

Annual Report

2018

Continuing Education Institute Foundation



Barcelona
School of
Management

Contents



These brief sentences act as an introduction to a few words by Oriol Amat and Pilar Soldevila—who begin this academic year as Dean and Managing Director, respectively, of UPF Barcelona School of Management—and express with total transparency everything that needs to be said in an introduction to an annual report. I briefly wish to thank them, their collaborators and the entire school staff for taking the next step forward. This bold step—carefully planned out—means that UPF Barcelona School of Management is now unequivocally included as an essential accompaniment to the UPF in terms of the highest level professional training. This is what our organisation is all about, a university that has been consistently valued over the last few years as one of the Spanish institutions most likely to be ranked among the best schools in Europe for its uniqueness, high quality and academic rigour. The world is full of good opportunities as well as the bad: there is no doubt that the UPF is an excellent opportunity, and the organisation's progress makes that clear.

3



The Balmes Building



The Balmes Building

25 years transforming the education sector

1990

Pompeu Fabra University is founded. The university's first headquarters were located in the Balmes building, the former headquarters of the Fòrum Vergés, and the first university lectures were given to approximately 300 students of new degrees in Law and Economic and Business Sciences.

1993

Pompeu Fabra University founds the Continuing Education Institute Foundation, currently UPF Barcelona School of Management, as a private non-profit foundation.

The Foundation was started with the aim of offering continuous training aimed at professionals, in close collaboration with the business world. The school was opened in a building on Calle Marc Aureli in Sant Gervasi (Barcelona) and offered 15 Master's, Postgraduate degrees and specialisation courses.

1994

The school offers its first tailor-made training course for companies.

1996

Universitat Pompeu Fabra moves to the Ciutadella Campus and the Balmes building becomes the permanent headquarters of the Continuing Education Institute (IdEC).

1997

IdEC becomes a founding member of RECLA (Continuing Education Network for Latin America and the Caribbean) and starts expansion to be part of the main international educational networks.

1998

The first IdEC website is launched so the institution has an online presence.

2002

The first 100% online program is taught, the online Master's degree in Digital Documentation.

2003

IdEC celebrates its 10th anniversary. By 2003 our school was already teaching more than 100 programmes in three main areas of knowledge: Business, Law and Public Management, and Communication and Language.

2006

The institution starts to offer courses in Algeria, Argentina and Mexico.

2011

The UPF decides to create the Barcelona School of Management, a school that offers Master's and Postgraduate courses in the areas of Business and Public Management formerly offered by IdEC, and adds Master's of Science: full time international Master's degrees offered in English.

IdEC continues to offer Master's and Postgraduate courses in the areas of Politics and Society, Law, Cultural Management and Humanities, Health and Social Welfare, Language and Translation, Innovation and Information Management, Communication, Journalism and Audiovisual Media, Advertising and Corporate Reputation and Creativity.

2013

To coincide with the rebranding of Universitat Pompeu Fabra, IdEC and the Barcelona School of Management adapt their image and vocabulary to those used by the UPF.

2015

We decided to integrate all the education offer of professional postgraduate training under a single project: UPF Barcelona School of Management, in order to move towards a more innovative model of education.

2016

As part of our commitment towards transforming higher education, UPF Barcelona School of Management starts to implement a new teaching model based on personalisation, interdisciplinarity and new teaching methods such as Project Based Learning (PBA), flipped learning and the mentoring.

2017

The implementation of the new teaching model is expanded from 4 to 16 course programmes. UPF Barcelona School of Management launches a process to become a leading institution for educational innovation in the field of higher education.

2018

The Continuing Education Institute Foundation celebrates its 25th anniversary.

2019

UPF Barcelona School of Management changes direction and begins its transformation, with the aim of providing a response to disruptive changes that affect institutions and education

Main milestones of academic year 2018/19

1 New management and strategic project

UPF Barcelona School of Management has set in motion a process of academic transformation that commits to achieving the same as the UPF: becoming a benchmark institution for excellence in educational innovation, research and knowledge transfer. To push this project forward, the Governing Council and the Board of Trustees have appointed Oriol Amat as interim general director (replacing Carme Martinell) and Pilar Soldevila as Managing Director. Taking advantage of the opportunity, the institution has strengthened its academic structure by appointing vice-deans and heads of academic areas.

2 UPF-BSM Research

Consolidating the UPF-BSM Research Group has been one of the central focus points of the deanship at UPF Barcelona School of Management. The research group stands out for its scientific output, as it has published 99 articles in numerous leading academic journals between 2018 and 2019 alone. UPF-BSM research has been cited in top-level international journals on more than 90 occasions, especially in journals that lead the field in their respective areas of knowledge.

3 Business Chairs

Institutional and Business Chairs are the ideal tools to support research that can easily be translated into practice. UPF-BSM Chairs are a means of collaboration between businesses and our institution, and they aim to promote research in specific fields, develop ideas demanded by the market, and innovate in competitive fields. Three Chairs were created during academic year 2018/19: the Chair of Insurance and Society, with Catalana Occidente; the Chair of Economics, Business and Thought, with the support of the Ignasi Villalonga Institute of Business and Economics; and the Chair of Blockchain, with Izertis.

4 UPF-BSM Awards

This year, UPF Barcelona School of Management has created and announced the first edition of the UPF-BSM Awards, which aim to reward and provide recognition to the high quality teaching at the school and acknowledge the outstanding work of our students. The UPF-BSM faculty awards are intended to encourage excellence in teaching and knowledge transfer among the teaching staff at the institution. The student awards on the other hand will go to the students who submit the best business projects and master's theses related to the UPF-BSM's strategic plan.

5 Literature gives an added boost

In 2017, UPF Barcelona School of Management launched an ambitious cultural project to bring more literature to students at the school (regardless of their field of study) by distributing copies of Herman Melville's novel *Bartleby, the Scrivener* to students. The 2018/19 academic year continued this tradition by publishing Voltaire's *Candide*. This year, UPF Barcelona School of Management has published *The Prince* by Machiavelli. In line with this project, we have set up reading spaces, given talks, organised activities, held debates and cultural exhibitions, and launched the second edition of the Laberint Festival.

6 New Master's and Postgraduate courses

This academic year has seen the creation of new Master's and Postgraduate courses that meet today's labour trends. We have launched a new MSc in Management titled Operations & Supply Chain Management, a new Postgraduate course on Blockchain and other DLT technologies, a Postgraduate course in Family Mediation, a Postgraduate course in Data Analysis and Data Visualisation, a Postgraduate in Innovation and Design Thinking, a Postgraduate in International Human Resources and Global Mobility, and a Master's in Human Assisted Reproductive Technologies.

7 CCLab and TalentUP, key services for students

This year UPF Barcelona School of Management has devised a series of Student Services that aim to help students define and consolidate their professional career path. To achieve this, CCLab was founded during the 2018/19 academic year: a communication lab that offers students basic and specialised training in oral, written and audiovisual communication techniques. The Careers Service also started to run the TalentUP programme, a series of training sessions that provide students with the tools and resources they need to achieve their career goals.

8 1st Core Faculty Summer School

A total of 41 directors and professors from the Master's and Postgraduate courses offered by UPF Barcelona School of Management took part in the 1st Summer School for the core faculty at our institution. Over the course of a day-long event, lecturers addressed topics such as case method teaching in classrooms and how to make use of mobile applications in class, as well as participating in a voice and communication workshop. This initiative is a step towards better integrating the school's teaching staff, and offers an opportunity for our teaching staff to refresh their knowledge and develop as professionals.

9 In-company training

Over the course of the academic year, 29 companies and institutions, including Acció, Almirall, Ferrocarrils de la Generalitat de Catalunya, Leo Pharma, SDG Group and Vifor Pharma have entrusted their in-company training to our school. UPF Barcelona School of Management has also become a strategic partner offering training to a number of banking institutions, especially in areas related to financial advice and banking risk analysis and management, and we have trained over 10,000 professionals in these matters to date. We have also renewed our partnership with Volkswagen Group España Distribución, with whom we will continue to run a Corporate University.

10 Greater international presence

We have become a member of QTEM (Quantitative Techniques for Economics and Management), a prestigious international network that brings together students, academic partners and international corporations with outstanding analytical and quantitative abilities. As it stands, UPF Barcelona School of Management is the only Spanish institution in the network, which includes 27 schools from 17 countries. We have also become corporate partners of the Barcelona Global association, and have signed new collaboration agreements with the Higher School of Economics-St. Petersburg (Russia), Universidad de Chile (Chile), Universidad EAFIT, Universidad de Los Andes (Colombia) and Universidad de San Francisco de Quito (Ecuador).



Graduation ceremony for CaixaBank employees

#UPF-BSM project

UPF Barcelona School of Management aims to train people to be able to manage projects, companies and institutions through excellent teaching, applied research and knowledge transfer. Our ultimate goal is to promote social change, innovation and a commitment to culture and global well-being.



President

- ## Vice Presidents

- ## Board Members

- Representative pending appointment, Fundació Naturgy
- Pere Serra, Institut Català del Sòl
- Marc Estapé, International Business Machines, S.A.
- Àlex Núñez, KPMG Auditores, S.L.
- Concha Marzo, Novartis Farmacèutica, S.A.
- Ramon Aznar, PriceWaterHouseCoopers Auditores, S.L.
- Bruno Vilarasau, Telefónica de España, S.A.
- Jaume Badia, Manager, Pompeu Fabra University
- Mònica Figueras, Vice Rector for Social Responsibility and Equality Projects,
- Cristina Gelpí, Vice Rector for Teaching Projects, Pompeu Fabra University
- Josep Joan Moreso, Chair of Legal Philosophy, Pompeu Fabra University
- Carles Ramió, Commissioner for UPF Group strategy, Pompeu Fabra University
- Montserrat Vendrell, President of the Social Council, Pompeu Fabra University

Secretary
(non board member)

- President**

- ## Vice Presidents

- ## Board Members

- Secretary**
(non board member)

- ## President

- ## Board Members

- Secretary**

- The Continuing Education Institute Foundation is a private, non-profit organisation governed by the Board of Trustees and the Governing Council. It also receives help from a Study Board whose main function is to assess the Master's and Postgraduate courses in terms of programming Master's degrees**

Mission

We train people to be able to manage projects, companies and institutions through excellent teaching, applied research and knowledge transfer. Our ultimate goal is to promote social change, innovation and a commitment to culture and global well-being.

Vision

We are a leading school.

We aim to position ourselves as one of the most internationally-recognised European institutions of higher education—an attractive choice for students and organisations.

A school that aims to make a social impact.

We focus on training people to become agents of change so they can transform society.

An effective, efficient and adaptable school.

We have a transparent working process and adapt to the context and needs of the community.

An economically sustainable school.

We are able to generate economic, social and environmental value, and we are a school that actively contributes to the well-being and progress of society.

A school focused on the challenges facing the modern world.

We draw on the latest technology and creativity as a source of inspiration and influence social transformation by prioritising strategic plans related to global well-being, culture, CSR, ethics, interdisciplinarity and transformation.

Values

In addition to producing and sharing knowledge, we want the identity of our institution to be associated with a series of key values that allow us to improve as people, consolidating ourselves as an outstanding community in the context of higher education institutions, which is increasingly international.



UPF-BSM Values

- Global vision
- Diversity
- Continuous innovation
- Fairness
- Rigour and excellence
- Ethical actions and accountability
- Transformational behaviour
- Critical thinking



The art of combining disciplines allows us to achieve better results

Management:

- Business Administration and Management
- Accounting and Finance
- Marketing and Branding
- Human Resources
- Public Management
- Healthcare Management

Law

Politics

Communication, Journalism and Translation

Creativity and Technology

Health Sciences



The most important international rankings rate Universitat Pompeu Fabra as one of the best universities in the world.

Spanish university Times Higher Education Ranking 2018
(Ranked 135 in the world in the TOP 150 and 58th in Europe)

**Spanish university from the
top 250 in the world**
Shanghai Ranking 2018

**University in the world for universities
founded in the last 50 years**

*Times Higher Education Young
University Ranking*

**Spanish university and 23rd
European university**
U-Multirank, 2019

**Spanish university for productivity,
teaching and research**
U-Ranking (Fundació BBVA and Ivie), 2019

Our own unique educational offer

The educational model at UPF Barcelona School of Management focuses on people and talent. We use a model based on challenges, projects and mentors, which can be adapted to the learning needs of each student. We see education as a vital and professional experience in itself.

The UPF-BSM methodology

The teaching methodology we follow in our classrooms meets the needs of the next generations of students. UPF Barcelona School of Management structures its teaching around three cross-disciplinary focus points:

Problem-based learning

In this teaching methodology, the starting point is a problem or situation that needs to be resolved. The student must then develop an explanatory hypothesis and identify needs, which will allow him/her to better understand the problem and meet the pre-established learning objectives.

Flipped learning

In certain courses, participants will be sent video content to watch before the in-person session. Once in the classroom, students can use their time to work actively with their lecturer or mentor.

Mentoring

Students are offered support and mentoring from mentors, who guide and monitor the progress of individual and group projects.



Mentoring Sessions



Introduction to the cross-disciplinary subjects taught at UPF-BSM Inside

UPF-BSM Inside: A training module available to all students

UPF-BSM Inside is a training module that is given to all the students on the Master's and Postgraduate courses offered at the school. It addresses the four key competencies that UPF Barcelona School of Management has identified as essential for any professional; skills that make up the distinctive identity of the students who study at our institution.

- Evidence-based Management
- Communication and Storytelling
- Ethics and Sustainability
- Project Management

#transfor- mation

We want to become a school for professionals who want to transform themselves and the wider world, moving from traditional education to learning through experience, from theory to practice, from knowledge to projects, from lecturers to mentors. The challenge we have set ourselves at UPF Barcelona School of Management is to become a space where talented and determined people are able to develop their own ideas.



UPF-BSM and literature

Publishing literary classics does not seem groundbreaking in itself, but it is brave to be a management school with the conviction that, beyond novelties and literary trends, all students (whether studying finance or video games) should be exposed to the challenge of reading classic literature.

With this objective in mind, in 2017 UPF Barcelona School of Management launched an ambitious literary project that distributed Herman Melville's classic novel *Bartleby, the Scrivener* to all its students. The following year we did the same with *Candide*, perhaps Voltaire's best-known work. The third volume of the initiative is currently in production: *The Prince* by Machiavelli.

Thanks to these texts being distributed, we can see how experts from other disciplines react to the exercise of reading. This allows us to discover what professors and scientists unused to dealing with literature can teach us about a text. After all, a renewed dialogue with literary works can be established thanks to the fresh perspective that different experts bring through their knowledge and recommendations.

A literary experience such as this, however, is not only exclusive to literature experts. Anyone who allows themselves to be captured by the originality of a story can contribute: by imagining, thinking, understanding, finding solutions and more. UPF Barcelona School of Management invites all its students to take on the challenge of this wonderful initiative.



Edition of *Candide*, by Voltaire, distributed by UPF-BSM



All students and professors receive a copy of the book



Digital Christmas greeting based on *Candide*

Resources and activities related to *Candide*

Open class to analyse the work

During the 2018/19 academic year, UPF Barcelona School of Management organised an open class dedicated to *Candide*, in which the key factors that make this work a classic were analysed. Jordi Ibáñez, from the UPF Humanities Department, and José Olesti, from the UdG Philosophy Department, held a discussion in which they talked about how the ideas put forward by Voltaire centuries ago are still current today.

Reading guide

The school published a manual that included useful references so that readers from different course programmes could understand the work more easily.

Stage production

As part of UPF Christmas festivities, the work was dramatised with fragments from the work.

Cardboard pop-up

The UPF's Christmas event was decorated with images from the novel.

Christmas Greeting

UPF Barcelona School of Management sent a Christmas greeting to students with a musical animation based on a fragment from *Candide*.

Never stop reading!

During the 2018/19 academic year, UPF Barcelona School of Management promoted several activities to promote reading and literature.

- Launch of a small mobile library, located in the Koiné room at the school. This pocket library—a bookshelf on wheels—invites students to read a selection of varied texts: from classic works of literature, to reference books, general information, graphic novels and popular literature. The works were chosen for the quality of their publication and for the ability they have shown to accompany readers throughout the ages.
- Classrooms throughout the school were decorated with a series of 13 posters with literary fragments from classic texts. The quotations invite you to read the works in question, to identify concepts and to better understand the background of the usual study materials in our institution.
- Addition of bookshelves with books published by the scientific community at UPF Barcelona School of Management and the UPF. The value of the works produced by our faculty is part of the heritage that defines our school, and we want it to be available to anyone who comes to Calle Balmes.



Books published by the scientific community at UPF-BSM and the UPF

Publishing classics to understand current events

- **3 classic works of world literature published to date**
 - 2017: *Bartleby, the Scrivener*, by Herman Melville
 - 2018: *Candide*, by Voltaire
 - 2019: *The Prince*, by Machiavelli
- **3,500 copies of each edition**
- **Published in Catalan, Spanish and English**
- **Distributed throughout the UPF-BSM community**
- **Including commentary by UPF academics and professors**



Bookshelves in the study room

Laberint Festival

From 6 to 11 May 2018, the Balmes building hosted the second edition of the UPF Barcelona School of Management's culture festival, Laberint Festival. The event, which includes workshops, discussions, conferences, concerts, exhibitions, cinema and literature, was conceived as a space for the exchange of knowledge and experiences and serves to complement the overall education of our students, whatever their area of study.

