

EADA
International
Business Programme

Euro*MBA

Master in Marketing

Master in Recursos Humanos

Master in Finance

ABE International Master in
Management



International MBA

One year
Full-time Programme
English stream / Spanish stream

International quality Acreditations



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Letter from the General Director



The aim of the International MBA at EADA is to prepare future managers and entrepreneurs to successfully lead business organisations in global environments. This is achieved by employing the most innovative management techniques through an eminently practical approach.

For over 40 years EADA has been at the forefront of executive education and in-company training programmes in the Spanish business community. Our on-going relationship with over 300 Associate Companies serves as the backbone of an experientially based education oriented towards fulfilling the demands of two important customer bases: young professionals seeking the practical training necessary to advance their careers; and international companies seeking professionals with senior management potential. Our message is clear... *we understand the management needs of corporations and our faculty are experts in delivering the required business training.*

The International MBA addresses a wide range of business concepts, functional tools, and management techniques. In addition to the specific knowledge acquired, the programme is designed to expose participants to the rigour, commitment and sense of urgency that companies demand of their executives, while at the same time maintaining a balanced, equitable approach to the community at large. Special attention is given to developing competencies such as leadership, team building, decision-making, negotiation, communication and presentation skills.

I am certain that your time at EADA will be a rich experience in terms of personal and professional growth and I look forward to welcoming you into the growing EADA network of friends, professionals, partners and educators.



David Parcerisas
General Director



EADA: The School of Choice for Future Managers



Carlos Sánchez Villavecchia
IT Consulting – General Manager
Barcelona, Spain
Class of 1996

"The training that I received at EADA was a determining factor in my professional career. The rich learning environment of the MBA programme helped me develop the personal and professional criteria to perform as a top manager."

An Experienced Institution

Founded in 1957, EADA was one of the first Spanish institutions to offer executive training programmes to the professional community.

More than 90,000 students from over 30 different countries have entrusted their training to us, a fact that highlights EADA as one of the most innovative and prestigious business schools in Spain.

Solid, Effective, Customer Oriented Training

EADA graduates enter the job market with the assurance that they will add value to their future company from day one.

The practical, hands-on training approach is the key to bridging the gap between highly motivated young professionals and international companies in search of future leaders.

International alliances and partnerships

Germany	Akademie für Weiterbildung e.V. Delmenhorst European Business School Handelshochschule Leipzig
Belgium	Vlerick Leuven Gent - <i>Management School</i>
France	Audencia School of Management IAE Aix-en-Provence EDHEC – Business School
Holland	Open University of the Netherlands GSIM – Maastricht School of Management
Ireland	University College Dublin
Italy	MIB School of Management
Japan	Nagoya University
Poland	Leon Kozminski Academy of Entrepreneurship and Management
United Kingdom	Aston Business School Henley Management College Bradford University School of Management
South Africa	University of Stellenbosch
Sweden	Linköping Universitet
Switzerland	Centre International de Glion
Thailand	Asian Institute of Technology (AIT)
Taiwan	National Chengchi University
USA	Georgia Institute of Technology – <i>Dupree College of Management</i> University of Minnesota ISP

Student Exchange Programmes

Upon successful completion of the International MBA programme, students can enhance their international experience by participating in one of the exchange programmes that EADA has established with its educational partners.



International Quality Accreditations

EADA has been awarded the European Quality Label. The EQUIS accreditation is conferred to institutions which meet its strict quality criteria requirements. Currently only 4 Spanish business schools and an overall total of 73 institutions have received this distinction.



AMBA

The prestigious organisation The Association of MBAs gives quality accreditations of MBA programmes from different international business schools in order to safeguard the interests of the consumer and to maintain certain quality standards.



A member of the most prominent management institutions

- The European Foundation for Management Development (efmd)
- American Assembly of Collegiate Schools of Business (AACSB)
- Latin American Counsel of School of Business Administration (CLADEA)
- European Healthcare Management Association (EHMA)

EADA is a founding member of the *Asociación Española de Escuelas de Dirección de Empresas* (AEDEE) which groups together the most prestigious business schools in Spain and rigorously controls quality criteria.



The International MBA at EADA

Objectives

The goal of EADA's international programmes is to develop management competencies in the participants, placing emphasis on four fundamental areas:

- mastery of specific business tools and techniques
- development of leadership skills which are essential to international managers
- acquisition of a global vision of the company and its strategic position in the business environment
- interaction with leading corporations

The participants learn to effectively apply their newly gained skills and knowledge as they develop their professional careers



Programme Structure

800 class hours - 80 ECTS
One year
Full-time study
Monday to Friday
October to July

Duration & Dedication

The International MBA is a full-time programme which runs from October until the end of July. Class sessions are given in the mornings from 10:00-14:00 and the afternoons are dedicated to preparing the readings, case studies, group work and project presentations that form the backbone of the academic modules.

Evaluation

Attendance and active participation in class sessions are absolutely essential as evaluation is based largely on participants' ability to demonstrate an in-depth understanding and practical application of the business concepts, tools and techniques. This is best demonstrated by participants' willingness to actively engage in open discussion and debate.



Academic Modules

Foundations

An initial module held in the EADA-Collbató Business Training Centre which focuses on establishing the basis for the team work and managerial competencies that will be called upon and developed throughout the MBA programme.

Core Courses

The academic modules oriented at mastering the key business tools and techniques that are critical to successful managers in the corporate world.

Business Integration Strategies

A module focused on integrating the knowledge gained in the core courses and effectively utilising the tools and techniques to set corporate strategies and make managerial decisions when faced with a myriad of different business scenarios.

Electives

A final module that allows participants to give particular focus to areas of their choice.

Business Projects

Throughout the year participants work together in teams to prepare and present three major business projects: a marketing plan based on a product launch, a comprehensive business plan to support a new business venture and a corporate business project to evaluate a scenario being faced by an international corporation and make management recommendations.

Programme Design			
Foundations	Core Courses	Integration Strategies	Electives
October (1week) <ul style="list-style-type: none"> • Introduction Course • Multicultural teams • Key competencies • Case methodology • Personal Learning Plan • Leadership Skills 	October – December <ul style="list-style-type: none"> • Strategic Management • Managerial Economics • Financial Statement Analysis • Cost Accounting • Strategic Marketing • Human Resources Management • Profile of Professional Competency January – May <ul style="list-style-type: none"> • Short Term Finance • Corporate Finance • Financial Planning • Marketing Mix • Operations Management • Technology Management • International Week <ul style="list-style-type: none"> • Managerial Skills 	May – June <ul style="list-style-type: none"> • New Business Development • Growing the Business • Consolidation & Efficiency • Revitalisation & Renovation • Organisational Control • Negotiation Skills • Corporate Social Responsibility • Business Simulation <ul style="list-style-type: none"> • Managerial Skills 	July <ul style="list-style-type: none"> • International Management • International Marketing • International Finance • Business Consulting • International Negotiations • Talent Management • Organizational Effectiveness • Developing Markets • Mergers & Acquisitions <ul style="list-style-type: none"> • Managerial Skills
Corporate Business Project – April – July			

Methodology

EADA has developed its own practical, active and participatory approach with emphasis on *"learning by doing"*. The methodology reflects companies' demand for professionals with skills such as: the capacity to reflect, ability to act in the face of change, versatility to work in multifunctional teams and adaptability to the challenges of a global environment.

