, and these are awarded both on a means-tested basis and on a competitive basis to the best performers of the first term of the MBA programme.



# Admissions

We welcome applications from high-achieving professionals in any sector.

Our basic minimum entry criteria are a good Bachelors or Masters Degree in any discipline, together with at least three years of professional experience and proficiency in English (or Spanish, for our Spanish language programme).

We look for demonstrable professional and academic success. We consider applications from a holistic viewpoint, especially taking into account what we believe applicants will bring to the programme.

We carefully evaluate every aspect of your application, and a personal interview (by telephone or face-to-face) may be required.

Applications may be submitted by post or fax (not e-mail) and must include:

- Two signed letters of recommendation
- A letter of motivation
- Photocopy of your degree title
- Photocopy of your Academic Transcript (the full academic records)
- Photocopy of Passport
- Curriculum Vitae, with supporting documents
- Any other relevant information.

An application pack can be downloaded from our website at [www.uc3m.es/mba](http://www.uc3m.es/mba)

# About Madrid

Our school is situated in a scenic, modern, leafy campus in Getafe, a suburb of Madrid. Central Madrid is just a short ride from the university.

## A beautiful, bustling world capital...

Madrid offers an exciting combination of history and modernity: a world-class art and culture scene, beautiful architecture, magnificent parks, a lively nightlife, superb cuisine and endless pavement cafes, bars and restaurants.

The city is diverse, international and multicultural. Many Spanish firms have expanded their business to other European Union countries over the last few years, and are also becoming crucial players in Latin America - most of these firms have their corporate headquarters in Madrid.

Every year, Madrid hosts numerous business fairs and has become the number one business destination in Spain.



# Testimonials



“Taking the UC3M programme was a life changing decision for me. In the personal field, I made new friends from all over the world, and living in such a dynamic city as Madrid was a wonderful and exciting experience. Professionally, it has opened new and unexpected opportunities for me, and taught me many new skills and improved on the ones I already had. I wouldn’t hesitate in recommending the UC3M MBA.”

**JULIETA DE LA PEÑA (MEXICO)** – UC3M MBA 06/07

Office Manager  
Gruma / Mission Foods



“The quality of the teaching here really is excellent. Professors get their ideas across very clearly and they make you think about the practical cases in depth. Classes are very interactive and professors always make themselves available for detailed discussions on the more complex points. You work hard, but you get so much from it! And everyone is keen to hear your suggestions.”

**DANIEL CHRISTENSEN (UK)** – UC3M MBA 08/09

Manager, Strategic Business Services,  
Clydesdale Bank PLC

## Testimonials (cont)



“I have previously worked as a research scientist with interests in vaccine development and food health, and decided to do the UC3M MBA to facilitate my transition from academia to the biotechnology and pharmaceutical sectors. As well as a solid background and a practical vision in different business areas, the programme has had a direct impact on my managerial capabilities and leadership qualities. While demanding, it has also been a fun experience, allowing me to develop a network of friends and professional contacts both in Madrid and from around the world. I would recommend the programme to anyone.”

**SEAN HANNIFY (IRELAND)** – UC3M MBA 08/09

Senior Research Scientist  
Institute of Food Research



“The MBA at the UC3M enabled me to take what I had learned in University and apply it to today’s dynamic and complex business framework. It allowed me to understand the bigger perspective of things and enhanced my leadership skills. Of course, living in Madrid was essential to the study-life balance and I look back on the year as an invaluable experience both in forming my career as well as in my personal development.”

**DANIELA LUZ LAUREL (PHILIPPINES)** – UC3M MBA 06/07

M&A Advisory- Global Banking and Markets  
The Royal Bank of Scotland, Amsterdam, the Netherlands

# Directorate and Advisory Board

## **DIRECTORATE**

Clara Cardone, Associate Professor of Accounting and Financial Economics (Director)

Jaime Ortega, Associate Professor of Management. (Deputy Director)

## **ADVISORY BOARD**

Alonso Cienfuegos Heredia, Human Resources Manager, Ernst & Young

Luis López Sánchez, Recruitment Manager, Deloitte

Isidoro Torres López, Recruitment Manager, Iberdrola

Ángel Cervantes Moreno, Training and Development Manager, Grupo Banco Popular

Pedro Cuesta Aguilar, President of the Association of Graphic Arts Companies in Madrid

José De Juan Saboya, Recruitment Corporate Manager, Unión Fenosa

María José Muñoz Vázquez, Recruitment Consultant, BBVA

Ismael Pulido Calle, Recruitment and Training Manager, Endesa

Javier Alonso Martínez, Research and Development Manager, Unión Fenosa

Carlos Alonso Melgosa, Training Manager, Caja de Ahorros Municipal de Burgos

Alfonso Cánovas Vidal, Human Resources Development Manager, CEPESA

# Contacts

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