This year, the Laberint Festival programme included both academic events and leisure activities aimed at encouraging creativity through abstract and critical thinking, key skills within the UPF-BSM teaching model.

Festival programme

— From 6 to 11 May

Photography exhibition:
"Open Arms, the sea doesn't cease"

From 6 to 11 May

Guided tours of the World Press Photo exhibition
7 and 8 May

— Wednesday, 8 May

Planetary activism with Fridaysforfuture
From 8.30 am to 10 am

Guided tour: Barceloneta and migration
From 11 am to 1 pm

Open class: "Editing as creative writing"
From 6.30 pm to 9.30 pm

— Thursday, 9 May

Scientific and cultural sorority
From 8.30 am to 10 am

Guided tour: Guided tour: Born, Ciutadella Park and Vila Olímpica
From 11 am to 1 pm

Open class: "Four different readings of Lolita"
From 6.30 pm to 8.30 pm

— Friday, 10 May

Lives adrift and the action taken by Open Arms
From 8.30 am to 10 am

Guided tour: Barceloneta and feminism
From 11 am to 1 pm

Open class: "Things We Lost In The Fire"
From 6.30 pm to 8.30 pm

Ordesa, book of the year 2018
From 7 pm to 8.30 pm

Laberint concert with Bearoid
From 8.30 pm to 10.30 pm



Second edition of the Laberint Festival



Pepe Serra in "Things We Lost In The Fire"



Breakfast with Pat Quinteiro and Gema Revuelta

Photography Exhibition "Open Arms, the sea doesn't cease"

In collaboration with Open Arms, UPF Barcelona School of Management put on a collective exhibition featuring a selection of 17 photographs portraying the reality of migrants in the Mediterranean and the rescue tasks carried out by Open Arms.

The exhibition makes us direct witnesses to the work, courage and commitment of Open Arms volunteers, who rescue people risking their lives at sea to flee from the situation in their home countries.

As part of the Laberint Festival, the exhibition also gave rise to a breakfast chat with Òscar Campos, founder and director of Open Arms, and photojournalist Anna Surinyach, graphic editor at 5W.

The exhibition was held at UPF Barcelona School of Management and was displayed on the three campuses at Universitat Pompeu Fabra.

— **Balmes Building**
From 06/05/2019 to 11/05/2019.

— **Poblenou Campus:**
From 21/05/2019 to 03/06/2019.

— **Mar Campus:**
From 03/06/2019 to 05/10/2019.

— **Ciutadella Campus:**
From 07/10/2019 to 16/10/2019.



Breakfast with Òscar Campos



Photo by Emilio Morenatti

Humanistic Dialogues

The UPF's Humanistic Dialogues are a series of conferences that have humanities at their core. The sessions cover topics related to general culture, politics, history, biomedicine, ethics, philosophy, psychology and economics, and are held in the form of a dialogue between two experts from different fields. As part of this initiative, UPF Barcelona School of Management hosted a closing session titled, "What do culture and politics have in common?", a debate led by Marina Garcés, philosopher and essayist, and Antonio Monegal, professor of Literary Theory and Comparative Literature at the UPF Humanities Department.

Music with "Maria Canals Porta Cua"

On 1 March, 2019, the foyer of UPF Barcelona School of Management welcomed a very special guest, a grand piano available to anyone who wanted to sit and play it. This initiative, which is organised by the Maria Canals Association, has already placed pianos in nearly 100 spaces around the city: in squares and on the street, at metro stations, train stations and the airport, and in cultural facilities, universities and hospitals.

Architecture for innovative teaching

During the 2018/19 academic year, UPF Barcelona School of Management was chosen to participate in the third edition of the Innovative Learning Spaces Summit, an international conference that brings together experts from all over the world from the education, design and architecture sectors. The aim of the summit is to present and discuss the latest developments and design trends related to educational spaces.

On this occasion, UPF-BSM was invited to present a project it has been working on for the last three years: how to translate a change in educational strategy to the physical spaces within the school. Since UPF Barcelona School of Management introduced a new teaching model in classrooms, architects, designers, academics, pedagogues and psychologists have had to rethink the function of the spaces in our institution in order to adapt them to new educational needs.

At the Innovative Learning Spaces Summit, Jorge García de la Cámara, Open Programmes Manager at UPF Barcelona School of Management, gave a presentation on the spaces in our institution that sparked the interest of several international universities. Representatives from Aalto University (Finland), the Grenoble School of Management (France), the Cyprus University of Technology (Cyprus), the Arteveldehogeschool (Belgium) and Manchester University (United Kingdom) visited our facilities and congratulated us on our new spaces, as well as our successful integration of the educational model into the new architecture.

Our school was chosen to participate in the Innovative Learning Spaces Summit, an international conference that brings together experts from all over the world from the education, design and architecture sectors



Innovative Learning Spaces Summit



UPF-BSM Entrance Hall



UPF-BSM Classrooms

Our spaces

UPF-BSM classrooms in the spotlight

As part of Mobile Week, the prelude to the Mobile World Congress in Barcelona, UPF Barcelona School of Management organised a session titled "Can classroom design improve student performance?", a guided tour around the new educational spaces at the institution followed by a debate.

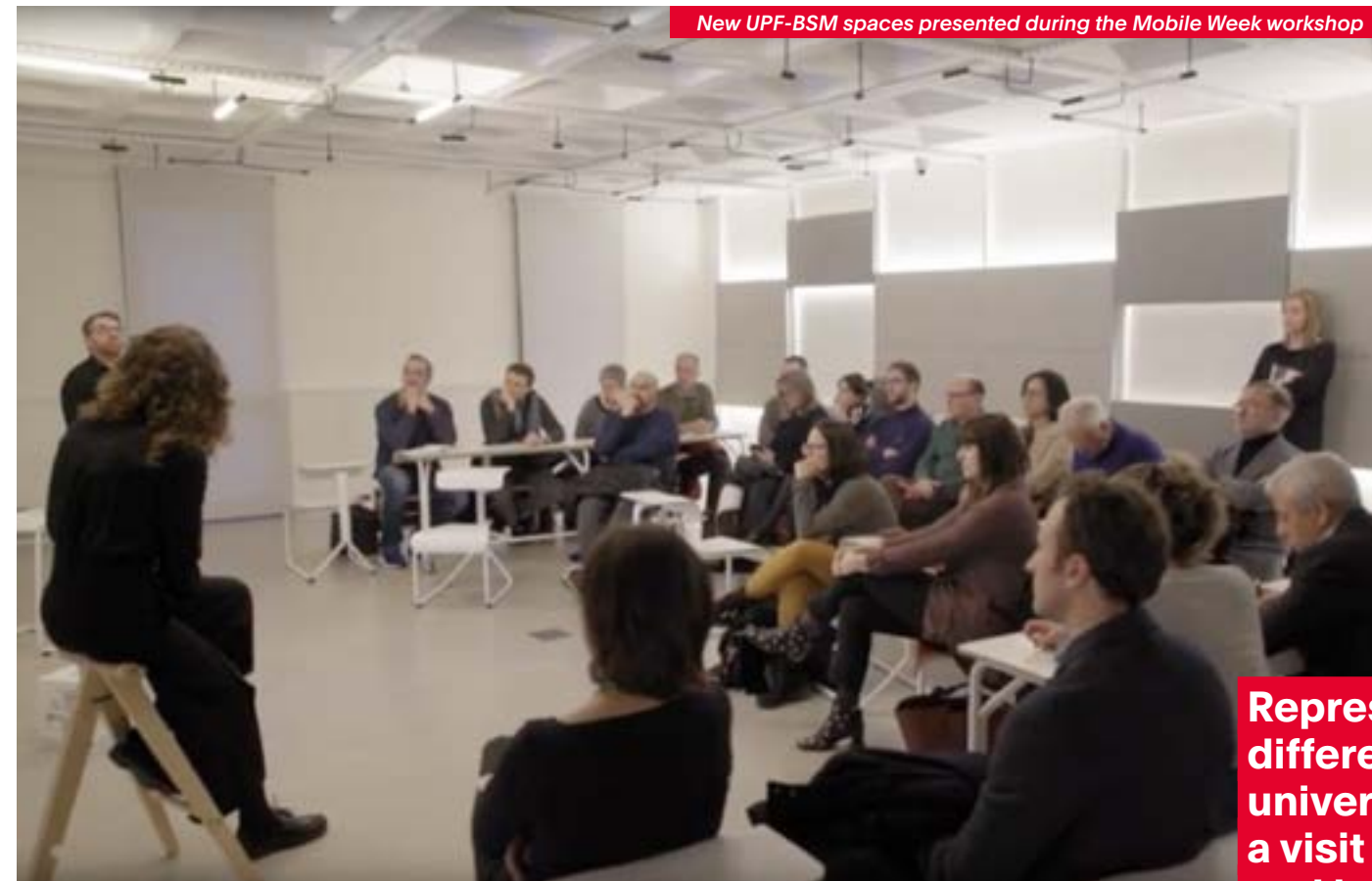
Some thirty professionals attended the guided tour, including representatives from universities, architects and managers from educational institutions such as the Jaume Bofill Foundation, the Barcelona Education Consortium and the UPF EDvolució project team. During the session, Eva Lordan, member of the Techno-Pedagogical Solutions team at UPF Barcelona School of Management,

and Jorge García de la Cámara, Open Programmes Manager, explained to tour participants how our institution is reforming its different spaces to adapt them to new training and learning needs. Attendees also visited the Phai-non, Lexia and Koiné rooms, and took part in a fascinating collaborative debate on the education challenges of the future moderated by the Vice-dean of UPF Barcelona School of Management, Professor Carolina Luís Bassa.

The redesign and renovation of spaces in UPF Barcelona School of Management have also given the school exposure in a range of media, including *La Vanguardia*, *Arqa*, *TMagazine*, *Proyecto Contract* by Casa Viva, *El Economista*, and the Manchester University blog.



UPF-BSM Foyer



New UPF-BSM spaces presented during the Mobile Week workshop

Representatives from different international universities have paid a visit to our facilities and have congratulated us on the way we have integrated our educational model into our space



Report on the UPF-BSM in Proyecto Contract magazine



#teaching

As a management school, we see this discipline as the ability to make your ideas, projects and even your dreams come true. The important thing is not whether your idea is big or small, but your drive to see it through. To make this happen, we know our students need new models, stimuli and course programmes, and new ways of doing and learning. That's what we work towards every day: offering an educational proposal that allows us to get the best out of each student's individual talents.



Academic and professional excellence

The faculty at UPF Barcelona School of Management combines lecturers from Universitat Pompeu Fabra, prestigious figures in terms of teaching and research, and executives and professionals from the business and institutional world. This balance between academics and professionals makes for a meaningful interaction between the university and business.

Our institution has a core faculty of 111 lecturers who are in charge of leading, developing and expanding our teaching innovation plan. The faculty makes a substantial contribution to the teaching, research, mentoring and training activities at UPF-BSM. They are the best representation of our values: lecturers with a diverse range of profiles and recognised academic and professional experience, who facilitate knowledge and have the will to transform.

The core faculty

During the 2018/19 academic year, one of the most important tasks of the new deanship has been to roll out the new teaching model. This academic year, the following roles have also been established:

Vice-deanship

- Vice-deanship for Research
- Vice-deanship for Knowledge Transfer
- Vice-deanship for Executive Education
- Head of Studies

UPF-BSM Research Group

The UPF-BSM Research Group was officially established during the academic year 2018/19 in order to promote the research carried out at UPF Barcelona School of Management. It has carried out the following actions over this academic year:

- Defining the school's lines of research: Ethics, Social Responsibility and Gender Policies, Sustainable Finance and Social Economy, Economy 4.0 (digitisation, big data, blockchain, fintech, social media, etc.) and Health and Medical Economics.
- Identifying academic and scientific journals related to management.
- Publishing research profiles on ORCID, the external database for authors and their scientific output.

Participation of the core faculty in UPF Barcelona School of Management projects

— Training plan

A training plan for the core faculty was launched this year. A total of 65 core faculty teachers took part in the following activities:

Continuous training workshops:

Teaching staff were invited to participate in sessions titled "How to use Turnitin", "How to choose the best journals to publish your work" and "Workshop on planning and structuring research projects".

1st Summer School:

For the first time, UPF Barcelona School of Management organised a conference to help teaching staff choose the best case studies for classroom discussion, with advice on how to use mobile applications as a teaching support, and how they can impact student engagement.

— Institutional activities

Immersion workshops, student welcome events, culture workshops, international weeks, graduation events, and more. The core faculty has been a key player in contributing ideas and suggestions to numerous school projects.



Core Faculty Summer School



The UPF-BSM faculty includes UPF teaching staff

UPF-BSM Awards for teaching

The UPF-BSM Awards were announced for the first time in the 2018/19 academic year. The awards are aimed at teaching staff and lecturers who collaborate with the institution. The awards are divided into two categories:

— Teaching Innovation Award:

This award acknowledges innovative educational projects that contribute to improving teaching quality.

— Knowledge Transfer Award:

This award recognises individual teaching activity based on knowledge transfer, which is understood as a series of activities aimed at promoting studies, content, experiences, methodologies and skills that make the use, application and implementation of academic output more accessible.

Core faculty

111
lecturers

The core faculty profile

111 lecturers

65 affiliated lecturers

Permanent academics from Universitat Pompeu Fabra who play an important part in teaching activities at UPF Barcelona School of Management.

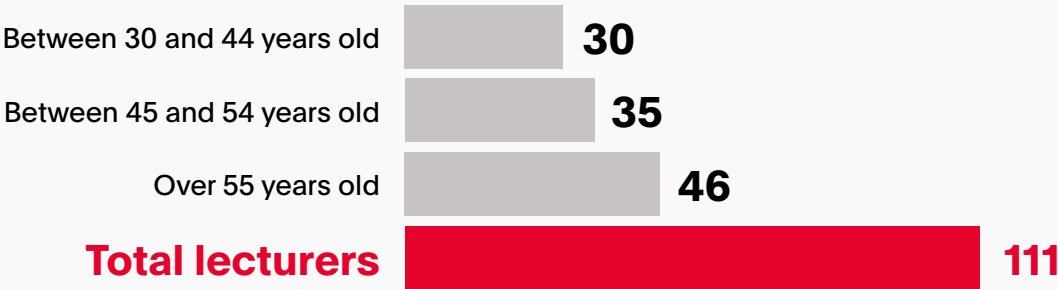
21 UPF-BSM professors

Professors hired directly by UPF Barcelona School of Management who hold a PhD.

25 adjunct lecturers

Professors hired directly by UPF Barcelona School of Management with valuable professional experience.