These competencies are developed at EADA through the Case Method, Business Projects, Business Games, Analysis & Discussion Groups and Team Working activities. Participants are consistently placed in real-life business situations and forced to think like executives and make strategic decisions.

Business Case

A business case is a description of a real and complex company situation. The participants must thoroughly analyse and define the problem, propose and evaluate different alternatives as well as design an implementation plan.

EADA faculty members act as facilitators and guide groups through this dynamic learning approach.

Business Project Development

Participants are grouped together and tasked with developing a comprehensive Business Plan to support a concrete business opportunity that they have identified. Guided by a tutor, they analyse real markets, products and competitive situations by using techniques and skills acquired during the programme.

The groups present and defend their projects before a panel of experts – just as they would before a senior management team, investment bank or venture capitalist.

Business Simulations

Computer aided simulations enable participants to go beyond academic analysis and experience the impact of decisions in a competitive environment. Students go head-to-head with each other and test their strategic decision making skills at the helm of a multinational company.

Analysis and Discussion Groups

The ability to analyse, discuss and defend different points of view in groups is key to developing managerial attributes such as: self-confidence, communication skills, management of differences and negotiation.

Team Building Activities

Indoor training, outdoor training, business cases, business projects, group presentations... the learning activities at EADA are aimed at reinforcing the development of solid team building skills necessary to operate in, and lead world class organisations.

Leadership, Leadership, Leadership

From day one, EADA participants are instilled with values related to taking responsibility for their personal growth, their work, their careers and improving the quality of the organisations and people they lead.

Personal and Professional Development Workshops

During the year participants attend a series of residential management workshops held in the EADA – Collbató Residential Business Training Centre.

This residential centre is the ideal location to immerse oneself in the personal development activities offered throughout the course of the International MBA programme. Located at the base of the Montserrat mountain range, the facility is surrounded by more than 14 hectares of forest and combines a modern academic infrastructure with hotel facilities, restaurant, gym, swimming pool, library and computer facilities.

This environment allows individuals to concentrate on their own personal development while at the same time fostering team integration and interaction.

Developmental workshops include:

- Outdoor training
- Team building
- Management interviews
- Effective presentations
- Career orientation
- Leadership development
- Personal development planning
- Creativity
- Coaching, mentoring, feedback
- Negotiation skills



EADA - Collbató Residential Business Training Centre



International MBA

Detailed Course Description



Peter Schickling
Marriot Hotel Group
Frankfurt, Germany
Class of 2002

"I was impressed by the completeness of the MBA programme offered by EADA, by its strong international focus and the high teaching quality. Besides, I was highly motivated to live for a year in a Spanish-speaking country and especially in such a beautiful city as Barcelona."

Core Courses

The development of solid concepts, skills and management techniques

Strategic Management

This course provides the basis for defining and implementing the corporate vision and mission, as well as business values and strategies. Participants learn to evaluate the competitive position of a company in terms of rigorous internal and external analyses and also to consider the key factors which enable sustainable competitive advantage.

Managerial Economics

Participants consider the social, political and economic issues which affect the daily management of the corporation and which require management decisions of critical importance for the company.

Financial Statement Analysis

Participants acquire the skill of assimilating financial information and proposing recommendations based on analysis of the financial statements.



International Week modules offer participants the chance to interact with visiting faculty and professionals from other countries or with people who have outstanding experience in international business environments.

On the right is an excerpt of seminar topics from a previous International School.

International School

Colombia

Fabio Novoa
INALDE
Innovate: the art of competing

UK

David Grayson
Business Consultant
Corporate Social Responsibility

Spain

Joan M^a Amat
SMC, Consultores en Management. S.L.
Leadership in the XXI th. Century

USA

Elaine Gagne
Master Certified Coach
Corporate Coaching

Spain

Susana Marin Coe-Archer
Hotel Pulitzer
The power of quality in the services sector

France

Salim Chahine
AUDENCIA, Nantes
Multinational Financial Management

France

Laurent Georges
EDHEC Business
Business to Business Marketing

USA

Jeffrey Edmond Curry
AUDENCIA, Nantes
Planning and Conducting International Commercial Negotiations

Financial Planning

This course provides future managers with the necessary techniques to evaluate a company's short, medium and long term financing needs and to meet these needs by using various budget control tools.

Strategic Marketing

The strategic role of marketing is analysed in the context of consumer behaviour and market research techniques.

Human Resources Management

Participants analyse the tactical and strategic steps required in the forecasting, planning, recruitment, pay-roll and training areas of Human Resources.

Profile of Professional Competency

By using several individual and team exercises, participants analyse the importance of combining efficient leadership skills with a clear understanding of group dynamics.

Short Term Finance

Participants apply financial tools to evaluate investment decisions and decide on the right combination of financial instruments required to meet the company's short term needs.

Corporate Finance

Special emphasis is placed on understanding the cost of financial resources and developing business relationships with financial institutions.

Cuba

Alberto Costa Acosta
Universidad de Matanzas
The Strategic planning as a model of change in organisations

Germany

Andreas Kuska
Business Consultant
The EU enlargement to the East and the effects on the Spanish economy

France

Pierre Chaix
EDHEC Business School
IT-enabled Marketing

Germany

Matthias Halfmann
MH Consulting B.V.
Management Consulting Skills for a Changing Global Environment

Germany

Clemens Bechter
Asian Institute of Technology
Developing successful travel portals and location based services

Argentina

Julio Sánchez
IAE
Management of the provision and distribution chain

Thailand

Lalit Johri
Asian Institute of Technology
Strategic Management in Asian Context

UK

Suzanne Penn
Roffey Park
Talent Management

Spain

Julio Fuster
Corporate Solutions
Financing of international projects

Cost Accounting

The course provides the basis for determining, accounting and efficiently controlling organizational costs as well as determining the returns on business activity.

Marketing Mix

The objective is to analyse coherent strategies related to the key variables of the marketing mix: product, price, distribution, promotion and communication. Participants are required to draw up a marketing plan to put these concepts into practice.



Operations Management

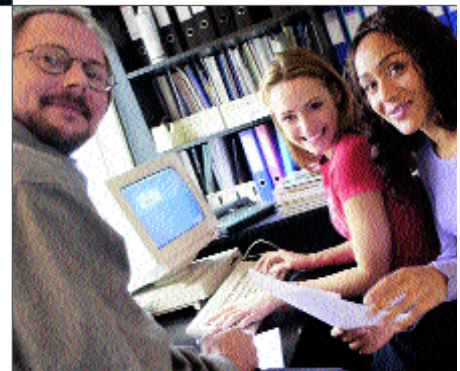
Participants learn how to improve competitiveness through the efficient design of production processes, setting quality criteria and implementing control mechanisms.