Average age: 52 years old

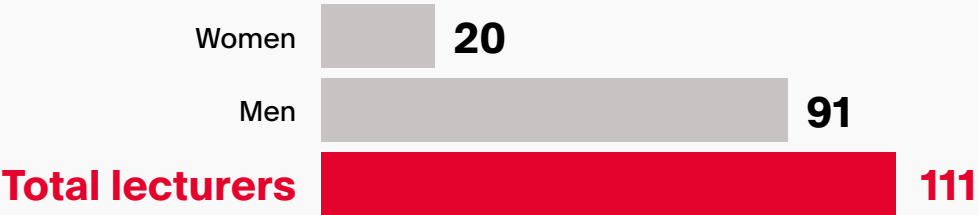


77%
professors
with
PhDs

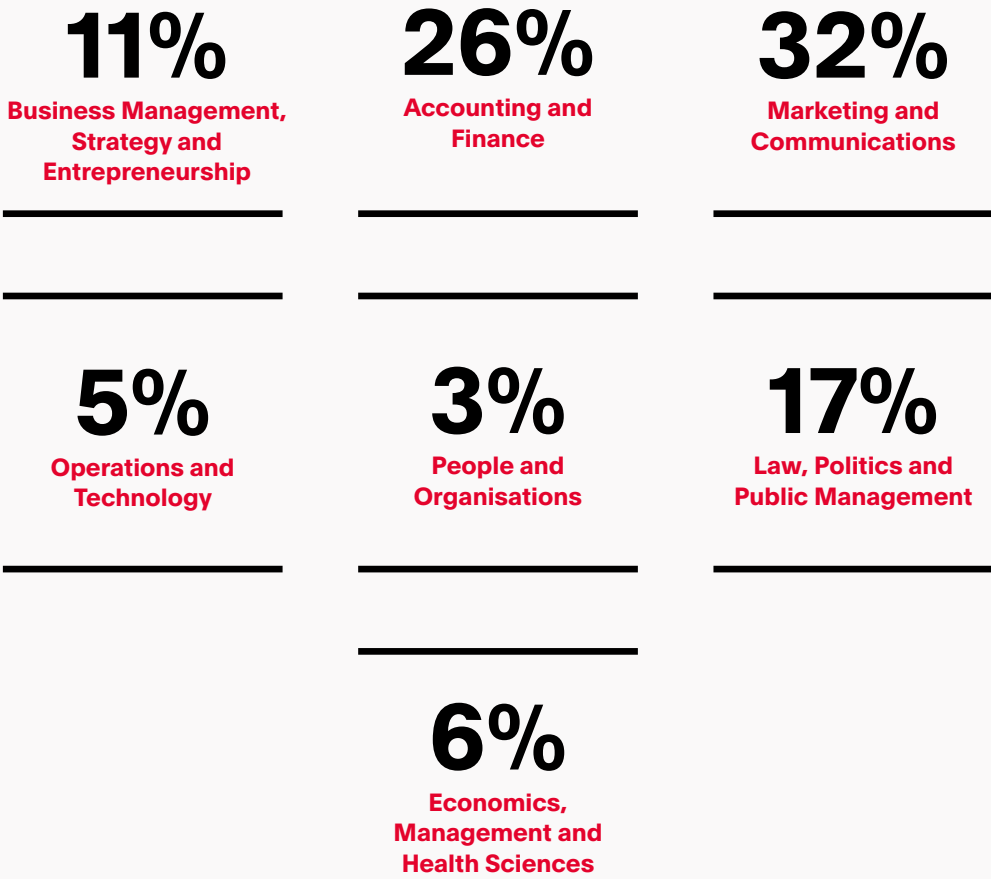
59%
UPF
affiliated
lecturers

50%
Academic
programme
coordinators

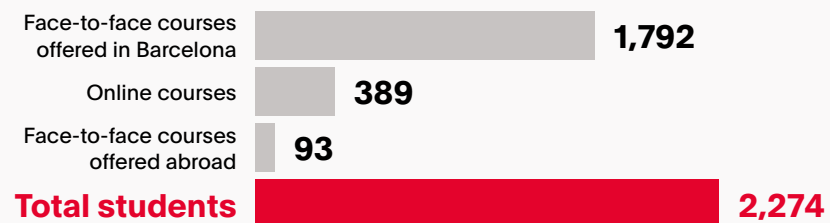
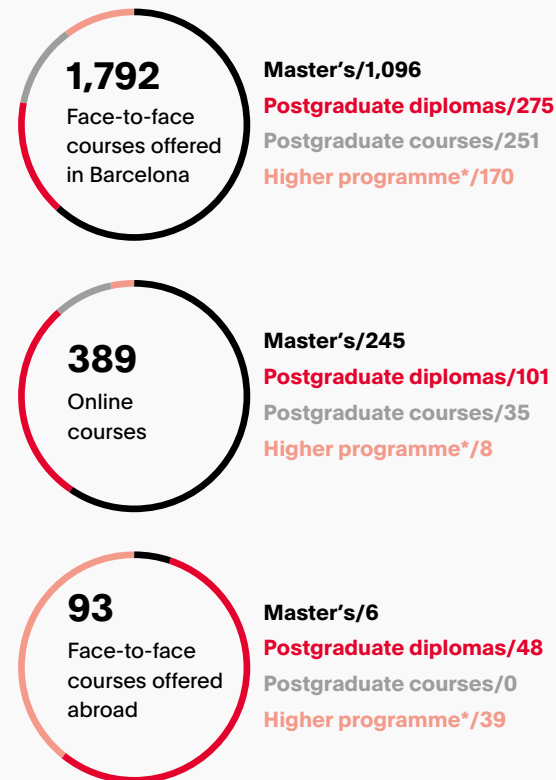
Gender



Areas of knowledge



Students enrolled during the 2018/19 academic year



*Master's and postgraduate courses for professionals without university qualifications.

Course programmes by area of knowledge

23.2%
Accounting and Finance

18.8%
Business Administration and Management

17.4%
Communication, Journalism and Translation

12.3%
Law, Politics and Public Management

10.9%
Economics, Management and Health Sciences

9.4%
Marketing and Branding

4.3%
Human Resources

2.9%
Creativity and Technology

0.7%
Other



51 participants attended refresher courses while over 851 students attended seminars and conferences

UPF-BSM programmes over the 2018/19 academic year

- 46 Master's degrees issued by the Spanish Ministry of Education
- 50 Master's degrees issued by the Pompeu Fabra University
- 43 Postgraduate diplomas (6-to-9-month courses)
- 26 Postgraduate courses (3-to-6-month courses)

New course programmes

New additions for the 2018/19 academic year

Over the 2018/19 academic year the following course programmes were started:

- Master of Arts in Communication Management
Academic coordination:
José Fernández Cavia
Carles Roca
- Postgraduate course in Information and Financial Advice
Academic coordination:
Xavier Puig
- Postgraduate course in Data Protection and Information Security
Academic coordination:
Antoni Rubí-Puig

New additions for the 2019/20 academic year

The following course programmes and activities will be started in the 2019/20 academic year:

- MSc in Management, specialising in Operations & Supply Chain Management
Integrated as part of the MSc in Management, the specialisation in Operations & Supply Chain Management will focus on training students in operations and supply chain management. As part of this Master's degree, students will gain an in-depth understanding of the processes and strategies they will need to develop an optimal operations strategy, as well as learning how to efficiently manage supply chain activity.
- Master's in Human Assisted Reproductive Technologies
The Master's in Human Assisted Reproductive Technologies is aimed at doctors and embryologists who want to specialise in highly sophisticated assisted reproductive techniques, so they are confident offering complex treatments to infertile patients. The programme is offered in collaboration with the EUGIN clinic.



- Postgraduate course in Blockchain and DLT
The Postgraduate course in Blockchain and DLT brings together the technological, legal and business knowledge necessary to build new business models based on decentralised technology and apps, or smart contracts. This postgraduate course offers students a comprehensive view of the different areas involved in blockchain and analyses the impact this technology has on organisations.
- Postgraduate course in Family Mediation
The Postgraduate course in Family Mediation trains mediators and professionals in the field of the family mediation so they can learn how to apply conflict resolution dialogues in family disputes. Over the course of the academic year, students will discover how to support families with problems (dysfunctional families, families with members from other countries, or families from different cultures) to help them find ways of managing their lives that do not damage their family relationships.
- Postgraduate course in Data Analysis and Data Visualisation
The Postgraduate course in Data Analysis and Data Visualisation gives students the skills they need to be able to obtain, process, analyse and represent data in an intelligible way. Using open data or big data, students will learn about the optimal tools and strategies for clearly exposing a problem and moving towards a solution.
- Postgraduate course in Innovation and Design Thinking
The Postgraduate course in Innovation and Design Thinking provides innovative tools, concepts and perspectives to help align organisations with their strategies. Through Design Thinking methodology, students will learn to apply "disruptive thinking" so they can help accelerate the process of organisations adapting to the new challenges facing the market.
- Postgraduate course in International Human Resources and Global Mobility
The postgraduate course in International Human Resources and Global Mobility aims to train HR experts who are capable of defining and implementing international mobility plans that meet the internationalisation strategy needs of organisations.

- Finance & Innovation Week
The Finance & Innovation Week is a three-day field trip in which students travel to London to visit companies and institutions in the financial, technology and banking sector. The trip places special emphasis on British fintech companies and explains the career options available in consultancy and finance.

The world is not enough

In addition to taking part in institutional conferences around the world, attending fairs and congresses and participating in leading academic networks, UPF Barcelona School of Management has spearheaded a series of new actions and activities that have contributed towards internationalising the school during the 2018/19 academic year.

Our institution joins the international QTEM network

Quantitative Techniques for Economics and Management (QTEM) is a prestigious international network that brings together students, academic partners and international corporations with outstanding analytical and quantitative abilities. As it stands, UPF Barcelona School of Management is the only Spanish institution in the network, which includes 27 schools from 17 countries.

Thanks to UPF-BSM joining QTEM, students on MSc courses will be able to study abroad for a semester in one of the academic institutions that act as partners in this network

Signing new academic collaboration agreements with international universities

With the aim of strengthening the international scope of the programmes offered by UPF Barcelona School of Management, we have been signed agreements with the following universities:

- Higher School of Economics-Sant Petersburg (Russia)
- Universidad de Chile (Chile)
- Universidad EAFIT (Colombia)
- Universidad de los Andes (Colombia)
- Universidad de San Francisco de Quito (Ecuador)

Agreement with the Higher School of Economics in St. Petersburg

The agreement was signed with the HSE-SPB for the Master's in Management and Analytics for Business, in order to extend the double degree options available for MSc courses.

New agreements signed with Mexican funding organisations

Thanks to agreements signed with FIDERH (Fund for the Development of Human Resources - Bank of Mexico) and FUNED (Mexican Foundation for Education, Technology and Science), Mexican students will be have better funding options to study at our school.

International experience through field trips

A range of Master's and Postgraduate courses at UPF Barcelona School of Management have organised one-week international field trips in which students took advantage of the opportunity to visit leading companies and build contacts for the future. These courses include the Business & Innovation programme, which saw students from the Master's degree in International Business travel to Stockholm, and a field trip for students from the MSc in International Business to Moscow.



Students from Universidad ESAN in Peru at UPF-BSM

Participation in international fairs and promotional events

E-Fellows Stuttgart

(Germany)

ICEF Berlin

(Germany)

Masters & More Cologne

(Germany)

Masters & More Frankfurt

(Germany)

Masters & More Munich

(Germany)

QS Istanbul

(Turkey)

QS Milan

(Italy)

United States

Johns Hopkins University.
We continued our collaboration with the Master's Degree in Public and Social Policies.

Olin Business School-Washington University St Louis. The MSc in Finance and Banking will be part of the Global Master of Finance programme offered by the school.

Mexico

Tecnológico de Monterrey.
The Master's Degree in Banking and Financial Markets will continue to be taught in Mexico City and Barcelona, offering students a double degree issued by TEC and UPF.

Colombia

Universidad EAFIT. We have signed a collaboration agreement with EAFIT that allows credits in Master's in Financial Administration and the Master's in Banking and Finance to be mutually recognised.

Students from the Master's in Financial Administration at this university received training at our institution during International Finance Week.

Peru

Universidad ESAN.
The Master's degree in Banking Management and Finance will continue to be taught in Lima and Barcelona, offering students a double degree issued by Universidad ESAN and UPF.

In Barcelona we organised an International Public Management Week for students on the Master's in Public Management course at Universidad ESAN.

Argentina

Instituto de Investigación y Educación Económica (I + E).
We taught a new edition of the Postgraduate course in Economics and Finance for Lawyers and the Postgraduate course in Design and Evaluation of Public Policies.
Google and TN.Ar. The Postgraduate course in Digital Journalism was offered for the sixth year, co-organised by Google and TN.Ar (Grupo ARTEAR).

Universidad Torcuato di Tella and Universidad de San Andrés.
We continued to uphold our agreements in relation to student exchange programmes between the institutions.

"Primera Exportación" programme.
The programme allowed Argentinian businessmen to complete their international business training with an International Seminar in Barcelona.

Chile

Universidad del Desarrollo.
Students from the Universidad del Desarrollo receive training in marketing and new technologies at the International Seminar on Strategic Communication and Branding offered by our institution.

Universidad de Chile.
We have signed a collaboration agreement with the Faculty of Economics and Business at the Universidad de Chile to organise International Weeks over the course of the 2019/20 academic year.

Belgium

Field trip to Brussels. Students from the Master's in Political and Institutional Communication and the Master's in International Political Journalism paid a visit to European institutions.

France

ESSEC. We will continue the student exchange agreement between ESSEC and our institution.

The Netherlands

Field trip to Amsterdam.
Students from the Master's in Creative Documentary Making attended the International Documentary Film Festival, held in Amsterdam.

Poland

Kozminski University.
We will continue the student exchange agreement between the university and our institution.

Sweden

Field trip to Stockholm.
Students from the Master's degree in International Business visited the Swedish capital as part of the International Week organised for this Master's course.

Russia

Higher School of Economics-Saint Petersburg.
We signed a collaboration agreement with the school to expand the double degree options for MSc courses.

Field trip to Moscow.
Students from the MSc in International Business visited Moscow as part of the Business Trip organised for this course programme.

International visits and meetings

Events and exchanges with foreign institutions and universities

In

Visits to Barcelona

Out

Visits abroad

Chile	Universidad de Chile	
Colombia	Pontificia Universidad Javeriana Universidad Nacional de Colombia EAFIT	
Ecuador	ESPAE- ESPOL	
Germany	EBS Universität für Wirtschaft und Recht	EBS Universität für Wirtschaft und Recht TUM - School of Management
Italy		SDA Bocconi
Malaysia		Malaysian Secretary for Education
Mexico	TEC Monterrey	TEC Monterrey FUNED FIDERH Ministry for Education, Mexico
Norway		BI Norwegian Business School
Peru	ESAN IPIFAP – Instituto Peruano de Investigación de Familia y Población	
Poland	Kozminski University	
Portugal		Nova School of Business and Economics
Russia	Higher School of Economics - St. Petersburg	Higher School of Economics - St. Petersburg
Singapore		Singapore Management University
United States		Olin Business School - Washington University St Louis George Washington University
International		QTEM

Mobility

Over the course of the 2018/19 academic year, UPF Barcelona School of Management received visits from 102 foreign students as part of the respective International Weeks, as well as welcoming 97 students from the double degree programmes offered by ESAN (Peru), Universidad Diego Portales (Argentina) and Tecnológico de Monterrey (Mexico).

- 3 students from the Global Master of Finance at the Olin Business School - Washington University St. Louis (United States) completed the MSc in Finance and Banking double degree.
- 2 students from ESSEC Business School (France) took elective modules from the MSc in Management course.
- 2 students from Munich Business School (Germany) took elective modules from the MSc in Management course.
- 2 students from the Universidad de San Andrés (Argentina) took elective modules from the MSc in Management and Executive MBA courses.

UPF Barcelona School of Management sent more than 30 lecturers to teach in a variety of international institutions, mostly in Latin America.

2018/19

Relevant activities with an international scope

September	<ul style="list-style-type: none"> – The Master’s in Banking and Finance starts at ITESM (Mexico) – International Seminar on Strategic Communication held at the Universidad del Desarrollo de Chile (UPF-BSM) – Campus Gutenberg-CosmoCaixa of Scientific Communication and Culture (Barcelona) – 30th Annual EAIE Conference and Exhibition (Switzerland) – International Public Management Week at ESAN (Peru) – MBA Integration Week at Universidad Diego Portales (Chile)
October	<ul style="list-style-type: none"> – Closing ceremony for the Postgraduate course in Digital Journalism (Argentina) – QTEM Master Network Annual meeting (Norway) – Frankfurt fair (Germany) – Digital Universities Conference (ITESM) and institutional visit (Mexico) – RECLA 2018 International Meeting (Colombia)
November	<ul style="list-style-type: none"> – 1st Conference for Experts in Health Management and Health Economics (UPF-BSM) – Graduation of the 1st class from the Master’s in Banking and Financial Management at ESAN (Peru) – IDFA-International Documentary Film Festival Amsterdam (The Netherlands) – Start of the Master’s in Banking and Financial Management at ESAN (Peru)
December	<ul style="list-style-type: none"> – World Marketing Festival (Barcelona) – Peter Drucker Forum (Austria) – Conference on Innovation in Education ITESM (Monterrey)
January	<ul style="list-style-type: none"> – Sports days (UPF-BSM) – 2019 EFMD Conference for Deans & Directors General (China) – Visit from international students from the online Master’s Degree in Government and Public Management in Latin America (UPF-BSM)
February	<ul style="list-style-type: none"> – Mobile Week (UPF-BSM) – Visit by students from the Master’s in International Political Journalism to several institutions (Barcelona)
March	<ul style="list-style-type: none"> – Conference for emerging writers and the publishing world, LINK (UPF-BSM) – Visit by students from the Master’s in International Political Communication to the European Parliament and the European Commission (Belgium) – 2019 EFMD – HUMANE Winter School (Barcelona) – EPAS & EQUIS Accreditation Seminars (United States)
April	<ul style="list-style-type: none"> – APAIE, Asia-Pacific Association for International Education (Malaysia) – Visit from Argentinian businessmen as part of the first “Primera Exportación” programme (UPF-BSM)
May	<ul style="list-style-type: none"> – Visit by students from the Master's Degree in International Business to the most important companies in Stockholm (Sweden) – AMBA Annual conference (Association of MBAs), (Turkey) – NAFSA 2019 Annual Conference & Expo (United States)
June	<ul style="list-style-type: none"> – 10th Ibero-American Congress on Sports Economics (UPF) – Visit by international publishers as part of the closing session for the Master’s in Publishing (UPF-BSM) – The film <i>O que arde</i>, co-produced by students from the Master's in Creative Documentary Making, wins the Jury Prize at the Cannes Film Festival (France)
July	<ul style="list-style-type: none"> – Henrich Akomolafe, former student of the MSc in Information Technologies, enters the prestigious list Africa Forbes 30 under 30 (Nigeria) – The company Novarama, founded by students from the Master’s in Videogame Creation, launches in Los Angeles (United States) – 4th edition of Forum Edita (UPF-BSM) – International Week for the Msc in International Business in Moscow (Russia)

The CyD 2019 ranking places UPF as the 2nd best university in the world in terms of "International Orientation"

International networks and associations

UPF-BSM, connected to the world

Our school is a member of several global networks, which it uses to publicise its activity throughout the international arena. At the same time, these networks help us identify new global trends, especially in terms of innovative training and high quality learning.

Our involvement in these networks has led us to be involved in numerous collaborations. For example, during the academic year 2018/19 we launched a number of double degrees in conjunction with foreign universities, and we have reached new mobility agreements for our students and teachers. In addition, we have received new accreditation and further international recognition, and we have expanded the number of institutions where our students can take part in external academic work experience, among many other improvements.

All these achievements are possible thanks to our participation at international forums and conferences, which offer great opportunities for networking.

It is also worthy of note that our institution was accepted into QTEM (Quantitative Techniques for Economics and Management), a community of students, companies and academic partners who are interested in analytical and quantitative techniques in an international business context. UPF Barcelona School of Management is the first school in Spain to be a member of QTEM, which clearly marks us out as an organisation that is committed to offering training in quantitative skills, analytical skills, international and intercultural experience.

Lastly, we have also become corporate partners of the Barcelona Global association, a group of 208 companies, research centres, entrepreneurs, business schools, universities and cultural institutions based in Barcelona. The association has the ambition of making our city one of the best in the world for talent and economic activity.

Participation in annual conferences

- AMBA Global Conference** (Turkey)
- APAIE Conference** (Malaysia)
- EAIE Annual Conference** (Switzerland)
- EFMD Annual Conference** (Portugal)
- EFMD Conference for Deans & Directors General** (China)
- EFMD & HUMANE Winter School** (Spain)
- EPAS & EQUIS Accreditation Seminar** (United States)
- Global Peter Drucker Forum** (Austria)
- ITESM International Conference on Innovation in Education** (Mexico)
- NAFSA** (United States)
- QTEM Master Network Annual Meeting** (Norway)
- RECLA International Summit** (Colombia)

AACSB International

The Association to Advance Collegiate Schools of Business

AEDE

Spanish Association of Business Management Schools

CLAD

Latin American Centre of Administration for Development

EUCEN

European University Continuing Education Network

QTEM

Quantitative Techniques for Economics and Management Network

RLIE

Latin American Network for Innovation and Entrepreneurship

ACCID

Catalan Association of Accounting and Management

Barcelona Global

Barcelona Global

CLADEA

Latin American Council of Management Schools

EAIE

European Association for International Education

RECLA

Latin American and European Continuing Education Network

TPC

Transatlantic Policy Consortium

ACECU

Catalan Association of Continuing University Education

CCN

Catalan Business Club in Mexico

EFMD

European Foundation for Management Development

PRME

Principles for Responsible Management Education

RUEPEP

University Network for Postgraduate Studies and Permanent Education

#students

We train analytical, deep-thinking, specialised and well-rounded professionals; people with a broad outlook on life and the ability to come up with responses to complex challenges.

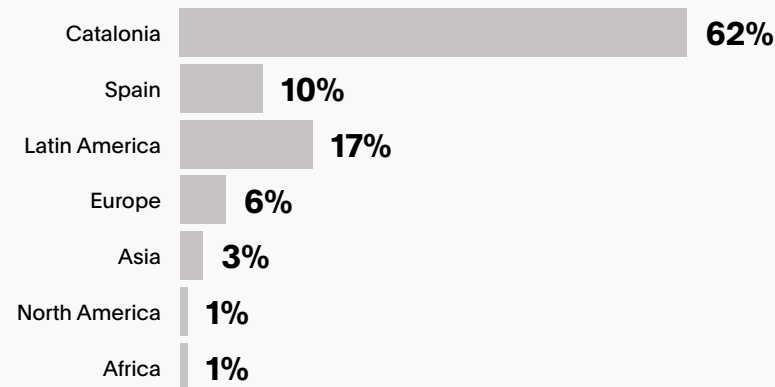


General course programmes

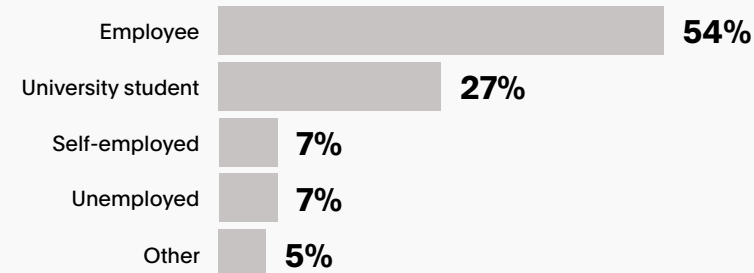
Demographics

28% of the students on the Master's and Postgraduate courses we teach in Barcelona come from outside Spain. Most of them come from Latin America, mainly from Colombia, Argentina, Ecuador and Chile.

As for our Spanish students, 87.4% come from Catalonia, while the rest come from other autonomous communities. The five autonomous communities from which we receive the most students outside of Catalonia are, in order, the Community of Madrid, the Valencian Community, the Basque Country, Galicia and the Balearic Islands.



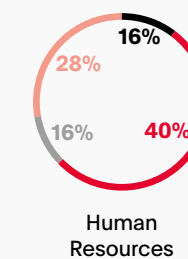
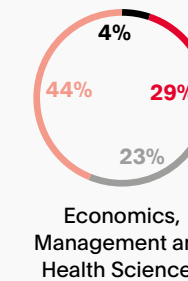
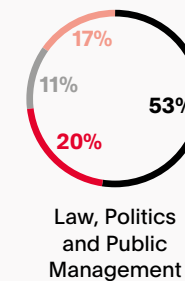
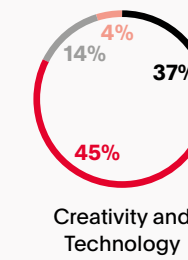
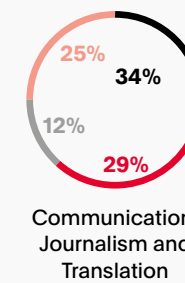
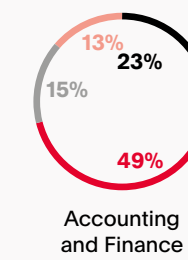
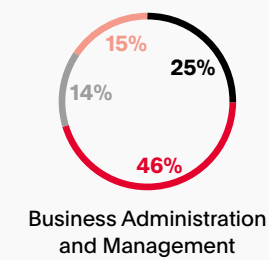
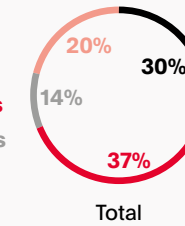
Employment Situation



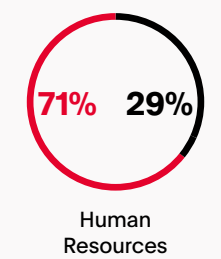
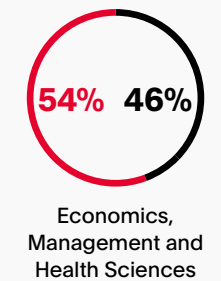
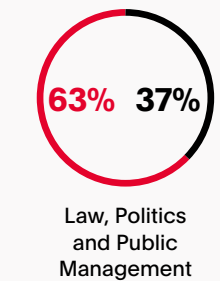
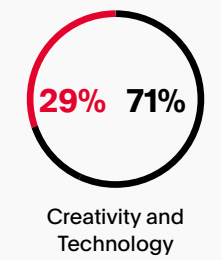
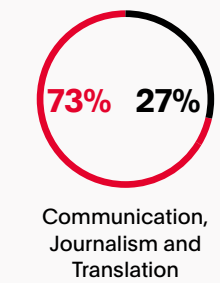
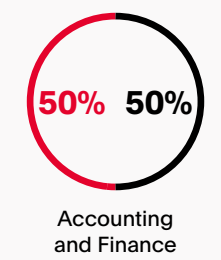
Average years of professional experience: 6.7



Age



Gender



Average age: 29.9 years old

Welcome Service

The Welcome Service gets in touch with students from the moment they enrol until they finish their Master's or Postgraduate degree. In other words, they are in contact with students during their entire time at UPF Barcelona School of Management. The service is in charge of providing students with initial information, showing them the tools, spaces for social interaction, activities and services available to them and, in general, looks after student needs and expectations outside of the academic sphere.

In terms of international students—the group that requires the most information—the Welcome Service offers tailored services and advice related to preparations before students arrive in Barcelona, as well as activities that allow new arrivals to find out more about Catalan culture.

The Welcome Service focuses its activity around three key areas:

- **Communication when new students arrive.** Many months can go by from the moment a student enrolls at UPF Barcelona School of Management and the moment classes begin. When this happens, the Welcome Service is in charge of keeping students informed from December to July in order to guarantee they have the best possible start when they arrive in Barcelona. The communications sent to students in the run-up to their course provide interesting facts about the institution, show different milestones on the UPF-BSM experience, and help students prepare for arrival. Over the 2018/19 academic year, 6 communications were sent.
- **Organising activities before the course starts.** The Welcome Service provides several online forums so that students can get to know each other before academic activity begins. Over the 2018/19 academic year, 100 students took part in the general forum, while 25 were active on the English forum. These forums allow students to introduce themselves and find accommodation with each other.
- **Cultural and educational activities throughout the year.** In order to help international students discover Catalan culture, UPF Barcelona School of Management organises Catalan and Spanish courses and cultural outings every year to encourage students to become fully integrated in city life.

Courses and activities

— Catalan courses for foreigners

1st trimester: 24 students
(Level A1)

2nd trimester: 5 students
(Level A2)

— Spanish courses for students on the Master's of Science and Master of Arts in Communication Management

1st trimester: 57 students

2nd trimester: 21 students

3rd trimester: 1 student

— Activities and conferences

1st trimester:

— *Landing Session I and II:*
56 and 23 participants.
September

— *Barcelona Safety Tips:*
16 participants. October

— *Arrival and life in Barcelona:*
4 participants. October

— *Visit to the Corbera nativity scene:* 21 participants.
December

2nd trimester:

— *Visit round UPF Art Track:*
10 participants. January

— *Visit to Montserrat monastery and Catalan cooking lesson:*
13 participants. March

— *Visit to MNAC:*
4 participants. April

3rd trimester:

— *Visit to the "World Press Photo" exhibition:*
37 participants. May

CCLab, the new communication lab at UPF-BSM

UPF Barcelona School of Management sees communication as one of the key pillars of society. In order to convey the importance of this discipline to our students and to make them value it as one of the key skills for their professional development, the school launched the CCLab during the 2018/19 academic year, a laboratory dedicated to teaching and research in communication skills.

The CCLab, led by UPF Communication department professor Emma Rodero, teaches students and professionals at the institution how to devise effective communication strategies that convey their ideas and projects in an attractive and compelling way, whether in spoken presentations, in writing or in an audiovisual format.

The CCLab produced the following materials and carried out the following activities over the 2018/19 academic year:

- **Online learning resources**
Infographics, podcasts, videos, tutorials, etc. that bring together the keys and strategies for effective communication. The resources are published on the Aula Global and are available to all students.
- **Online course in strategic communication**
Short video course available to all students, with supporting documents.
- **In-person courses in communication techniques**
5 basic and specialised training courses (with 100% satisfaction rates).
- **Individual support**
Personalised sessions with CCLab specialists for students and professionals who want to improve their communication skills.



CCLab presents its 2018/19 communication workshops

Other services

Welcome sessions

8 sessions with more than 1,000 participants.

Campus Tours

7 tours for international students around the Ciutadella Campus: 3 tours for enrolled students and 4 for future students.

Personal student cards

The student card allows UPF Barcelona School of Management students to open the doors to the UPF community, providing access to libraries, study rooms and computer rooms, language courses, cultural and sports activities and discounts and promotions.

of companies would be interested in offering a job to students if a vacancy opened up

Customer service offered by
the Careers Service

Companies that ask for most students for internships

- Allianz
- Angelini Farmacéutica
- Banc Sabadell
- Barcelona Activa
- Boehringer Ingelheim
- Cátenon Worldwide Executive Search
- Criteria Caixa
- Deutsche Bank
- Globomedia
- Grant Thornton
- Grifols
- Grup Danone
- Mango
- Novartis
- Penguin Random House Grupo Editorial
- Tous
- Unilever
- Uriach

Companies that have hired students following their internships

- Banc Sabadell
- Bunge Ibérica
- Deloitte
- Ernst&Young
- GAR Investment Advisors EAFI
- Glovo
- Grant Thornton
- KPMG
- Kreston Iberaudit
- OneBox
- Penguin Random House Grupo Editorial
- ToGrowfy
- WHotels



TalentUP, the new programme offered by the Careers Service

Countries where students can complete internships

Argentina
Belgium
Colombia
France
Mexico
United Kingdom
United States

The Careers Service increases the value of our students in the workplace through tools, resources, training activities, company presentations and professional support. All these sessions are part of the TalentUP programme, which is structured around three stages of professional development.

Talks, workshops and learning sessions aimed at developing student's personal brands through self-knowledge and an analysis of the labour market.

- Meetings between companies and students to allow students to implement a professional action plan.**

- Activities to increase students' network of contacts and deepen the relationships established during their time at UPF Barcelona School of Management.**

- Alumni & Careers Closing Ceremony
- Meeting event involving networking with former students from the Master's degree in Public and Social Policies and the Master's Degree in Finance and Accounting

Pride in our students

UPF Barcelona School of Management rewards the originality, skills, career path and human quality of our students by offering them access scholarships in addition to awards that acknowledge their dedication and hard work throughout the academic year.

In fact, the school has been awarding Talent Scholarships for the last seven years, and this financial aid makes it easier for students to enrol in our Master's and Postgraduate courses. In addition, the UPF-BSM Awards were launched this year to provide recognition to the best theses and final projects for Master's and Postgraduate programmes. These awards highlight the best projects related to our institution's strategic plan.

Talent scholarships, rewarding the next generations

With the aim of promoting and recognising talent, UPF Barcelona School of Management founded the Talent Scholarship programme in 2011.

Since then, the school has earmarked over one million euros to go towards the education of 428 students, who have between 25% and 50% of their tuition fee covered each year (in the event of financial difficulties, students may qualify for up to 25% more in additional support).

When deciding how to award this scholarship, a committee analyses the criteria of each candidate: the student's academic record—which must be above an 8—the student's profile, letter of motivation, professional activity and level of social responsibility.

This year UPF Barcelona School of Management has allocated more than 180,000 euros to promoting talent



Scholarship students: 82
Average academic record: 8.8 out of 10
Age: Between 21 and 48
 The average is 26.6 years old
Gender: 39 women and 23 men
Budget: €182,465



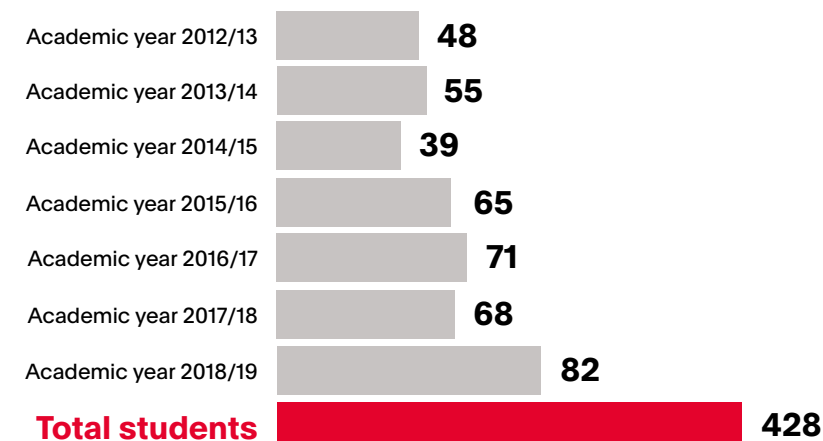
Demographics of scholarship students

Africa > 2
 Asia > 2
 Europe > 8
 Latin America > 30
 North America > 1
 Spain > 19

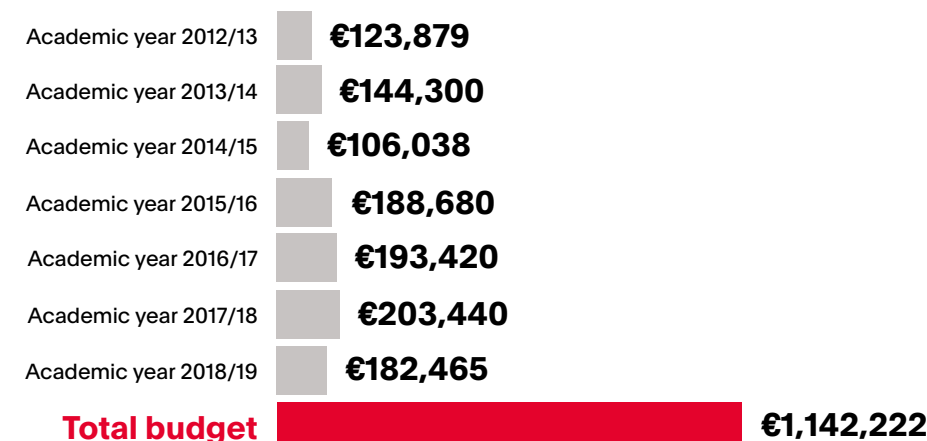
Countries of origin

Argentina > 3
 Bolivia > 1
 Brazil > 1
 Chile > 4
 China > 2
 Colombia > 3
 Denmark > 1
 Ecuador > 6
 Egypt > 1
 France > 1
 Germany > 2
 Italy > 3
 Mexico > 8
 Nicaragua > 1
 Norway > 1
 Peru > 1
 Spain > 19
 Uganda > 1
 United States > 1
 Venezuela > 2

Number of scholarship students



Budget for Talent Scholarships



And the award goes to...