Technology Management

Information technologies are analysed from a strategic point of view, taking into account two related but opposing functions: providing support for existing activities at the same time as creating an environment which favours innovation.

International Week

The integrated modules in EADA's International Week provide participants with the opportunity to interact with faculty and highly regarded executives alike, all of whom transmit their experiences and international outlook.



Business Integration Strategies

Implementation of strategies in diverse business situations

New Business Development

Participants learn to identify business opportunities, undertake competitive and sensitivity analyses, identifying business risks, determining the most suitable business structure, creating a powerful business team, designing a business plan and presenting proposals for financial backing.

Growing the Business

Companies with aggressive growth strategies have a series of models available when it comes to options such as developing new products, internationalisation, mergers and acquisitions, strategic alliances etc. The course encourages participants to consider the business implications of these strategies and to make decisions to enable sustained growth.

Consolidation & Efficiency

Strong growth and international expansion can bring about the loss of synergies among different business activities. Rationalising key processes, efficient use of technology and suppressing activities which do not bring added value, are essential for efficient management and success in business.

Revitalisation & Renovation

Creativity, innovation and an entrepreneurial spirit can be key factors in driving a business, promoting new lines of activity or converting deficit areas into earning ones.

Organisational Control

Management control must encompass all the company's functional areas, guaranteeing there are mechanisms which can measure the most significant profit indicators as well as decision making as to how much added value the business generates.

Negotiation Skills

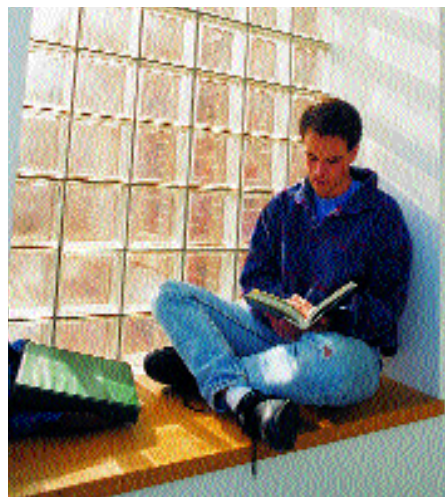
Negotiation is a daily activity for all managers in areas such as sales contracts, supplies, financing, personnel, etc. The course looks at techniques and the negotiation process, with role play situations being used to put these concepts into practice.

Corporate Social Responsibility

EADA is committed to training managers with an open mind and social awareness, to make difficult decisions with this always in mind. The course looks at practical cases to show real life ethical issues which today's manager has to deal with.

Business Simulation

Computer assisted simulations enable different teams to put the concepts into practice and see the immediate results in terms of the competitive environment.



Electives

Building your area of expertise

During the final month of the programme and during the International School modules, students have the option to choose from a variety of elective courses that fall under the following areas:

- International Management
- International Marketing
- International Finance
- Business Consulting
- International Negotiations
- Talent Management
- Organizational Effectiveness
- Developing Markets
- Mergers & Acquisitions

Note: Electives change from year to year based on the changing business and academic environments. There may be programming changes during the academic year.





International MBA

Teaching Faculty



David Dinwoodie

Director International MBA.
Professor of International Business
Strategy and International Finance.

Master International Management,
Thunderbird.
MBA, ESADE.
BA Political Science, University
Colorado.
Executive Negotiation Program,
Harvard University.



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Department of International
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Luis Torras Arruga
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Graduate in English, Universitat de
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Universitat de Barcelona. Master in General
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California, Berkeley. Academic Director at
EADA and of the General Management
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Alberto Jorge Acosta

Graduate in Psychology, specialization in
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Human Resources, Universidad de
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David Dinwoodie

MBA, ESADE Master in International
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Graduate School of International
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International MBA Programme Director

Elkin Jaramillo Aguirre

Master's degree in Physics and
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Universidad Nacional de Colombia.
Business consultant. Family Business
Programme Director at EADA. Director of
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Ramón Martín-Busutil Valls

Doctor in Industrial Engineering,
Universidad de Madrid. Postgraduate in
HEC, París. Ex-International President of
Blockbuster Entertainment (VIACOM) and
Cadbury Schweppes Europe. Associate
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Management, Georgia Tech, USA.

Jordi Mauri Santuré

Doctor of Medicine and Surgery, Universitat
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Kurt Querbach

Graduate in Business Administration,
Universidad de Saarbrücken, Germany.
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purchases and logistics director of the
Pelikan Group in Mexico and former
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Consulting.

Martin Rahe

PhD in Economics, Rhur Universität,
Bochum, Germany. Graduate in Economics,
Westfälische Wilhemsuniversität, Münster.
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PhD. in Management Sciences, ESADE /
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Graduate in Law, Universitat de Barcelona. Diplomat in Foreign Trade, CEOE. International Trade, Cámara de Comercio de Barcelona, CEDEIN. Legal Director of Grupo Inmobiliario HEMERETIK.

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PhD in Philosophy, Universitat de Barcelona PhD candidate in Management and Business Administration, Universitat Pompeu Fabra. Architecture and Engineering studies. Diploma in Finance Management, EADA. Degree in International Management, ESMA. Degree in International Marketing, ESMA (Escuela Superior de Marketing y Administración). Associate consultant of INTERFIN.

Joan Gallés i Artigas

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Departament of Marketing

Beatriz Soler Bigas

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Graduate in Psychology, Universitat de Barcelona. PhD candidate on Manager's Training, Universitat de Barcelona. Degree in Marketing Management, INSEAD. Diploma in Marketing Management, EADA. International General Management Programme, IMD.

Gustavo Baell Diego

Graduate in Business, Universidad de Barcelona. Superior Graduate in Foreign Trade, Cámara de Comercio de Barcelona. Superior Graduate in Marketing, ESMA. Head of Sales, D'AUCY.

Cristina Blanxer García

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Graduate in Psychology, Universitat Autònoma de Barcelona. Area Manager at A.C. NIELSEN COMPANY.

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Master in Business Administration MBA, IESE.. Advanced Industrial Engineering Degree, Universidad Politécnica de Madrid. Business consultant.

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M^a Luisa Crespo Sánchez

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Tirso Gracia i Serrano

Graduate in Law from the Universitat de Barcelona. Diploma in Personnel Management from EADA. (Barcelona). Practicing lawyer.

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Graduate in English, St John's University New York.

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Jordi Iparraguirre Vilarrasa

Computer Engineering, Universitat Autònoma de Barcelona. MBA, ESADE. Hewlett Packard Workforce Development Coordinator.

Dr. Luis Miguel de Les y Manso

PhD in Economics and Business Administration, Universidad de Navarra. PhD in Business Administration, IESE. Airline pilot. MBA, IESE.

José Luís Martín Irazo

Graduate in Physics from the Universitat de Barcelona. Industrial Engineer from the Universitat Politècnica de Catalunya. Degree in computing from IESE, (Barcelona). MBA from ESADE, (Barcelona). Austarsystems Sud-Europe Director.