During the 2018/19 academic year, UPF Barcelona School of Management announced the UPF-BSM Awards for the first time, which go to the best theses and final projects for Master's and Postgraduate programmes.

These annual awards aim to provide visibility to final projects or theses by our students that deserve special recognition for their importance, originality, implications or contributions. Students who receive a UPF-BSM Award receive a diploma and their work gets media coverage through the institution's social media, website, newsletter, and more.

17 UPF-BSM Awards were handed out during the 2018/19 academic year. The awards were presented to recipients during the opening ceremony for the 2019/20 academic year.



Winners of the UPF-BSM Awards 2018/19

5 Awards Categories

- Research Contribution
- Ethics, Social Responsibility, Global Well-being and Culture
- Gender
- Innovative Business Initiative
- Knowledge Transfer

UPF-BSM Awards to the best theses and final projects for Master's and Postgraduate courses in 2018/19

Category	Award winners	Course programme	Project
Ethics, Social Responsibility, Global Well-being and Culture (equally)	Aida García, Aleix Hernández, María Pérez and Sílvia Sala	Master's in Financial Management and Business Accounting	Variable Honesty
Ethics, Social Responsibility, Global Well-being and Culture (equally)	Elsa Camille Maurici	Master of Arts in Communication Management	CSR Communication and its influence on employer attractiveness. Do millenials swipe right for German companies?
Gender	Anna Gimeno, Sara Mendoza and Andrea Viejo	Master's in Professional Mediation	<i>Gener(and)o</i> : Guide to mediation in cases of domestic violence
Gender (Second Prize)	Laia Mauri	Master's in Political and Institutional Communication	<i>Women who sweep: Creating a women-only political party and designing the central event for their election campaign</i>
Innovative Business Initiative	Laia Pérez	Master's in Publishing	Glook. Local books for global publishers
Research Contribution	Natàlia Amat	Master's degree in Financial Management and Business Accounting	How can we improve the quality of Collaborative Economy services? The quality model for Collaborative Consumption Services
Research Contribution (Second Prize)	Àngela Jiang Wang	Master's degree in Marketing	The Canda Incident: Does commercialization matter in gift-giving and how does it affect authenticity and value?
Knowledge Transfer	Blanca Miracles, Marc Matea, Joan Noguera and Núria Santmiguel	Master's in Financial Management and Business Accounting	Profit tax in the EU and Switzerland. Impact of deciding where to locate your company
Knowledge Transfer (Second Prize)	Joan Solé	Master's in Sports Management and Direction	Strategic Plan for Sferic Terrassa Hockey Club 2.0

#research & transfer

Research is one of the key factors that leads to improvement and innovation. It helps expand our knowledge and acts the foundation for decisions on how to improve our current circumstances.



Leading school with a social impact

With the aim of creating valuable knowledge for companies and society as a whole, UPF Barcelona School of Management put together the UPF-BSM Research Group during the 2018/19 academic year. The team of researchers is made up of teaching staff from the school, and has been located within the new Vice-deanship for Research from the start of the year.

Objectives of the vice-deanship:

- a) To create an environment in which core faculty lecturers can work on scientific articles.
- b) To strengthen the bonds between lecturers affiliated to UPF Barcelona School of Management, so that they can come together and get involved in working towards key milestones for the school (internationalisation, improving the school's standing on international rankings, adding value to companies and society, etc.).
- c) Focusing research towards strategies that add value to society and improve global well-being.

Over the 2018/19 period, professors from the UPF-BSM Research Group (both core and affiliate lecturers) have published 99 articles, some of which can be consulted in the Journal of Citations Report and the Scopus database. This research has been cited over 90 times in leading international journals (a remarkable achievement considering the short time that has elapsed since the research was published).

In addition, most of the research has obtained excellent results in impact indices. Accordingly, 62% of the articles were cited in publications that come top of the rankings (Q1-first quartile) for their respective areas of study. This is proof of the quality of the articles written by core lecturers from UPF Barcelona School of Management and is evidence of interest that high ranking journals show in our research.

Lines of research

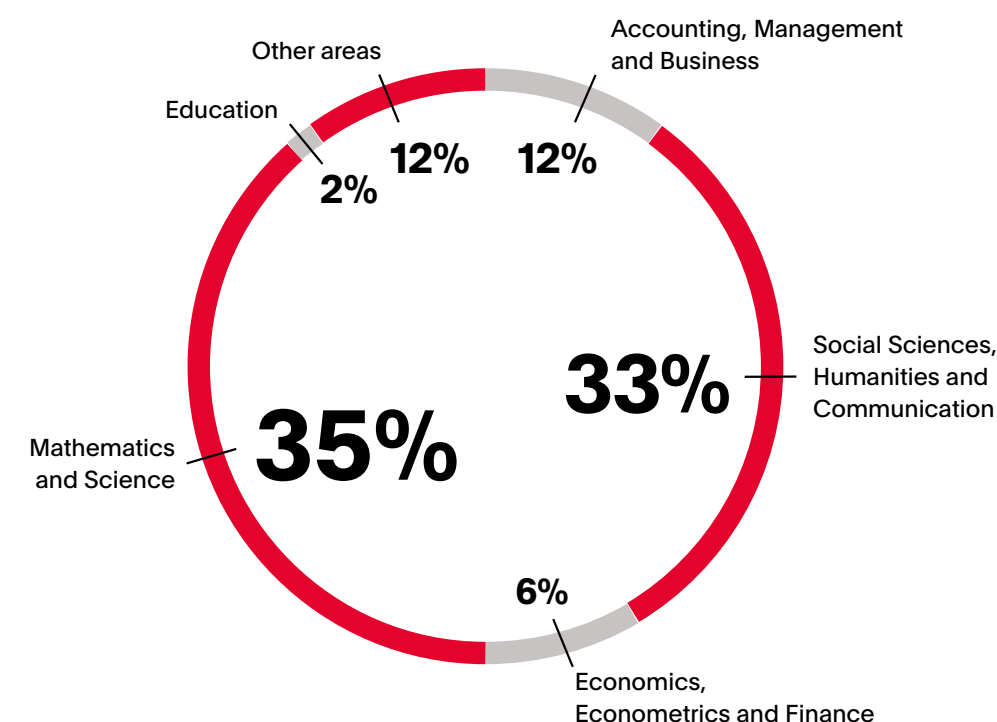
- **Economy 4.0 (digitisation, big data, blockchain, fintech, social media)**
- **Health Economics and Medicine**
- **Ethics, Social Responsibility and Gender Policies**
- **Sustainable Finance and Social Economy**



UPF-BSM Research Group Professors

Articles published by the UPF-BSM Research Group

Areas of knowledge



Impact indices

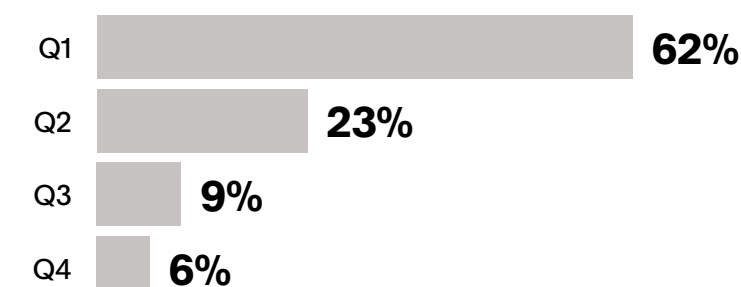
The quartile is an indicator that serves to evaluate the relative importance of a journal within the total number of journals in its field.

The first quartile (Q1) indicates that the journal is in the top 25% of journals with the highest impact factor.

The second quartile (Q2) covers the group of journals positioned between 25% and 50% in terms of impact factor.

The third quartile (Q3) refers to the group of journals positioned between 50% and 75%.

The fourth quartile (Q4) corresponds to the journals positioned between 75% and the bottom end of the series.



Dissemination of knowledge as a key factor

Knowledge transfer is the series of actions and activities that UPF Barcelona School of Management carries out to disseminate all the academic knowledge created by the school, as well as facilitating the practical application of said knowledge. To this end, the institution has created three university chairs for the 2018/19 academic year.

UPF-BSM Chairs, collaboration between the university and business

Institutional and business chairs are an ideal tool to strengthen collaboration between UPF Barcelona School of Management and the business world. The word 'chair' in this sense, refers to an established collaboration between a company and our institution, with the aim of encouraging research in specific fields, developing ideas required by the market and innovating to develop competitive products and methodologies.

One of the advantages of this collaboration model is that the contents and activities of each chair can be very diverse and can be defined in a unique way in each case. Since the 2018/19 academic year, UPF-BSM has had the following business chairs:

Chair	Founding Company	Objective
Insurance and Society	 Catalana Occidente Grupo asegurador	<ul style="list-style-type: none"> — Identifying new insurance needs in society. — Coming up with ideas on how to respond to those needs. — Defining the role of insurance companies in this process.
Economy, Business and Thought	 institut d'economia i empresa Ignasi Villalonga	<ul style="list-style-type: none"> — Studying factors that can boost the competitiveness of the economy and business networks in the Mediterranean Arc Euroregion (EURAM). — Transferring these ideas to the main interest groups in these countries.
Blockchain	 izertis	<ul style="list-style-type: none"> — Expanding knowledge and research around blockchain technology. — Extracting lessons learned to aid with strategic business decisions. — Acting as support to the professionals working on this technology.

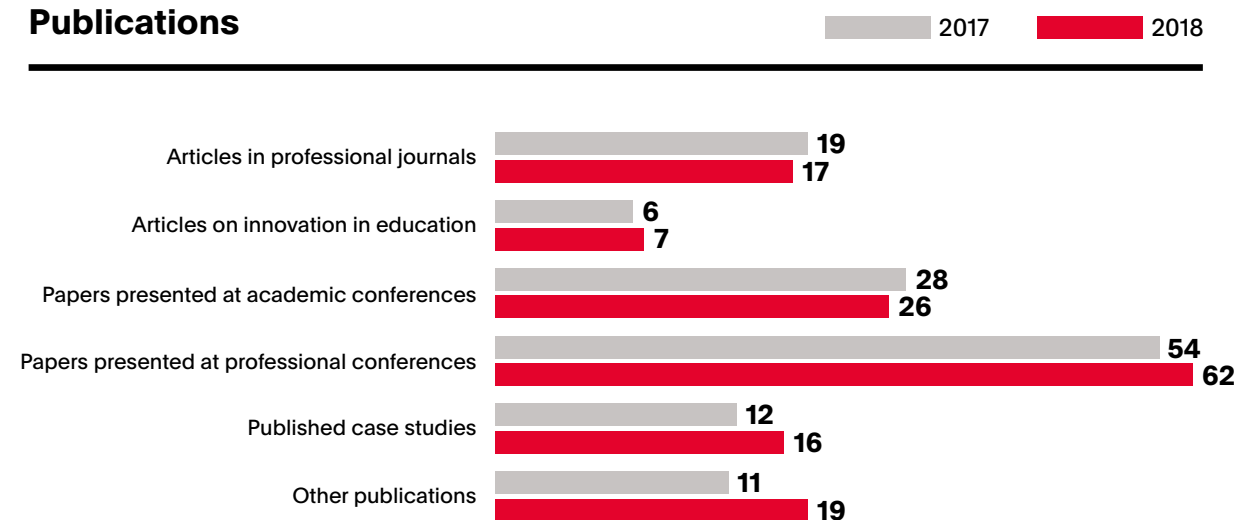
Applied research and transfer activities

There are a number of activities related to applied research and knowledge transfer by teaching staff at UPF Barcelona School of Management, but all these activities aim to generate an impact among professionals, companies and society.



Copy of Harvard Deusto

Publications



Signature of the Blockchain Chair

UPF-BSM blogs and media, leading online spaces

For several years now, UPF Barcelona School of Management has managed four digital blogs to share the knowledge generated by teachers, students and alumni. The school also has a specific collaboration agreement with the Godó group, which allows teaching staff to collaborate with *La Vanguardia* and RAC1 through interviews, analyses, opinion articles and think pieces on current issues.



	Topic	Publications 2018/19
Quorum quorum.bsm.upf.edu	This space allows authors to reflect on a single topic in depth, through a combination of diverse opinions and perspectives and viewpoints from different disciplines. A multifaceted look at issues of general interest.	— 8 articles on globalisation — 8 articles on educational transformation
La Opinión del Día opiniondeldia.bsm.upf.edu	This blog features analysis and reflection on the current political and economic situation, as well as the latest in business, culture, health and education, to help us better understand and assess the world today.	— 22 varied articles
Patrimonia patrimonia.bsm.upf.edu	This vlog on economics and finance makes the two topics easier to understand and digest. <i>Patrimonia's</i> goal is for anyone to be able to understand the current socio-economic situation and changes in the world of finance.	— 19 videos on economics and finance
Masters of Science Blog upfmsscprogrammes.bsm.upf.edu	This blog features information, interviews, class content and all the latest news about life on campus and international student programmes.	— 14 varied articles
La Vanguardia and RAC1 lavanguardia.com/economia/management	Collaboration between UPF-BSM teaching staff and the media through interviews, analysis, opinion articles and current affairs.	— +90 articles published on lavanguardia.com — +35 articles published on rac1.com

In addition to curating blogs, UPF Barcelona School of Management decided to boost to its audiovisual output. Starting this academic year, the school has started to published UPF-BSM Wikis—informative videos clips produced by experts from our school and elsewhere that offer bite sized lessons and reflections that are of interest to professionals. During the 2018/19 academic year we published 17 wikis.

UPF-BSM Wikis



Data-driven: Business applications



Senior Talent



Legal Tech: The professionals of the future



New Management for Public Employment



Granta: The Magazine of New Writing



Publishing images, telling stories

September

Masterclass: *Future challenges facing digital marketing professionals*

Josep-Maria Fàbregas and Albert Garcia Pujadas.

Organised by the Master's in Direct and Digital Marketing.

Date: 12 September

Conference: *8th edition of the Campus Gutenberg of Scientific Communication*

Several speakers.

Organised by UPF-BSM and Obra Social LaCaixa.

Dates: 17 and 18 September



Event: *Welcome to the 2018/19 academic year*

Academic coordination teams from UPF-BSM Master's and Postgraduate courses.

Organised by UPF-BSM.

Dates: 25, 26 and 27 September

Conference: *Talent management, the key for transforming people*

Juan Luís Fernández, president of Manum Consulting Group, expert consultants and representatives of talent management consultancy services.

Organised by UPF-BSM and Manum Consulting Group.

Date: 28 September

Conference: *Emotional management, the key to leadership in digital times*

Virginio Gallardo, director of Humannova.

Organised by the Master's in Human Resources in Organisations.

Date: 29 September

October

Conference: *Translating Witold Gombro*

Bozena Zaboklicka, translator and PhD in Slavic Studies from Universitat de Barcelona.

Organised by the Master's in Literary Translation.

Date: 16 October

Conference: *Not all SEO is the same. SEO adaptations for Google, YouTube, Images, etc.*

Cristòfol Rovira, director of the online Master's degree in Search Engines.

Organised by the online Master's degree in Search Engines.

Date: 18 October

Round table: *The working world is open to the best trained mediators*

Silvia Grau, head of the Private Law Mediation Centre of Catalonia.

Organised by the Master's in Professional Mediation.

Date: 19 October

Information session: *Introduction to the Welcome Service and general advice to international students*

Welcome Service team and a representative from the Mossos d'Esquadra.

Organised by the Welcome Service.

Date: 19 October

TalentUP programme: *Financial Speed networking*

Banco Sabadell, BDO, Cuatrecasas, Deloitte, Everis, Ey, Gestión Táctica, GVC Gaesco, KPMG, To.growfy and Viva China.

Organised by the Careers Service and the Master's and Postgraduate courses from the Finance and Auditing faculty.

Date: 24 October



Conference: *Where are we heading a decade after the Lehman Brothers?*

Oriol Amat, dean of the UPF-BSM; Esperanza Escribano, freelance journalist for the BBC; Xavier Brun, head of equities Europe, Trea Asset Management and Academic Coordinator for the Master's degree in Financial Markets; David Diaz de Quijano, coordinator of Oikocredit Catalunya.

Organised by Alumni.