Scholarships and Grants



Arturo Alsina i Gallart Scholarship
General Management Programme.
Full programme



COS Leadership Award Scholarship
International MBA
(English stream/Spanish stream)



Josep M. de Sagarra i de Montoliu Scholarship
Master In Finance and Master In Human Resources. 50% of programme

Lluís Martí i Ragué Scholarship
Programme to be determined.
50% of programme



Cambre de Comerç
de Barcelona



Cambre de Comerç
de Sabadell

Scholarship of Cambra de Comerç de Barcelona
Scholarship of Cambra de Comerç de Sabadell

Scholarship to "Managing development of women"
International MBA.
(English stream/Spanish stream)



MEDIGRUP DIGITAL Scholarship
Master in Marketing.
(English stream/Spanish stream)
50% of programme

"Eastern Europe Leadership" Scholarship
International MBA.
(English stream/Spanish stream)



Schober Scholarship
Master in Marketing.
50% of programme

"Asian Leadership" Scholarship
International MBA.
(English stream/Spanish stream)



Fondo de Empresa Scholarship
Programme to be determined.
50% of programme

EADA - Asia Scholarship
ABE International Master in Management.

EADA - Eastern Europe Scholarship
ABE International Master in Management.

EADA - USA, Latin America, Europe Scholarship
ABE International Master in Management.



AECI Scholarship
International MBA and Specialized Masters.
50% of programme



Fundación Carolina Scholarship
*International MBA (English stream/Spanish stream)
and Master in Human Resources.*
50% of programme



International MBA

Student Profile



José Antonio Ruisánchez
Euromanager - Executive Selection
Barcelona, Spain
Class of 1999

"EADA was definitely the right choice for launching my international career. The mixture of students from over fifteen different countries, the diversity of perspectives during International Week, the on-going networking activity - a very rich experience..."

The International MBA is a programme designed to build the potential of university graduates in the initial stages of their professional career. Participants in the programme are highly motivated individuals committed to acquiring the training necessary to consolidate their managerial skills and pursue an

exhilarating career in the world of international business.

The rich mix of cultural and academic backgrounds of the participants adds an international flavour that reflects the reality of today's global business environment.



Countries of Origin

Andorra	Japan
Argentina	Mexico
Belgium	Nicaragua
Bolivia	Norway
Brazil	Panama
Chile	Peru
China	Poland
El Salvador	Portugal
France	Russia
Germany	Spain
Guatemala	Sweden
Holland	Switzerland
Hungary	UK
Iran	Ukraine
Italy	USA

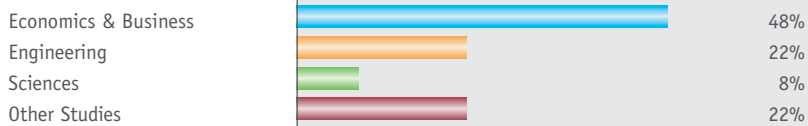
Age



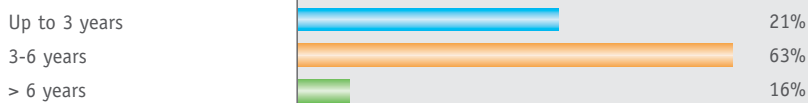
Gender



Previous Studies



Work Experience





International MBA

Career Service



Nausica Riccio
MCR Activos Humanos
Barcelona, Spain
Class of 2001

"Working in the HR Department of Barcelona's Hotel Arts as part of my internship helped me to complement the skills acquired in my Masters programme. In a multinational company, I was exposed to the global nature of international business strategy. This enabled me to learn from a management team whose decisions reach much further than the company or the country it is in."

The Career Management Centre aids students in planning and managing their careers and employers in recruiting their corporate leaders of the future.

Internships

Over 150 companies participate in the EADA Internship Programme, offering students the opportunity to venture out of the classroom and apply newly acquired business tools in real life situations.

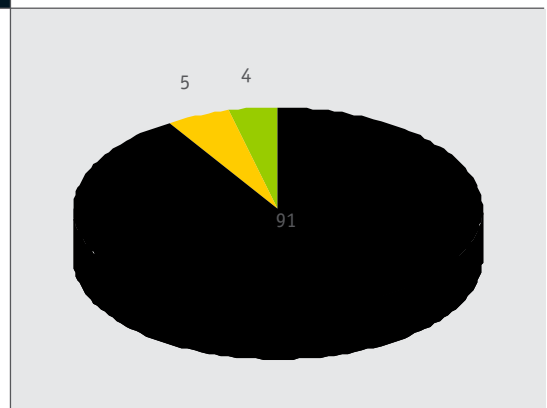
Job Opportunities

A successful job search requires planning, preparation and focus. Our students know that while employment opportunities in international business are increasing, so too is competition. We help prepare them to meet this competitive challenge.

Job Placement Statistics*

Working	91%
Job Search	5%
Study Abroad	4%

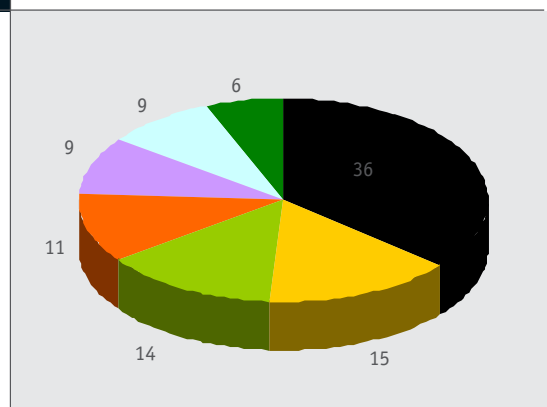
* Study carried out 6 months after graduation (class 2003)



Placement Data by Sectors*

Management Consulting	36%
Consumer Goods	15%
Financial Services	14%
Chemical Pharmaceutical	11%
Telecommunications	9%
Banking	9%
Other Sectors	6%

* Study carried out 6 months after graduation (class 2003)



The Career Management Centre offers a full range of student resources:

- Career assessment analysis
- Professional Competency Analysis & Personal Development
- Employability Workshops
 - Job search strategies
 - Interview techniques
 - Salary negotiation
 - Networking skills
 - Market research tools
- Internships
- Company Recruitment
- Recruitment Agency contacts
- Web-based job search
- Careers Fair

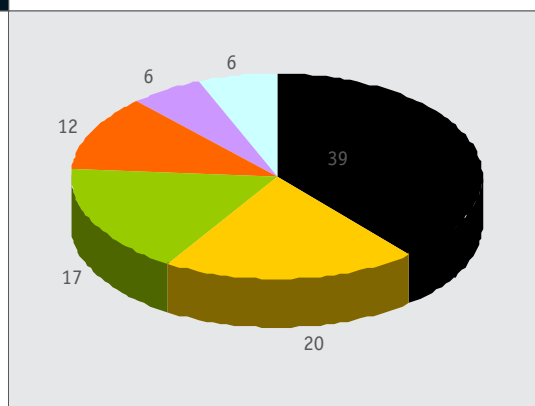
Curricula CD

Every year we publish a CD of curricula of the participants who complete the Masters programmes. This is sent to more than 3,500 national and international companies. This publication is an essential marketing tool for our participants as it supplies the companies with quick, easy access to information about potential candidates and direct contact format.