Date: 30 October

TalentUP programme: *Linkedin for Dummies*

Brigitte Pérez head of corporate relations for the UPF-BSM Careers Service and HR expert.

Organised by the Careers Service.

Date: 31 October

November

Conference: *What will the future of banking and finance be like?*

David Igual, professor of the Master's degree in Banking and Finance, and Alfred Escala, vice-president of Industry and Business Development at IBM.

Organised by Alumni.

Date: 5 November

TalentUP programme: *Speed Networking Pharmaceutical and Consumer Sector*

Nestlé, Dia, Danone, B. Braun, Duracell and Boehringer Ingelheim.

Organised by the Careers Service.

Date: 7 November

TalentUP programme: *Your CV builds your personal brand!*

Montse Ontiveros, UPF-BSM careers advisor.

Organised by the Careers Service.

Date: 8 November

Masterclass: *Access to culture and knowledge as the exception*

David Bravo, lawyer specialising in computer law, freedom of expression and intellectual property and Jorge Kors, lawyer specialised in intellectual property rights.

Organised by XNET and the Postgraduate course in Techno-Politics and Law in the Digital Age.

Date: 14 November

Conference: *Are you leading or are you being led?*

Begoña Puente, Senior HR manager, teacher and executive coach.

Organised by Alumni.

Date: 27 November

Conference: *How do you turn your company into a data-driven business?*

Pau Agulló, managing director of Kernel Analytics, and Ramon Morote, chief data officer at Naturgy.

Organised by Alumni.

Date: 27 November

TalentUP programme: *Create your personal brand and value proposition*

Alberto Chinchilla, communications consultant, brand architect and digital strategy.

Organised by the Careers Service.

Date: 28 November

CCLab workshop: *Attractive presentations, ways to engage the audience*

Emma Rodero, professor at the UPF Communications department and head of CCLab. Organised by the Careers Service and CCLab.

Date: 28 November

Event: *Presentation of video games created during the Master's in Video Game Creation at Barcelona Games World*

Students and the academic coordination team from the Master's in Video Game Creation.

Organised by the Master's in Video Game Creation.

Date: 29 November

Round table: *Educating future talent*

Manel Jiménez Morales, professor from the UPF Communications Department.

Organised by UPF-BSM and the World Marketing Festival.

Date: 29 November



December

Masterclass: *Disruptive innovation in the health sector*

Xavier Verdaguer, founder of TMTFactory, Innov valley & Imagine.
Organised by the Postgraduate course in Health Entrepreneurship.

Date: 3 December

Masterclass: *The business potential of Sustainable Development Goals (SDGs)*

Ángel Pes, president of the United Nations Global Compact in Spain and Deputy Director of Caixabank; Josep Santacreu, CEO of DKV and President of Respon.cat; Beatriz Bayo, director of Corporate Social Responsibility for the Mango Group; Xavier Carbonell, head of the Mango Chair for CSR and Continuous Training at ESCI-UPF and co-coordinator of the Postgraduate course in Corporate Social Responsibility.

Organised by the Postgraduate course in Corporate Social Responsibility.

Date: 11 December

Conference: *A rose is a rose... but not always*

Maribel Cruzado, poetry translator.

Organised by the Master's in Literary and Audiovisual Translation.

Date: 12 December

Event: *Presentation of Dia de partit, a book on how to optimise the revenue of a stadium*

Oriol Amat, dean of UPF-BSM; Teresa Basilio, culture representative for the Board of Directors at FC Barcelona; Enric Lluch, Vice-president of Fundació Ernest Lluch; Carles Murillo, coordinator Master's in Sports Management and Director and Rayde Báez, founder and chief connections builder at The Connect.

Organised by the Master's in Sports Management and Direction.

Date: 13 December

Cultural field trip: *Visit to the living nativity scene at Corbera*

International students and the Welcome Service team.

Organised by the Welcome Service.

Date: 15 December



January

Conference: *The Diary of Virginia Woolf*

Olivia de Miguel, translator and professor at the UPF Department of Translation and Language Sciences.

Organised by the Master's in Literary and Audiovisual Translation under the umbrella of the "Voces traductoras" series.

Date: 14 January

CCLab workshop: *How to improve speech techniques and practice effective spoken communication and body language*

Emma Roderó, professor at the UPF Communications department and head of CCLab.

Organised by CCLab.

Date: 16 January

Conference: *Employment and organisation policies*

José Miguel Ilundain, specialist and strategist for HR management.

Organised by the Master's in Human Resources in Organisations.

Date: 22 January

TalentUP programme: *Self-knowledge to manage professional change*

Edith Castellarnau, career services manager at UPF-BSM.

Organised by the Careers Service.

Date: 23 January

Event: *Personal experience of a Masters of Science alumni*

Lisa Kofler, MSc in Management alumni.

Organised by the MScs and the Careers Service.

Date: 23 January

Sports Days

Mounir Zok, Managing Director of N3xt Sports; Marc Bigas, founder of Skitude; Ivan Llonch, founder of Patadon; Pedro A. de Alarcón, Head of Big Data for Social Good & Sports Analytics LUCA, Telefónica Data Unit, and Marc Subirà, Head of Data for FC Barcelona.

Organised by the Master's in Sports Management and Direction.

Date: 30 January



February

Event: *UPF-BSM, the symbol of change*

Jaume Casals, Rector of the UPF, and Frederic Amat, artist. Debate with Carme Martinell, Oriol Amat, Genís Roca, Manuel Jiménez, Javier Aparicio Maydeu, Luz Parrondo, Jordi Balló and Toni Aira.

Organised by UPF-BSM and Universitat Pompeu Fabra.

Date: 5 February

Conference: *Compliance, opportunities and trends*

Raquel Montaner, professor in Criminal Law at the UPF and co-coordinator of the Postgraduate course in Compliance.

Organised by the Postgraduate course in Compliance.

Date: 6 February

Conference: *Eliminating tax fraud, utopia or reality?*

Juan Iglesias, partner at the tax department at Roca Junyent and former tax collection and inspection officer for the Inland Revenue in Catalonia; Luz Parrondo, professor of Economics and Finance.

Organised by Alumni.

Date: 11 February

TalentUP programme: *Why is LinkedIn the personal branding resource you need?*

Careers Service Team.

Organised by the Careers Service.

Date: 13 February

Guided Tour: *Can classroom design improve student performance?*

Jorge García de la Cámara and the Technical Learning Solutions Team at UPF-BSM.

Organised by UPF-BSM under the umbrella of Barcelona Mobile Week.

Date: 18 February



Conference: *The impact of mobile phones on the digital transformation of business and society*

Victor Vera, Accounts Manager for Orange in Catalonia.
Organised by the Master's degree in Financial Management and Accounting.
Date: 18 February

TalentUP programme: *Speed Networking with Lidl*

Amalia Santallusia, Head of Human Resources for Lidl Spain.
Organised by the Careers Service.
Date: 20 February

CCLab workshop: *Attractive presentations, ways to engage the audience*

Emma Roderó, professor at the UPF Communications department and head of CCLab.
Organised by the Careers Service and CCLab.
Date: 27 February

Event: *Executive MBA Closing event*

Luis Twose, Director at Grifols; Carme Martinell, Managing Director of UPF-BSM and Oriol Amat, Dean of UPF-BSM.
Organised by the Executive MBA.
Date: 28 February

March

Event: *Grand piano in the UPF-BSM Foyer*

Student pianists play a grand piano temporarily installed at UPF-BSM.
Organised by UPF-BSM and the Maria Canals Association.
Date: 1 March

Masterclass: *Candide, by Voltaire*

Jordi Ibáñez, from the UPF Humanities Department and José Olesti, from the UdG Philosophy Department.
Organised by UPF-BSM.
Date: 1 March



TalentUP programme: *Role play, job interviews*

Representatives from Talent Search People, Marlex Human Capital, Randstad, SD Human Capital.
Organised by the Careers Service.
Date: 4 March

Conference: *What are the consequences of protectionism?*

Joan Tristany, managing director of AMEC; Joan Ramón Rovira, director for consultative work at the Barcelona Chamber of Commerce and Manuel Cienfuegos, co-coordinator of the Master's degree in International Business.
Organised by Alumni and the Master's degree in International Business.
Date: 18 March

Conference: *Moving towards a healthier, more egalitarian and efficient working structure*

Ramon Brossa, head of Human Resources at UPF-BSM.
Organised by Xarxa Nust, with participation from UPF-BSM.
Date: 20 March

TalentUP programme: *Job interviews—be prepared!*

Careers Service team at UPF-BSM.
Organised by the Careers Service.
Date: 21 March

Round table: *How can we respond to the ethical challenges facing the digital era?*

Laia Soriano-Montagut, head of Training, Evaluation and Good Governance at the Transparency Agency for the Barcelona Metropolitan Area; Cristina Estavillo, Head of R&D FW de HP; Mar Alarcón, founder of SocialCar and Joana Barbany, director of Digital Society for the Regional Government of Catalonia.
Organised by Alumni.
Date: 26 March

Conference: *Innovation and changing HR management in the public sector*

Several speakers.
Organised by the UPF Faculty of Political Science with support from UPF-BSM.
Date: 28 March

Round table: *Brexit. The moment of truth*

Ramon Tremosa, economist and MEP for the Catalan European Democratic Party; Roger Albinyana, head of regional Mediterranean policies and human development at IEMed and Nick Corbishey, economist and specialist journalist in economics, finance and political trends.
Organised by Alumni and the Master's degree in Banking and Finance.
Date: 29 March

Conference: *LINK, Annual conference for emerging writers and the editorial world*

Sigrid Rausing, editor of Granta; Valerie Miles, editor of the Granta in Spanish and professor on the Master's in Literary Creation; Marta Carnicero, writer; Ella Sher, literary agent and Olga Martínez, co-founder of Editorial Candaya.
Organised by the Master's in Literary Creation.
Date: 29 March



April

Masterclass: *Disruptive innovation in Finance, rise of the Machines*

José Suárez-Lledó, head of the Strategic Planning and Research department at CaixaBank and UPF professor and Albert Banal-Estañol, academic coordinator for the Master of Science in Finance and Banking.
Organised by the Master of Science in Finance and Banking.
Date: 3 April

Masterclass: *Business opportunities and challenges with Blockchain*

Luz Parrondo, head of the Postgraduate course in Blockchain and DLT; Santi Casas, CEO of ValidatedID and Felipe Lopez, head of Digital Transformation at Izertis.
Organised by the Postgraduate course in Blockchain and DLT.
Date: 3 April

Conference: *Off-roaders: translating through the steepest routes*

Daniel Najmías, literary translator.
Organised by the Master's in Literary and Audiovisual Translation
Date: 4 April

Round table: *The good and bad of the start-up world*

Javier López-Menacho, writer and social media manager; Christian Rodríguez, CEO, founder of Byhours.com and Santiago Peribáñez, entrepreneur and retail consultant.
Organised by Alumni.
Date: 11 April



TalentUP programme: *Prepare your candidature with Playmobil Pro*

Playmobil Pro Team.
Organised by the Careers Service.
Date: 24 April

May

TalentUP programme: *The future of work in public and social policy*

Carolina Costa, project manager at Barcelona City Council; Jillian Reynolds, project manager and researcher at the Agency for Health Quality and Evaluation of Catalonia; Susana Samaniego, senior consultant at IdenCity; Paula Veciana Botet, head of Social Business City; Eduardo González, research fellow at The Governance Lab and Jorge Brotons, head of the Technical Secretariat for Social Action at Sabadell City Council.

Organised by the Master's degree in Public and Social Policy, the Careers Service and Alumni.

Date: 2 May

Culture: *InspiraSo, talks and music related to creativity, equality and literature*

Juanjo Sáez, strip cartoonist and illustrator, and Alex Sierra (Gato Suave), musician.

Organised by UPF-BSM and Hepburn Café.

Date: 6 May

Culture: *Laberint Festival 2019*

Various authors.

Organised by UPF-BSM.

Dates: 8, 9 and 10 May



Event: *Pitching for the Master's in Documentary Creation*

Paz Lázaro, head of the "Panorama" category at Berlinale and representatives from documentary staff at TVE, Movistar and TV3.

Organised by the Master's in Documentary Creation.

Dates: 10 and 11 May

Conference: *Verbal communication and persuasion. The body expresses what the mind thinks to itself.*

Sílvia Cópulo, journalist and radio and television presenter.

Organised by Alumni and the Master's in Human Resources in Organisations.

Date: 15 May

Masterclass: *Experience Economy, beyond the product or service. Offering valuable experiences as a key competitive advantage*

Roberto Aguilera, global business service partner at IBM and IBM iX and Enric Jaulent, professor at the Executive MBA and managing partner at Diferentis Market Strategy.

Organised by Alumni.

Date: 23 May

TalentUP programme: *The future of work in finance*

Former students and experts from different companies.

Organised by Alumni and the Careers Service.

Date: 24 May

Masterclass: *The daily life of a web analyst*

Oriol Farré, web analysis manager and head of SEO at Mango.

Organised by the online Master's degree in Search Engines. Online Marketing, Positioning, Community Manager and Content Curator.

Date: 27 May

June

Culture: *InspiraSo, talks and music related to creativity, equality and literature*

Lolita Bosch, writer, and UaHa!, music group.

Organised by UPF-BSM and Hepburn Café.

Date: 3 June

Event: *#Fake You: Fake News and misinformation: monopolies on information manipulation*

Adam Majó, head of the Office for Civil Rights and Politics at the Regional Government of Catalonia; Simona Levi, co-coordinator of the Postgraduate course in Techno-Politics and Law in the Digital Era and coordinator of the xnet platform; Cristina Ribas, ex-president of the Catalan Association for Scientific Communication (ACCC) and Robert Guixaró, legal advisor for xnet.

Organised by the Postgraduate course in Techno-Politics and Law in the Digital Age.

Date: 3 June



Conference: *1st Conference on Global Well-being*

Sara Pizzinato, head of Transport for Greenpeace Spain and Josep Maria Antó, Chair of Medicine at the UPF and head of science at ISGlobal.

Organised by UPF-BSM and the UPF Centre for Sustainability Studies.

Date: 5 June

Round table: *Exploring artificial intelligence*

Paul Verschure, research professor at ICREA, the Catalan Institution for Research and Advanced Studies, and head of the Synthetic, Perceptive, Emotive and Cognitive Systems Group at IBEC; Bart Bijmens, research professor for the department of Information and Communication Technology at UPF and Carla Ten, doctoral researcher at the UPF Knowledge-Based Natural Language Interaction Lab and collaborator with the technology company Baset.

Organised by the Master's in Scientific, Health and Environmental Communication.

Date: 17 June

Conference: *Conference: Personal reputation marketing: challenges and opportunities for professionals and talent recruiters*

Milton Vela, Reputation Marketing consultant.

Organised by Alumni.

Date: 27 June

July

Conference: *Scientific journalism to combat fake news and misinformation*

Several speakers.

Organised by UPF-BSM under the framework of the World Conference of Science Journalists in Lausanne.

Date: 1 July

Event: *OFF Forum: Literary publishers in the 21st century. Conversation between Elena Ramírez and Cristóbal Pera.*

Elena Ramírez, director of Seix Barral and head of the fiction department at Grupo Planeta Barcelona, and Cristóbal Pera, publishing director of Vintage Español, Knopf Doubleday Publishing Group, New York.

Organised by the Master's in Publishing.

Date: 2 July

Conference: *Forum Edita 2019. 4th annual book and publishing conference*

Carlo Feltrinelli, president of Gruppo Feltrinelli and Javier Aparicio Maydeu, academic coordinator of the Master's in Publishing.

Organised by the Master's in Publishing and the Publishers' Guild of Catalonia.

Date: 3 July

Masterclass: *Key points to capture and retain mobile users*

Noelia Leiro, founder of Actualizatec Consulting.

Organised by the online Master's degree in Search Engines

Date: 8 July

Event: *Graduation ceremonies 2019*

UPF-BSM students and professors.

Organised by UPF-BSM.

Dates: 8 and 9 July



#alumni& business

Our work only makes sense if we encourage interaction between all the stakeholders involved in the school: the UPF itself, companies, institutions, students, alumni, teaching staff and society in general. Our aim is to become a living ecosystem of relationships, and to offer a suitable environment for all these parties to mingle, interact and create shared value.



Alumni: gaining followers

Over the course of the 2018/19 academic year, the Alumni Service has consolidated its programme of conferences and workshops with the aim of continuing to offer alumni opportunities to update their skill set based on current and future employment trends. The link between UPF Barcelona School of Management and former students has also been strengthened further, by adapting specific spaces and publishing opportunities for collaboration on our digital platform.

As a result, there are now 1,875 alumni enrolled in the Alumni activities programme.

Knowledge and skills

During the academic year 2018/19 we invited a number of professors from UPF Barcelona School of Management to speak alongside former students and business professionals in some of the activities on the Alumni programme. The conferences revolved around the business projects set up by our school's alumni, with the aim of encouraging new students to continue their education with us.

7 ex-students presented projects from their professional careers after finishing their Master's degree at UPF-BSM



Former students return to UPF-BSM to take part in courses and workshops



Carlota Serrano, former student of the Master's degree in Financial Management and Company Auditing

Talks on Current Affairs

The series of lectures and conferences on current affairs organised by Alumni are decided depending on the interests of our community members. As a result, the themes of this year's sessions have been dictated by the current trending topics: quality, innovation, debates, networking and inspiration.

- Where are we heading a decade after the Lehman Brothers?
- What will the future of banking and finance be like?
- How do you turn your company into a data-driven business?
- Eliminating tax fraud, utopia or reality?
- What are the consequences of protectionism?
- How can we respond to the ethical challenges facing the digital era?
- Brexit. The moment of truth
- The good and bad of the start-up world
- Experience Economy: Beyond products and services, offering valuable experiences as a major competitive advantage
- Personal brand marketing: challenges and opportunities for professionals and talent recruiters

Workshops and courses

Alumni courses and workshops are aimed at both former and current UPF Barcelona School of Management students. These free training courses allow attendees to receive rapid training on the latest trends.

- Leadership course: Are you leading or are you being led?
- Workshop on data visualisation
- Workshop on the Employee Experience
- Communication measurement course
- Course on crisis communication in the digital age

Networking is key

At Alumni this year we wanted to give former students a voice through a number of different initiatives. This allowed us to offer spaces and opportunities for alumni to create personal and professional relationships. The following events allowed alumni to mingle and get to know each other:

- Workshop: "Influence and leadership", with Lego Serious Play
- Workshop: "Collaborative Ecosystems", with Ouishare
- Meeting between former and current students from the Master's Degree in Public and Social Policies

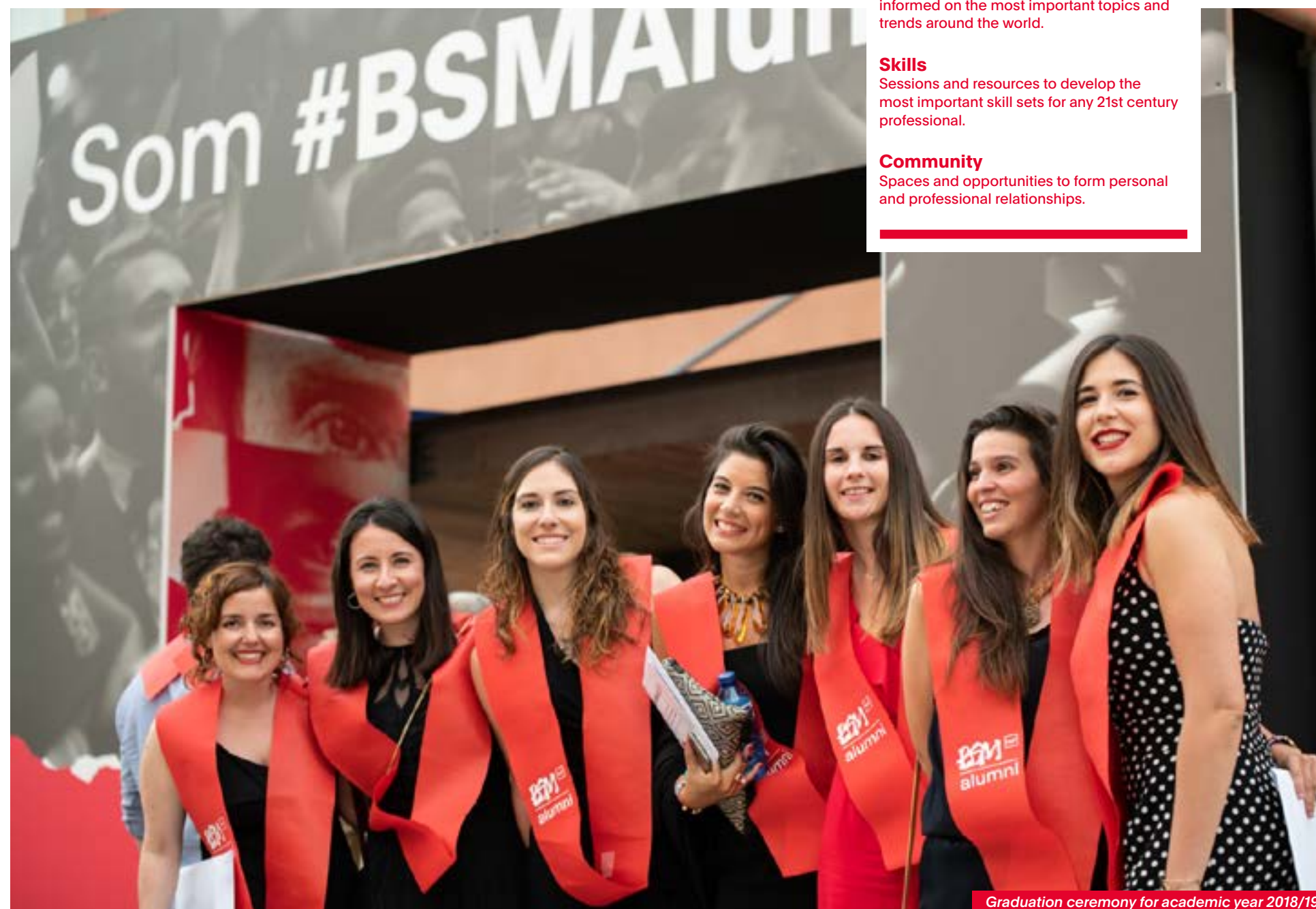
Alumni in the digital world

This year we also launched the new Alumni website, which has more than 2,000 active users. Our website, which launched last year, offers a space for former UPF Barcelona School of Management students to contact each other. It publishes all the activities and events organised by the Alumni programme.

Our Alumni services also have a Twitter account, @AlumniBSM, which helps keep the alumni community informed, while helping to strengthen the programme's reputation

Ex-students, encouraging recent graduates

For yet another year in a row, UPF Barcelona School of Management welcomed graduates to the Alumni programme, the stage following completion of a Master's or Postgraduate course. Some of our former students congratulated graduates in a video published on the Alumni website, while others offered their best wishes in person at the cocktail party following the graduation ceremony.



The three key points for Alumni

Knowledge

Activities and content to help keep alumni up-to-date (both on academic and multidisciplinary knowledge) and well-informed on the most important topics and trends around the world.

Skills

Sessions and resources to develop the most important skill sets for any 21st century professional.

Community

Spaces and opportunities to form personal and professional relationships.

Graduation ceremony for academic year 2018/19

Challenge Garage

The perfect symbiosis between students and business

Since 2013, UPF Barcelona School of Management has run the Challenge Garage, an open innovation project in which companies, teaching staff and students work as a team to find solutions to real-life business problems. Through this initiative, the school aims to harness skills, bring together talent and make a commitment to university/industry cooperation as a way to achieve innovation and meet the needs of a changing world.

The Challenge Garage is organised like a hackathon—a day in which a number of professionals (generally developers and computer engineers) meet for a short period of time to work on a common project. In the case of UPF Barcelona School of Management, the people who take part in the Challenge Garage include students from the institution, and companies related to the Master's and Postgraduate courses they study on.

During these sessions, companies give students a real corporate challenge they face. Students can then use their fresh, disruptive and untarnished ideas to try to provide a transformative solution to benefit these organisations.

In addition to coming into contact with the business sector and working professionals, students have the chance to get noticed by institutions looking for young talent.

Participating companies

- Bayer Espanya
- CaixaBank
- Construcciones y Auxiliar de Ferrocarriles
- Ferrocarrils de la Generalitat
- Interclubes
- Mango
- PUMA
- SEAT, S.A



Students from Master's of Science courses take part in the SEAT Challenge

Challenges with a social focus

— 2016: Oncology Foundation of Catalonia (FOC)

Objective: To find new successful models to bring added value and revenue to the Oncology Foundation of Catalonia (FOC).

— 2017: The Volta a Catalunya

Objective: To increase the number of spectators at the end of each stage, especially at the end of the final stage, in order to encourage participants and get more people into the sport.

— 2017: Hospital Clínic de Barcelona

Objective: To come up with a communication plan to explain changes in the primary care offered by the oncology service to breast cancer patients.

— 2018: Hospital Sant Joan de Déu

Objective: To devise an effective dissemination and fundraising plan to build SJD Paediatric Cancer Centre Barcelona, Europe's largest children's cancer hospital.

— 2019: Josep Carreras Foundation

Objective: To increase the fundraising and reputation of the Foundation among younger people who do not know who Josep Carreras was.

Working alongside companies and organisations

An important part of the in-company programme at UPF Barcelona School of Management focuses on long-distance Master's and Postgraduate courses: programmes that are taught online, face-to-face or in a combination of both (blended). All of these courses lead to recognised qualifications and provide our students with greater value on their career path.

This year, the in-company department has seen an increase in demand for shorter courses. These courses aim to respond to the specific needs of given companies.

As every year, the companies that request the most in-house training are in the financial, insurance, consultancy and transport companies. We also work with local government, foundations and professional associations.

In the field of consultancy, we started teaching the Master's in Data Economy during 2018/19. The programme is coordinated by Susana Domingo, Deputy Director of the Executive MBA, and was designed for the SDG Group. This course has allowed us to consolidate our content related to the data economy, a key factor in the digital transformation of companies that affects every aspect of business operations and planning.

In addition to this, 29 companies and institutions have collaborated with us on a number of corporate projects. These include the new cooperation agreements signed with Acció, Almirall, Ferrocarriles de la Generalitat de Catalunya, Leo Pharma, SDG Group and Vifor Pharma.

We design tailor-made professional solutions for companies and organisations so that they can smoothly achieve their business objectives with ease and innovation

The most requested management training programmes

- Self-discovery and individual coaching
- Leadership skills
- Creativity and problem solving
- Innovation
- Critical thinking
- Decision making and evidence-based management
- Teamwork

Management development programmes

Management and multidisciplinary skills are the main focus points for in-company training. That's why we designed executive workshops for the first time during the academic year 2018/19, aimed at management teams who aim to train professionals in strategic business vision. These courses aim at helping participants cultivate skills such as critical thinking, leadership and employee management. The management development courses also include individual coaching sessions and skill development.

At the same time, we have added extra units and current affairs sessions to our courses related to data analytics, auditing and banking.

Course programmes offered

- 2nd edition of the Postgraduate course in Internal Auditing for CaixaBank (with a new skills area)
- 2nd edition of the Master's in Banking for CaixaBank (includes specific training in management skills)
- 3rd edition of the Management Development Programme for managers at GDS CUSA
- 13th edition of the Postgraduate Course in Company Valuation and Company Accounting for Cuatrecasas
- Conference on advanced multivariate analysis methods for Kantar Worldpanel
- Conference on data panel analysis techniques for Kantar Worldpanel
- KPMG Management Skills Workshop
- Workshop on management skills for Fundació Catalunya La Pedrera
- Executive workshops for the future executive committee of Ferrocarriles de la Generalitat de Catalunya

Academic year 2018/19

+90
training
activities

16
Postgraduate
courses

3
Master's
degrees

17
online
courses

CaixaBank employees have received training from UPF-BSM

Our trusted partners



Customised training

Finance

UPF Barcelona School of Management has become a strategic partner of different banks for technical training.

Over the course of the 2018/19 academic year we offered 9 editions of the Postgraduate course in Financial Information and Advice and 4 editions of the Postgraduate course in Financial Advice to a total of 7,300 employees at CaixaBank, Seguros Catalana Occidente, Seguros Bilbao and VidaCaixa.

Along the same lines, we offered 4 tailor-made Postgraduate courses in Banking Risk Analysis and Management to 1,200 employees in the CaixaBank commercial network and risk analysts from Banco Sabadell.

This training provides all the information on risk assessment that bank employees need to manage how they market their asset products.

Accounting

With regard to auditing, Deloitte, PWC, E&Y and KPMG have once again trusted UPF Barcelona School of Management to train 216 new employees through the Master's Degree in Financial Management and Company Auditing, a training course that allows participants to pass the entrance exam for the Official Registry of Auditors (ROAC) in Spain.

Likewise, in terms of internal auditing, we have started to run the 2nd edition of the Postgraduate course in Internal Auditing for CaixaBank employees.

Health

We have offered courses for professionals in the healthcare and pharmaceutical sectors in the following disciplines: health economics, hospital management, health and medical administrative services, and science communications.

We have also offered training to over 100 professionals from Vifor Pharma, Leo Pharma and Merck Sharp & Dhome through courses on the financial assessment of medicine and medical technology. Along similar lines, we have provided executive training to Almirall employees in applied pharmacoeconomics.

In terms of science communication, we have trained Asepeyo researchers in effective and strategic communication in the healthcare field and we have organised conferences for experts in health management and health economics, sponsored by Almirall.

Public management

We offered the 3rd edition of the Master's in Local Public Policy Management, taught in conjunction with the Universitat Autònoma de Barcelona and Universitat de Barcelona. This course offered training to 30 professionals working in public management and administration at Barcelona City Council.

UPF-BSM and Volkswagen

UPF Barcelona School of Management is an academic partner of the Volkswagen Group España Distribución Corporate University. Over the course of the 2018/19 academic year we designed personalised training itineraries in Design Thinking for 454 professionals (over 7,000 hours of training), as well as high-impact presentations, vehicle electrification, customer experience, lead management and negotiation, among others.

For the second consecutive year the school also took part in the academic organisation of the New Trends Congress, an annual forum attended by 450 Volkswagen employees. The objectives of this global congress are to discuss new trends in the company's strategy and to inspire its members through innovative talks on smart cities, mobility and customer experience.

Serving the local community

Organisations choose UPF-BSM

An auditorium for 200 people, over 40 training classrooms, meeting rooms, catering service, interpreting, streaming, 5G wifi, terraces, and more. The UPF Barcelona School of Management facilities are attractive, well-located spaces that are perfectly equipped for companies and institutions that want to hold meetings, conferences and other types of events.

Given that the Foundation's training activity takes place mainly during the afternoon, we are able to offer our facilities to companies and institutions during off-peak hours. Thanks to this, organisations have made use of the spaces in our school throughout the academic year 2018/19. This has allowed us to consolidate an extraordinary 90% loyalty rate among the companies that visit us every year.

Along similar lines, we have hosted a total of 12 international conventions throughout the academic year 2018/19, up 30% from the previous year.



Inside UPF-BSM

Facilities at the service of companies

- Auditorium with capacity for more than 200 people
- Facilities adapted for people with reduced mobility
- Over 40 training classrooms
- Meeting rooms fully equipped with technology
- Live streaming service, recording, translation and interpreting services
- Terraces and catering service

International conferences held at UPF-BSM

- 12th International Symposium on HIV Neuropsychiatry
- 16a Barcelona GSE Meeting
- 2018 EUCEN Autumn Seminar
- 39th Barcelona GSE Lecture
- 6th International Symposium on Supramolecular Systems (SupraBio 2019)
- Artificial Intelligence International Conference (A2IC 2018)
- Alliance New Product Quality Procedure (ANPQP) Training for TEC Monterrey
- HUDL - Trudu Team QBR
- II Seminario Hispanoamericano en Gestión del Paciente Oncológico (SEMICO 2019)
- International Conference on Phosphorus, Boron and Silicon (PBSi 2018)
- Summer Forum 2019
- VIII Seminario Hispanoamericano en Gestión en Salud (SEMBAR 2019)

UPF-BSM spaces for non-profits

Within the framework of corporate social responsibility, UPF Barcelona School of Management has established collaboration agreements with a number of non-profits. This year, we have offered spaces to the following organisations free of charge:

- Barcelona Down
- Catalan Association for Public Management
- Catalan Association against Anorexia and Bulimia
- Catalan Down Syndrome Foundation
- UPF Humanistic Dialogues 2019

#ourpersonal seal

We are committed to offering high quality in every sense. Our indicators help us identify opportunities for continuous improvements to help us achieve excellence.



Commitments and KPIs

Our self-evaluation, accreditation and quality processes allow us to ensure that the training we provide at UPF Barcelona School of Management is fitting and meets the expectations of the sector and the current situation.



Quality work group

— Committed to Quality

Over the course of the academic year 2018/19 we have continued to review our Internal Quality Assurance System (IQAS), a series of strategies to monitor, evaluate and check the processes that guarantee we offer high quality throughout the student journey. This concept covers the entire academic and administrative management for students who decide to study on a programme until the end. We have also updated our quality policy in accordance with the IQAS, in order to improve processes and services to meet the needs of different stakeholders.

— Quality Indicators

At UPF Barcelona School of Management, we monitor activity through a scorecard with KPIs by area. This tool allows us to gather information from the different departments at our school, follow it up later and take the relevant decisions in each case. This tool is based on data and evidence analysis, in line with the school's goals.

In terms of the general scorecard, this year we have introduced new KPIs to ensure we meet students' expectations in terms of learning, satisfaction and job placement. The current KPIs allow us to measure the following aspects:

- Workplace environment
- Financial control of the organisation
- Net Promoter Score (NPS)
- Level of international reach
- Teaching staff
- Enrolment goals
- Student job placement
- Alumni participation
- Course programme recommendations
- Professional work experience

We are also working to incorporate the following KPIs:

- Student talent
- Student learning
- Student experience
- Social impact
- Innovation in course programming
- Knowledge transparency
- Corporate relations

Information on Master's degrees awarded by the Spanish Ministry of Education is published regularly on our website.