Placement Data
by Functional Area*

Consulting	39%
Marketing and Commercial	20%
Finance	17%
General Management	12%
Accounting	6%
Operations	6%

* Study carried out 6 months after graduation (class 2003)



Employment Fair

This day is designed to bring together professionals trained by EADA with national and multinational companies. It is an opportunity for discussion and reflection on the present labour market, its demands and development of professional careers. This initiative provides an interprofessional forum for participants where they can improve their management skills and practise networking.

Carnet Association

12 Business Schools internationally accredited from 8 countries, USA, UK, France, Ireland, Holland, Belgium, Scotland, and EADA in Spain have together created the CARNET association, so as to develop a network aiming to provide greater resources for MBA participants in their career search. Some of the services provided by the association are: Online Job Fair, a virtual platform for companies to interview potential candidates. A network of contacts from firms in each country available to the Career Service of each of the CARNET members. Development of an agenda of events open to all members and participants of CARNET association.



Discussions over coffee at the EADA employment Fair



EADA CLUB

EADA CLUB is an extensive network of alumni who actively maintain their ties with the school and with their fellow colleagues. The main objective of the Club is to promote the continued professional development of its members and to encourage on-going networking activities.

EADA CLUB offers a wide range of continuous training services and extremely advantageous conditions.

- **Member Services**
 - Editorial Newsletter
 - Members Directory
 - Career Opportunities
 - Career Counselling
 - Networking Activities
 - Workshops

- **Discounted Training Activities**

- Seminars
- Summer Training Programme
- English Programmes
- A discount on all business programmes

- **Social Activities**

- EADA- Forum:
Members of the CLUB are invited to attend lectures given by highly prestigious speakers in the world of business and politics
- EADA CLUB Celebration:
This event brings together hundreds of members every year to experience a special night of celebrations at the EADA-Collbató Business Training Centre

Joan Clos
Mayor of Barcelona



from left to right

Luis Torras
Academic Director of EADA.

Jordi Torras
Ex participant of EADA and
General Director SBD Global

Sr. Mario Reverter
President of the MBA committee of EADA
CLUB

from left to right

Marcos González
Editor of Equipos y Talentos.

Francisco Martín Frías
President of MRW

Ferran Soriano
Vice President finance of FC.Barcelona

Ismael Nafria
Journalist of Vanguardia

Barcelona: a time to Live, Learn and Grow

Life as a student in Barcelona

Barcelona is a city of visual contrasts with a rich Roman past and a strong focus on the future.

Gothic architecture stands alongside modernist buildings and the city's striking sea and mountain setting captivates visitors.

Its lively international outlook makes it an exciting choice as a city for both work and study.



1 Port of Barcelona

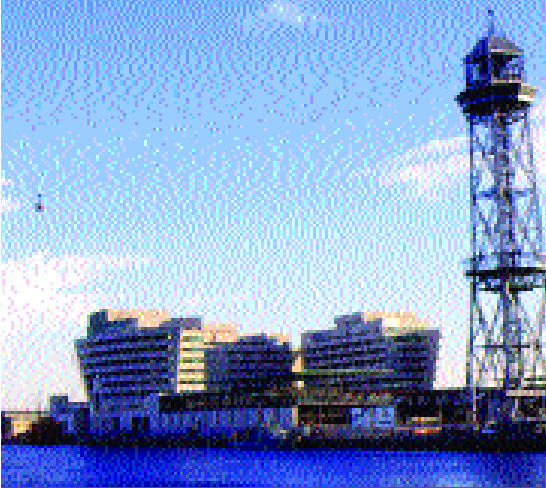
2 MBA Participants

3 Spires of Sagrada Família

4 Tibidabo amusement park

5 Olympic port





EADA Associated Companies

Company Comments

"The firm relationship between EADA and the Associate Companies assures a constant dialogue and information flow between the academic and corporate worlds – the Masters programmes based on this dialogue are an excellent preparation for young professionals who want to pursue an international career."

Maite Illa

Director of
Business
Development
Hilton Hotel
Barcelona



It happens at the Hilton

"The on-going contact between EADA and its Associate Companies is an important bridge that helps aligning managerial training with the realities of extremely competitive and ever-changing business scenarios. The Association gives Xerox and EADA the chance to come together as partners and forge a bonding relationship."

Francisco Díaz

Site Manager
Xerox España, S.A.



A continuing contact with the world of business

Over 300 leading companies are formally associated with EADA and actively participate in activities that generate a constant knowledge flow between the corporate and academic communities.