Along similar lines, UPF Barcelona School of Management is part of the employability study carried out by AQU Catalunya, which compares our job placement indicators with others in the university system.

— Student satisfaction

The experience students have in our school is one of the key indicators of our activity's success, which is why students receive satisfaction surveys at the end of every subject or module. Information on overall student satisfaction levels for their Master's or Postgraduate course is also gathered twice a year: halfway through and at the end of the programme. In these surveys, students are asked to assess the following aspects:

- Adaptation to planned content
- Meeting expectations
- The admissions process and initial expectations
- Case studies covered during the course
- Services and facilities
- Whether the topics covered are current
- Practical application
- Coordination between different topics
- The quality of the teaching material
- The quality of teaching and the teaching methodology used by teaching staff
- The quality of academic tutoring
- To what extent they would recommend the course in general

Finally, we have worked to increase our NPS (Net Promoter Score), a KPI that measures the probability that students will recommend the course programme. To achieve this, we have carried out group sessions and 360° evaluations with different interest groups.

— A new technological solution for analysis

Since 2017, UPF Barcelona School of Management has worked to integrate Power Plan administrative management tool into its current management system. This tool will allow us to visualise data in a dynamic and interactive way, and generate reports for decision making. We are currently improving the survey system platform.

Student opinions matter

UPF Barcelona School of Management applies the student satisfaction indicators both in its general course programme and in its national and international in-company programmes

Open course programmes

Student Satisfaction Percentage

Master's Degrees awarded by the Spanish Ministry of Education

Face-to-face and blended	90.8%
Online	88.5%
All modalities	90.6%

Master's Degrees awarded by the Pompeu Fabra University

Face-to-face	86.4%
Online	85.7%
All modalities	86.4%

Postgraduate diplomas

Face-to-face and blended	87%
Online	93%
All modalities	87.8%

In-company courses

Student Satisfaction Percentage

Master's degrees

Blended Master's degrees awarded by the Spanish Ministry of Education	95%
Face-to-face Master's degrees awarded by Pompeu Fabra University	100%
All Master's degrees	96%

Postgraduate diplomas

Face-to-face	97.5%
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Courses offered abroad

Student Satisfaction Percentage

Master's Degrees awarded by the Pompeu Fabra University

Face-to-face and blended	93.9%
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Postgraduate diplomas

Blended	94.4%
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AQU Accreditation

During the academic year 2018/19, 4 UPF Barcelona School of Management degrees passed external AQU accreditation. Given these results, there are now 13 accredited programmes in our school, awarded by the Spanish Ministry of Education:

- 1 — Master's in Business Administration and Management
- 2 — Master's in Public and Social Policy
- 3 — Master's in Legal Practice
- 4 — Master's in Banking and Finance
- 5 — Master's in Financial Markets
- 6 — Master's in International Business
- 7 — Master of Science in Corporate Finance and Banking
- 8 — Master of Science in Management
- 9 — Master's in Financial Management and Business Accounting
- 10 — Master's in Financial Management and Company Auditing
- 11 — Master's in Digital Information
- 12 — Master's in Marketing

The AQU takes the following points into account:

- School facilities
- High levels of student satisfaction with their study programmes
- Job placement rates
- How the Careers Service works
- The effectiveness of the IQAS (in particular, transparency related to the processes of verification, monitoring, modification and accreditation for qualifications, as well as continuous updates).
- Quarterly faculty meetings

At the same time, we have started a new process for institutional accreditation in order to certify the Internal Quality Assurance System (IQAS).

— International Accreditation

In line with the school's desire to increase its international presence, we have applied for accreditation from international organisations including the Association of MBAs (AMBA) and the European Foundation for Management Development (EFMD). With regard to the AMBA, we have already been declared eligible and, as far as the EFMD is concerned, we are in the final phase. These organisations assess the institution's strategy and governance, course programmes, relationship with students, faculty, research and development, executive training, available resources, degree of internationalisation, ethics and sustainability and links to the business world. This is a strategic project organised by UPF Barcelona School of Management that will put us on par with the best international management schools.



Graduates of the academic year 2018/19

Accreditation for proven excellence

The Master's degree in Financial Management and Business Accounting and the Master's degree in Financial Management and Company Auditing (both awarded by the Spanish Ministry of Education) have been ranked as excellent

Professional certifications and rankings

The external recognition received by our course programmes highlights the importance of our students careers, as well as the training and course programmes we offer. The following list includes the certifications that have been awarded to the most outstanding programmes offered by our institution:

- **Master's degree in Professional Mediation**
Meets standards for students who want to register on the Regional Government of Catalonia's Registry of Mediators and the Registry of Mediators run by the Spanish Ministry of Justice.
- **Master of Science in Finance and Banking**
Accredited by the Chartered Financial Analyst Institute.
- **Master's degree in Banking and Finance**
Accredited by the Chartered Financial Analyst Institute and recognised by the Spanish National Securities Market Commission (CNMV).
- **Master's degree in Financial Management**
(all specialities and modalities) Accredited by the Chartered Institute of Management Accountants (CIMA), ACCA (Association of Chartered Certified Accountants) and Chartered Financial Analyst Institute.
- **Master's degree in Financial Management and Company Auditing** Accredited by the Spanish Official Register of Auditors (ROAC). Completing the Master's degree validates the theoretical part of this test.
- **Master's degree in Financial Markets**
Accredited by the CFA and recognised by the National Securities Market Commission (CNMV).
- **Postgraduate course in Executive and Personal Coaching** Approved by the International Coach Federation as offering ACSTH (Approved Coach Specific Training Hours). This course is also recognised by the Spanish Association of Executive and Organisational Coaching (AECOP), the EMCC (European Mentoring & Coaching Council) and the FIACE (IberoAmerican Federation of Coaching).
- **Postgraduate course in Public Health** accredited by the Spanish National School of Public Health (ENS).

In addition, the Master's degree in Banking and Finance, the Master's degree in Financial Markets and the Postgraduate course in Financial Information and Advice are officially recognised by the National Securities Market Commission (CNMV) as a qualification suitable for providing investment advisory services, in accordance with the requirements of European legislation (Directive 2014/65/EU relating on markets in financial instruments (MiFID II)). To this end, these three degree courses have been included in the list published by the Spanish supervisory body.

#transparency portal

Our social vocation goes beyond the classroom. Sustainability means carrying out our activity while contributing to the economic and social progress of our surroundings, and integrating ethical, social and environmental criteria in both our strategy and business model, and in the internal policies and processes of our institution. Everything we do, or fail to do, has an impact on ourselves, the environment and society.



Revenue and expenses

Our total revenue for the academic year 2018/19 was 19.2 million euros.

After a few years of growth in turnover in which, taking 2010 as a reference point, we have doubled our income, over the last two years turnover figures have remained stable, above 19 million euros. Over the last trimester in 2018/19, we have seen a 10% growth in turnover for incompany programmes in comparison to the previous year, which stands out together with the increases we have seen in other items to compensate for the decrease in general course programmes.

As for UPF fees, this year 1.4 million euros were charged. Together with a total of 677,000 euros to go towards academic tutelage, this figure represents a total contribution of 2.27 million euros.

In total we have reached a surplus of 475,087 euros. If this figure is added to the school's own funds, it exceeds 4.4 million euros, which gives us strength and peace of mind in the face of possible future uncertainties.

In terms of investments, 923,230 euros have been allocated to new infrastructure, improvements to facilities, new computer and audiovisual equipment and computer management tools.

At the end of this academic year we have a surplus of 475,087 euros. Altogether, UPF Barcelona School of Management now has 4.4 million euros in funds

	End of 2018/19	Budget 2018/19	End of 2017/18
Open course programmes	€13,738,167	€14,665,526	€14,626,855
Custom course programmes	€3,926,772	€3,662,281	€3,554,105
International courses	€462,022	€586,762	€478,877
Other revenue	€1,054,918	€698,473	€830,291
Operating income	€19,181,878	€19,613,042	€19,490,129
Salaries	€7,820,045	€7,690,911	€7,549,253
Professional services	€4,996,943	€5,211,758	€4,987,648
UPF fees	€1,399,662	€1,581,270	€1,461,482
Other expenses	€4,482,477	€5,010,311	€4,551,900
Operating expenses	€18,699,128	€19,494,250	€18,550,283
Operating earnings	€482,750	€118,792	€939,846
Financial result	€-7,663	€1,000	€-18,622
Profit for the tax year	€475,087	€119,792	€921,224

HR, a great team of professionals

Teamwork

People are one of the best assets of our organisation, which is why we want to attract and retain talent by constantly developing and implementing new work processes to connect these professionals with our organisation's goals.

Over the course of academic year 2018/19, 120 management professionals worked at UPF Barcelona School of Management. Our team is a great asset that works on a daily basis to make sure the programmes and services we offer to teachers and students run smoothly.



Employee Profile

- Employees
120
- Women
76 (63%)
- Men
44 (37%)
- Seniority
8.47
- Average age
40.5

Main HR milestones

Employee benefits

Over the academic year 2018/19, 52% of employees received private family health insurance, offered by the school at a significant discount. UPF Barcelona School of Management has allocated 19,352 euros this year to pay for this perk.

Along similar lines, almost 76% of our team benefits from a restaurant card and 31% receive discounts for transport. We have allocated 46,332 euros and 1,763.56 euros to these employee benefits, respectively.

Last but not least, 5 employees make use of the daycare discount for children under 3 years old. In this case, the cost for our institution was 187.42 euros.

Employee training and development

Training is a fundamental tool for talent management. At UPF Barcelona School of Management we are very aware of this, which is why we allocate resources to improving the employability and professional qualifications of our team.

During the academic year 2017/18, 44% of our management professionals took part in courses and training activities with the aim of improving their curricular training or discovering new areas of professional development. We have earmarked 45,472 euros for training and development.

UPF-BSM In-house

UPF-BSM In-house is a series of meetings in which expert teachers on our course programmes meet with employees to discuss topics related to different areas of knowledge taught at the school. The aim of these sessions is to take advantage of the organisation's talent ecosystem and put it at the service of everyone. This academic year we organised 6 talks attended by 121 people.

- “What can TV series tell us about the world today”, with Jorge Carrión, academic coordinator of the Master's in Literary Creation.
- “All my assets are in the stock market and I sleep soundly”, with Xavier Brun, academic coordinator of the Master's in Financial Markets.
- “Communicate or others communicate for you”, with Joan-Francesc Cánovas, academic coordinator of the Master's in Communication Management and the Postgraduate course in Digital Transformation of Organisations.
- “Living in a consumer culture”, with Gert Cornelissen, academic coordinator of the Master of Science in Management.
- “Social investment made by companies: reality or appearances”, with Jordi Torrents, academic coordinator of the Master's in Strategy and Creative Brand Management.
- “Resilience, fashion and contrasting behaviours”, with Antoni Valls, professor on the Postgraduate course in Business Management, the Master's in Sports Management and Direction and the Master's in Communication Management.

Training and debate

- **Ethics and sustainability training**
We taught a multidisciplinary subject titled "Sustainable Development" to 660 students on 30 different course programmes.
- **Training and social debate**
We have organised over 60 conferences, masterclasses and open days, among which highlights include Campus Gutenberg, the LINK conference, Forum Edita, Sports Days and the Laberint Festival.
- **Inclusive training**
We have adapted our course curricula according to the special needs of students with disabilities.

Teaching model

- **Projects with social impact**
A total of 527 participants from the "Sustainable Development" course at the UPF-BSM Inside programme have identified and analysed the ethical and sustainable impact of their final master's degree projects, and have proposed actions to reduce it.

Transparency

- **Publication of the annual report**
The annual report has been published on the UPF Barcelona School of Management website since 2014/15.
- **Internal newsletter +News**
+News is an internal newsletter that informs UPF Barcelona School of Management employees of the most important activities and content related to the school. It also includes internal questions and bitesized information. To date we have published 22 newsletters.
- **Quarterly management meetings with the management team and the core faculty.**
The management team at UPF Barcelona School of Management regularly informs employees and the core faculty of their activity, objectives, results and the company accounts.

Responsible management

- **PRME Principles**
UPF Barcelona School of Management adheres to the Principles for Responsible Management Education (PRME), which are stipulated in the United Nations Sustainable Development Goals (SDGs). These principles show we are committed to incorporating the values of global responsibility in our activities and while developing responsible professionals.

Innovation

- **Challenge Garage**
For this year's Challenge Garage, SEAT presented a case related to urban mobility in the future. Students from the Executive MBA also worked on a challenge for the José Carreras Foundation, to help increase fundraising and build up the Foundation's reputation among a younger audience. The winning project proposed creating a crowdfunding platform with researchers/influencers, which would be able to attract collaboration from young people by sharing their experiences.
- **Barcelona Global**
UPF Barcelona School of Management is a member of Barcelona Global, a private, independent, notforprofit association made up of 752 professionals and 208 companies, research centres, entrepreneurs, business schools, universities and cultural institutions that aim to make Barcelona one of the best cities in the world in terms of innovation, talent and economic activity.

We encourage talent

- **Talent Scholarship Programme**
Over the last seven years we have spent more than one million euros on promoting student talent. Over the 2018/19 academic year, 65 students from UPF Barcelona School of Management were awarded the Talent Scholarship, a grant that recognises the skills of students studying a Master's course with us. The scholarship covers between 25% and 50% of the enrolment fee for the chosen Master's degree and can be extended by a further 25% if the candidate has financial difficulties. This year the institution awarded more than 180,000 euros worth of Talent Scholarships.

Social Policies

- **Free use of our facilities**
Within the framework of corporate social responsibility, UPF Barcelona School of Management has established collaboration agreements with a number of non-profits. This year, we have offered spaces to the following organisations free of charge:
 - **Barcelona Down**
 - **Catalan Association against Anorexia and Bulimia**
 - **Catalan Association for Public Management**
 - **Catalan Down Syndrome Foundation**
 - **UPF Humanistic Dialogues 2019**

Cultural actions

- **Cultural Project**
Since 2017, UPF Barcelona School of Management has been strongly committed to incorporating culture and the humanities into the student's educational experience. The school has organised the following actions to achieve this:
 - **Literary recommendations**
We have acquired more than a hundred books and have set up reading areas in the Koiné room.
 - **Distributing copies of Candide, by Voltaire**
We published almost 3,500 copies of this classic novel and gave a volume to every member of the school community. We also organised complementary materials, conferences, performances and discussions.
 - **Laberint Festival**
This festival is dedicated to culture and includes activities both inside and outside the classroom. From 6 to 11 March, the Balms building became a maze of cultural activities.
 - **World Press Photo**
UPF Barcelona School of Management invited students to a guided tour of the "World Press Photo" exhibition, a leading international photography exhibition that travels to more than 150 cities in the world every year.
 - **Music with Maria Canals Porta Cua**
The Maria Canals association placed a piano in the UPF Barcelona School of Management foyer for anyone who wanted to play.
 - **Promoting literary and audiovisual production**
The Master's in Publishing, the Master's in Literary Creation, the Master's in Creative Documentary Making and the Master's in Audiovisual Editing all encourage the production of literary and audiovisual works every year. This academic year, Joseph Zárate, former student of the Master's in Literary Creation, was awarded the Gabo Prize by the Foundation for New Latin American Journalism (FNPI, Colombia) for the story *Un niño manchado de petróleo*. Oliver Laxe, ex-student of the Master's in Creative Documentary, also received an award at the Cannes Festival for *O que arde*.

Environment

- **Energy consumption**
Energy consumption over the 2018/19 school year was 56,268 Kw less than the previous year (8.61%).
 - **Water consumption**
We have reduced water consumption by 12% with respect to the previous year.
 - **Paper consumption**
We have reduced paper consumption progressively over the last few years, and this year we printed 3.4% less than the year before. We aim to further reduce printing of our academic materials over the coming year.
- ## Employment policies
- **Employee training**
Over the academic year 2018/19, almost half of the employees at UPF Barcelona School of Management took part in actions to improve their curricular training.
 - **Worklife balance and flexible working hours**
This year we have continued to broaden our flexible working hours policy, and we have increased the number of people working parttime or with reduced working hours. We have also taken part in round tables and presentations organised by the NUST Network New Social Uses of Time, by contributing towards flexible working hour policies.
 - **Employee benefits**
Currently, half of the employees at our institution enjoy private family health insurance. In terms of employee benefits, almost twothirds of our employees enjoy benefits in the form of flexible pay.
 - **Equal opportunities**
UPF Barcelona School of Management follows an equality plan that guarantees equal opportunities for men and women. 64% of the management staff in our institution are women (71% hold managerial positions).
 - **LISMI and promoting diversity**
For years, the school has complied with the Social Integration of Disabled People Act (known in Spanish as LISMI), which requires disabled people to make up a minimum of 2% of staff.