List of Associated Companies

- A 3 SOFTWARE
- A UNO ASOCIADOS
- ACCESOGROUP, S.A.
- ACEROS BERGARA, S.A.
- ACTARIS
- ADAMS SPAIN, S.L. / GRUPO PFIZER
- ADBRAINTAGE
- ADECCO T.T., S.A.
- ADVOCATS I ECONOMISTES ASSOCIATS
- AEB IBERICA, S.A.
- AGRIBRANDS EUROPE ESPAÑA, S.A.
- AGROMAN Empresa Constructora, S.A. (Grupo Ferrovial)
- AJEC
- ALCOA CSI ESPAÑA, S.A.
- ALMIRALL – PRODESFARMA, S.A.
- AMAT FINQUES, S.L.
- AMES, S.A.
- AMPA HISPANIA, S.A.
- AMSEL ASSESSORS, S.L.
- AMYLUM IBERICA, S.A.
- APARTHOTEL ATENEA
- APLI PAPER, S.A./SINEL SYSTEMS, S.A.
- ARBORA & AUSONIA, S.L.
- ARESA SEGUROS GENERALES, S.A.
- ASOCIACIÓN DE GERENTES DE CREDITO
- ASISTÈNCIA SANITÀRIA COL·LEGIAL, S.A.
- ASTA MEDICA, S.A.U.
- ATOM, S.A.
- AUDIGESTRADE ASSOC., S.L.
- AUTORITAT PORTUÀRIA DE BARCELONA
- AUTORITAT PORTUÀRIA DE TARRAGONA
- BADALONA SERVEIS ASSISTENCIALS
- BANC AGRICOL I COMERCIAL D'ANDORRA, S.A.
- BANC SABADELL
- BANCA PRIVADA D'ANDORRA
- BANCO SANTANDER CENTRAL HISPANO
- BANESTO
- BASELL PRODUCCIÓN IBERICA, S.L.
- BENTELER IBERICA HOLDING
- BIOIBERICA, S.A.
- BIOSCA RIERA, S.A.
- BLACK & DECKER DE ESPAÑA, S.A.
- BOEHRINGER INGELHEIM ESPAÑA, S.A.
- BOSSAR, S.L.
- BUSINESS T&G, S.A.
- CAIXA DE CATALUNYA
- CAIXA DE MANRESA
- CAIXA DE TARRAGONA
- CAM CAJA DE AHORROS DEL MEDITERRÁNEO
- CAMBRA OFICIAL DE COMERC, INDÚSTRIA I NAVEGACIÓ DE BARCELONA
- CAN DAMIA GESTION, S.L.
- CARGILL ESPAÑA, S.A.
- CATALUNYA RADIO SRG, S.A.
- CATERING INT., S.A./CENTRAL BORNE
- CECOT
- CENEO
- CENTRE DE CàLCUL DE SABADELL, S.A.
- CENTRE METALLÚRGIC
- CENTRO MEDICO TEKNON
- CHECKPOINT SYSTEMS ESPAÑA, S.A.
- CINESA
- CLARIANT IBERICA, S.A.
- CODIFESA, S.A.
- COFIDIS HISPANIA EFC, S.A.
- COISSA
- Correduría Internacional de Seguros, S.L.
- COMERCIAL RIBA FARRE, S.A.
- CONSORCI SANITARI DE TERRASSA
- CONSULTORES EUROPEOS INMOBILIARIOS AGRUPADOS, S.L. (CEIGRUP)
- COPCA
- COPIRINEO
- CORPORACIÓ EMPRESARIAL VALLS, S.A.
- COTYASTOR LANCASTER GROUP
- CREU ROJA ESPANYOLA
- CSC PLOENZKE, S.A.
- CTC SERVICIOS INTEGRALES, S.A.
- CULLIGAN ESPAÑA
- DELOITTE & TOUCHE, S.A.
- DISSENY PLUS, S.A.
- DISTREX IBERICA, S.A.
- DIVERSEYLEVER
- DOGI INTERNATIONAL FABRICS,S.A.
- DSM RESINS ESPAÑA, S.A.
- DTG GRUPO TELETECH
- EDICIONES DOYMA, S.A.
- EL CASTILLO MADIBIC, S.L.
- EMBALAJES Y CAJAS, S.A.
- ENVASES DEL VALLES, S.A.
- EPIDOR
- ESSELTE, S.A.
- EUROTISU, S.A.
- EXPOMOB
- FARMA – LEPORI, S.A./FINAF 92, S.A.
- FAURA – CASAS AUDITORS CONSULTORS, S.L.
- FEDERACIÓ FARMACÈUTICA SOC.COOP.
- FEDERAL – MOGUL FRICTION PRODUCTS, S.A.
- FIBERPACHS, S.A.
- FICHET S.A.E.
- FICOSA INTERNACIONAL
- FISIPE BARCELONA, S.A.
- FRAPE-BEHR, S.A.
- FREIXENET, S.A.
- FREUDENBERG ESPAÑA, S.A. TELAS SIN TEJER S. en C.
- FRIDA ALIMENTARIA
- FUNDACIÓ CONVIURE
- FUNDACIÓ DE GESTIÓ SANITARIA DE L'HOSPITAL DE LA SANTA CREU I SANT PAU
- FUNDACIÓ PRIVADA GASPAR DE PORTOLÀ
- G.O.C. GESTIÓ ORGANITZACIÓ COMUNICACIÓ, S.A.
- GALI INTERNACIONAL, S.A.
- GALLINA BLANCA PURINA, S.A.
- GAS NATURAL S.D.G., S.A.
- GATES VULCA, S.A.
- GEDAS IBERIA, S.A.

- GEDESCO, S.A. (Maheso)
- GENERAL ELECTRIC CAPITAL BANK
- GENERAL OPTICA, S.A.
- GERMANS BOADA, S.A.
- GESTIÓ EXTERNA INTEGRADA D'EMPRESA, S.L.
- GESTIÓ PIUS HOSPITAL DE VALLS
- GINNESS UDV
- GOLDSCHMIDT ESPAÑA, S.A.
- GOODYEAR DUNLOP TIRES ESPAÑA, S.A.
- GRAN DERBY HOTEL
- GROUP FURAS
- GRUP D'ASSISTÈNCIA SANITÀRIA I SOCIAL, S.A.
- GRUP SAGESSA
- GRUP J. URIACH
- GRUP M.A.
- GRUP TEXTIL DRESCA, S.L.
- GRUPO ABB
- GRUPO ANUNTIS
- GRUPO BURGAL
- GRUPO CHUPA CHUPS
- GRUPO CORONA
- GRUPO ESTEVE
- GRUPO FILMAX
- GRUPO GENERAL CABLE SISTEMAS, S.A.
- GRUPO MITALO
- GRUPO NOVARTIS
- GRUPO PALEX
- GRUPO PARADIS
- GRUPO PENTEO
- GUARRO CASAS, S.A.
- HAMANN INTERNATIONAL, S.A.
- HILTON INTERNATIONAL HOTELS UK Ltd.
- HOLDING ERZZO
- HONDA AUTOMOVILES ESPAÑA, S.A.
- HOSPITAL CLÍNIC I PROVINCIAL DE BARCELONA
- HOSPITAL DE PUIGCERDÀ
- HOSPITAL DE SANT ANDREU
- HOSPITAL GENERAL DE CATALUNYA
- HOSPITAL GENERAL DE MANRESA
- HOSPITAL UNIVERSITARI GERMANS TRIAS I PUJOL
- HOTEL LE MERIDIEN BARCELONA
- HOTEL MAJESTIC
- HOTEL ROYAL / BEDFORD, S.A.
- HOTELES CATALONIA
- HOTUSA
- I/M ALLBECON (Inter. Manresa)
- IBERAMIGO, S.A.
- IBERCAJA
- INA RODAMIENTOS, S.A.
- IND. WALDES SOC.COOP.LTDA.
- INDO INTERNACIONAL, S.A.
- INDUSTRIAL KERN ESPAÑOLA, S.A.
- INELCA, S.L.
- INSTITUT CATALÀ DE FINANCES
- INSTITUT UNIVERSITARI DEXEUS, S.A.
- INSTITUTO DE MICROCIURUGIA OCULAR, S.A.
- INTERMON OXFAM
- INTERSERVICIOS Y TECNOLOGÍA, S.A. (INTESA)
- IRISBUS IBERICA, S.L.
- ITM IBERICA, S.A. (Intermarché)
- IZASA
- JEAN LOUIS DAVID
- JOHNSON CONTROLS
- KOSTAL ELECTRICA, S.A.
- L'ALIANÇA

- LA PIARA
- LABORATORIOS INIBSA, S.A.
- LABORATORIOS MENARINI, S.A.
- LAMP, S.A.
- LAVINIA AUDITORIA & CONSULTORIA
- LEVI STRAUSS ESPAÑA, S.A.
- LG PHILIPS DISPLAYS SPAIN, S.A.
- LIDERING, S.A.
- LIVING GROUP
- LOTUS DEVELOPMENT IBERICA, S.A.
- LUCTA, S.A.
- M.J. MAILLIS ESPAÑA, S.A.
- MACSA SERV.IND.DE MARCAJE Y CODIFICACION, S.A.
- MANPOWER TEAM ETT, S.A.
- MASADDECOR, S.A. / TABERCOLOR, S.A.
- MASIA VALLFORMOSA, S.A.
- MENARINI DIAGNOSTICOS, S.A.
- MERANT SOLUTIONS, S.A.
- METALERIAS FINAS F.FERRER, S.A.
- METRO-3, S.A.
- MICROCIENCIA, S.A.
- MIGUEL TORRES, S.A.
- MOELLER ELECTRIC, S.A.
- MOTOR TARREGA, S.A.
- MRW
- MUTUA DE TERRASSA
- MUTUAL CYCLOPS
- MUTUAM MPS
- NAVIGATION TECHNOLOGIES, S.L.
- NISSAN MOTOR IBERICA, S.A./ NISSAN MOTOR ESPAÑA, S.A.
- NUPIK INTERNACIONAL, S.A.
- NUTREXPA, S.A.
- OFISERVICE
- P & O NEDLLOYD ESPAÑA, S.A.
- PANASONIC ESPAÑA, S.A.
- PEGUFORM IBERICA, S.A.
- PHARMACIA SPAIN, S.A.
- PIMEC – SEFES
- PINTURAS HEMPEL, S.A.
- PIRELLI NEUMATICOS, S.A.
- PLANETA CORPORACIÓN, S.R.L.
- POLIGLAS GRUPO URALITA
- PRENATAL, S.A.
- PROBITAS PHARMA, S.A.
- PRODUCTOS ADITIVOS, S.A.
- PRODUCTOS COSMETICOS, S.A. WELLA ESPAÑA
- PRODUCTOS EATON LIVIA, S.A.
- PROYECTOS Y SOFT, S.A.(PYSSA)
- PUNTO FA, S.L. (MANGO)
- RACC
- RALSTON PURINA EUROPE, S.A.
- RANDSTAD EMPLEO ETT, S.A.
- RECKITT BENCKISER ESPAÑA, S.L.
- REXEL MANAGEMEN ESPAÑA, S.A.
- RICOH ESPAÑA, S.A.
- ROCHE DIAGNOSTICS, S.L.
- ROCHE FARMA, S.A.
- ROLAND ELECTRONICS DE ESPAÑA, S.A.
- ROSS SYSTEMS IBERICA
- SAITEK, S.A.
- SAM URGENCIAS Y EMERGENCIAS MEDICAS, S.L.
- SAMUEL M. BULL, S.A.
- SAN MIGUEL Fábricas de Cervezas y Maltas
- SANITAS, S.A. DE SEGUROS
- SANOFI-SYNTHELABO, S.A.
- SANYO ESPAÑA, S.A.
- SARA LEE SOUTHERN EUROPE, S.L.

- SARRIOPAPEL CELULOSA, S.A.
- SCHNEIDER ELECTRIC ESPAÑA, S.A.
- SCHOBER PDM IBERIA, S.A.
- SCIAS HOSPITAL DE BARCELONA
- SEALED AIR PACKAGING, S.A.
- SEGUROS CATALANA OCCIDENTE, S.A.
- SELECT Recursos Humanos ETT, S.A.
- SERRA SOLDADURA, S.A.
- SERVEI ANDORRÀ D'ATENCIÓ SANITÀRIA (SAAS)
- SI SOFTWARE INTERNATIONAL
- SOCIEDAD ESPAÑOLA DE CARBUROS METALICOS, S.A.
- SODEXO ESPAÑA, S.A.
- SOFFER HISPANIA, S.A.
- SOLBLANK, S.A.
- SOLVAY ESPAÑA, S.L.
- SOLVAY PHARMA, S.A.
- SONY ESPAÑA, S.A.
- SQUIBB INDUSTRIA FARMACEUTICA, S.A.
- SSL HEALTHCARE MANUFACTURING, S.L.
- TALLIN, S.A.
- TECHDATA IBERIA, S.A.
- TECHNAL IBERICA, S.A.
- TECNO SAKURA, S.A.
- TELEFONICA DE ESPAÑA, S.A.
- TELEVISIÓ DE CATALUNYA, S.A. (TV-3)
- TEXSA, S.A.
- THE COLOMER GRUP
- TINTES INDUSTRIALES DEL PUNTO, S.A.
- TORRASPAPEL, S.A.
- TRADES, S.A.
- TRANSPORTS METROPOLITANS DE BARCELONA
- TRW AUTOMOTIVE ESPAÑA, S.A.
- TYCO ELECTRONICS AMP ESPAÑA, S.A.
- UGS (UNIGRAPHICS SOLUTIONS ESPAÑA, S.A.)
- UNA, S.A.
- UNILAND CEMENTERA, S.A.
- UNILEVER FOODS INDUSTRIAL, S.A.
- UNITED BISCUITS IBERIA, S.L.
- VALEO CLIMATIZACION, S.A.
- VELCRO EUROPE, S.A.
- VIAMODA (Andorra)
- VIGILANCIA Y SISTEMAS DE SEGURIDAD, S.A.
- VITAL SEGURO, S.A.
- VIVES VIDAL, S.A.(VIVESA)
- VODAFONE AIRTEL MOVIL, S.A.
- WECO AGENCIA MARÍTIMA, S.A.
- WINTERTHUR SEGUROS GENERALES DE SEGUROS Y REASEGUROS.
- WÜRTH ESPAÑA, S.A.
- XEROX ESPAÑA THE DOCUMENT COMPANY, S.A.U.
- ZANINI AUTO GRUP, S.A.
- ZENTO MEDICAL, S.L.



The Admissions Process

Submit to EADA via post, fax or e-mail

- Application form
- Academic record
- Copy of university degree
- 2 letters of recommendation
- 1 passport size photo

EADA
Aragó 204
08011 Barcelona, Spain
Tel.: +34 934 520 844
Fax: +34 933 237 317
E-mail: info@eada.es
admission@eada.es
Website: <http://www.eada.es>

Aptitude Test

Candidates can either take the GMAT and have the results sent directly to EADA or attend an evaluation session at an authorized EADA Assessment Centre. See the website or contact the school directly for information regarding the location of the Assessment Centres.

Interview with Programme Director

Selected candidates undergo a Competencies Based interview with the Programme Director which is designed to evaluate their potential to successfully participate in the programme and excel in their ensuing business career.



Other International Programmes

Euro*MBA

Master in Marketing

Master in Finance

Master in Human Resource Management

ABE International Master in Management



Other International Programmes

Euro*MBA (Executive Programme)

Jordi Díaz Martín
Coordinator Euro*MBA Spain

*"The Euro*MBA is an excellent opportunity to exchange views, experiences and perspectives with Europe's top business executives as well as train with a group of the most prestigious business schools."*

Designed for experienced corporate executives facing the challenges of the global business requirements of the 21st Century.

The Euro*MBA combines residential and distance learning modules to provide a multimedia and multicultural business education.

Put your international career on the fast track:

- Develop an international executive network
- Sharpen your mind with international academics and leading business executives
- Work on international business and management topics
- Attend six residential weeks in selected European locations
- Engage in international team-building and leadership skills training

Course Structure

Two year programme with starting dates in January, May and September.

Course structure includes:

- Ten Distance Learning Courses
- Six Residential Weeks
- Group Consultancy Project
- Master Thesis (individual)

Participants use modern information and communication technology for tutoring, group work, assignments and communication.

English is the language of study.

Content of the Distance Learning Courses

- Strategic Management
- European Business
- International Management
- International Financial Management
- Management Accounting
- International Human Resource Management
- Technology and Innovation Management
- International Marketing
- European Corporate Law
- Marketing Planning Simulation

Residential Week Locations

Benelux
Poland
Ireland
Germany
Spain
France



Other International Programmes

Master in Marketing

Miquel Just
Nestlé
London, England
Class of 2001

"At EADA we were responsible for developing a Marketing Plan to launch a real product for a real company. We lived the product launch from start to finish determining product positioning, price, promotion, distribution and profitability."

The Master for Future International Marketing Managers

Designed for university graduates in the initial stages of their professional career who are interested in developing the technical skills and leadership characteristics necessary to coordinate corporate marketing activities, manage multicultural teams and assume positions of responsibility within the company.

- a global vision of the company and the strategic importance of the Marketing function within the organisation

Course Structure

60 ECTS
October to June
Full-time programme

Language of Studies

English stream / Spanish stream

Objectives

To create "professional competitive advantage" for participants by providing:

- mastery of specific Marketing tools and techniques
- development of leadership skills that are essential to international managers

Master in Marketing ¹	
Orientation	Management Foundations
<ul style="list-style-type: none"> • Introduction • Marketing Introduction • Case Study Methodology • Professional Development I 	<ul style="list-style-type: none"> • Finance for non-Financial managers • Strategic Management • Professional Development II and III • International School
Analytical Marketing	Strategic Marketing and Tactical Marketing
<ul style="list-style-type: none"> • Competitive Advantage • Environmental Analysis • Industry Analysis • Consumer Analysis • Product-Process • Portfolio Management 	<ul style="list-style-type: none"> • Strategic Marketing • Marketing Mix • Sales Policy • Communication Policy and Customer Service • Marketing Plan



Other International Programmes

Master in Finance

Joan Viladot

Bristol Myers Squibb

Chester, England

Class of 2000

"EADA's mix of a strong theoretical base applied directly to real-life business cases gave me the practical training I needed to start my finance career in a multinational company."

The Master for Future International Finance Managers

Designed for university graduates in the initial stages of their professional career who are interested in developing the technical skills and leadership characteristics necessary to coordinate corporate finance activities, manage multicultural teams and assume positions of responsibility within the company.

Objectives

To create "professional competitive advantage" for participants by providing:

- mastery of specific Finance tools and techniques

- development of leadership skills that are essential to international managers
- a global vision of the company and the strategic importance of the Finance function within the organisation

Course Structure

60 ETCS

October to June

Full-time programme

Language of Studies

English stream / Spanish stream

Master in Finances	
Orientation	Management Foundations
<ul style="list-style-type: none"> • Introduction Course • Case Study Methodology • Professional Development I 	<ul style="list-style-type: none"> • Strategic Management • Professional Development II, III and IV • Financial Accounting • Analysis of Financial Statements • Cost Accounting • Budgets
Specialization	Options
<ul style="list-style-type: none"> • Investments • Circulating Management • Corporative Finances • Financial Strategy • Financing of International Operations • Financial Products and Markets • Management Control 	<ul style="list-style-type: none"> • Fiscal Management • Auditing • Banking Strategy • Operating in Capital Market • Derivative Instruments



Other International Programmes

Master in Human Resource Management

Gemma Planas

Adecco – Head of Selection
Barcelona, Spain
Class 2001

"At EADA we learnt to nurture the organisation's most precious resource – its people. Maximising competitiveness by developing the human factor requires true dedication and an in-depth knowledge of the most up to date HR tools and techniques."

The Master for Future Human Resource Managers

Designed for university graduates in the initial stages of their professional career who are interested in developing the technical skills and leadership characteristics necessary to coordinate corporate human resource activities, manage multicultural teams and assume positions of responsibility within the company.

Objectives

To create "professional competitive advantage" for participants by providing:

- mastery of specific Human Resource tools and techniques

- development of leadership skills that are essential to international managers
- a global vision of the company and the strategic importance of the Human Resource function within the organisation

Course Structure

60 ECTS
October to June
Full-time programme

Language of Studies

English stream / Spanish stream

Master in Humans Resources	
Orientation	Management Foundations
<ul style="list-style-type: none"> • Introduction Course • Case Study Methodology • Professional Development I 	<ul style="list-style-type: none"> • Finance for non-Financial Managers • Strategic Management • Professional Development II, III and IV
Specialization	Seminarios y Conferencias
<ul style="list-style-type: none"> • HR Management • Labour Relations • Organizational Development • Personal and Group Development • Career Guidance 	<ul style="list-style-type: none"> • Knowledge Management • Labour Audit • Consultancy • E-HR • Presentation of Experiences



Other International Programmes

ABE International Master in Management

Jordi Díaz Martín
Director International Programmes

"Words such Internationalism, Cultural Diversity, Challenge and Opportunity are the essence of the ABE IMM."

The International Master for Future Managers

The one-year programme in International Management is open to candidates with B.A., B.Sc., or equivalent degrees who want a head start in the business world. Participants from both business and non-business disciplines are welcome. The programme is run jointly with EQUIS accredited Audencia Ecole de Management, Bradford University, EADA and Leon Kozminski Academy of Entrepreneurship.

Objectives

The International Master in Management goal is to offer the highest quality management education with emphasis on global business skills and participants preparation for international careers.

Participants will emerge from the course with:

- Knowledge of the core functions in business and management.
- An international perspective on business.
- A wide range of management skills and techniques for creative thinking, problem solving and decision making.
- Good communication, negotiation, leadership and teamwork skills, gained through group exercises and teambuilding activities.

Course Structure

One year programme
September-to-September +1
Full-time programme

English is the language of study.

Programme Design				
Stage 1 Core Courses	Stage 2 Electives A	Stage 3 International School	Stage 4 Electives B	Stage 5 Management Project
September – December <ul style="list-style-type: none"> • International Business Environment • Research Methods • Business Economics • E-Business • Finance and Accounting • Marketing Personal Development Programme	January – February <ul style="list-style-type: none"> • International Business Strategy + Elective Courses	March <p>10 days in one of the member institutions where all ABE participants of the IMM programme will focus on:</p> Development of intercultural skills, Simulation game and Management Project Proposal	April – May <ul style="list-style-type: none"> • Advanced International Business + Elective Courses	June – September <p>During this stage the participant conducts a Management Project that examines a selected issue related to international management</p>
Barcelona	Barcelona, Bradford, Warsaw or Nantes	To be announced	Barcelona, Bradford, Warsaw or Nantes	Barcelona



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