The MBA Program Handbook
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MBA Mission, Values and Objectives

The IESE MBA is a two-year leadership development program. In line with IESE’s mission, the MBA Program serves to develop leaders who can have a positive impact through their professionalism, integrity and spirit of service.

MBA Values

IESE MBA students are a very diverse group of people and each student brings his/her own values to the program. However, we all share a set of common values:

- Always act with Integrity
- Have deep Respect for one another
- Work with a Spirit of Service towards the others
- Put in Hard Work towards achieving your goals
- Work to a high level of Professionalism

IESE MBA Behaviors

The IESE MBA learning environment extends beyond the classroom and includes the many ways in which students, staff, faculty and alumni interact on and off the IESE premises.

We strive to create a positive, respectful atmosphere that fosters learning and in which all members of the IESE MBA community can achieve their highest potential.

IESE MBA students are expected to exhibit the MBA values, among others, through the following behavior:

Integrity: MBA students are honest and abide by the rules. Their word is their bond.

Respect: MBA students respect everybody around them and show this through polite behavior, regardless of gender, sexual orientation, race, religion or any other factor irrelevant to participation in the MBA.

Spirit of Service: MBA students support their classmates in every way they can. They take responsibility for running student activities and get involved in the wider IESE community.

Hard Work: MBA students believe in the value of working hard to achieve their goals and therefore do not look for shortcuts or quick fixes.

Professionalism: MBA students come to class prepared and dress according to the occasion. They are punctual and meet their deadlines. They are committed to producing the best work they can.

It is the responsibility of every individual member of the IESE community (MBA students, faculty and staff) to ensure that these values are upheld at all times and to deal with any inappropriate behavior.

Objectives of the MBA Program

The MBA degree is awarded to students who have the knowledge, skills, attitudes and personal qualities necessary to serve as a foundation on which to build a solid career as a manager. This means that candidates must progress in the following three areas:

- Knowledge about management, i.e., functional areas such as finance, accounting, marketing, leadership and ethics, supply chain management and other functional areas required to do the work of a manager. Managers must know about their job.

- The skills needed to perform managerial tasks, i.e., teamwork, communication, open-mindedness, etc., that enable a manager to put acquired knowledge into practice. Managers must know how to do their job.

- Personal qualities, such as professionalism, cultural awareness, maturity and motivation, combined with a high sense of responsibility, honesty and a desire to serve others. Managers must have integrity.
MBA Program
Structure

The IESE MBA is a 19-month program organized in two academic years. During the First Year, all students follow the same curriculum. By contrast, the Second Year is made up entirely of elective courses that students select through a bidding process. Some electives are offered at international locations in an intensive format.

The First Year
The First Year starts with Orientation Week in September. The purpose of Orientation Week is to familiarize students with the program, the case method, the class, and the faculty and staff of the MBA. Orientation Week includes classes, team activities, lectures and Career Services activities.

Term Structure and Courses
There are three terms in the First Year. Each term has the following courses:

1st Term
- Analysis of Business Problems
- Capital Markets
- Communication
- Decision Analysis
- Financial Accounting
- Leadership
- Marketing Management
- Teambuilding I

2nd Term
- Leading Organizations
- Managerial Accounting
- Managing Oneself
- Marketing, Planning and Implementation
- Operational Finance
- Operations Management
- Teambuilding II

3rd Term
- Competitive Strategy
- Corporate Finance
- Fundamentals of Entrepreneurial Management
- Global Economics
- Globalization of Business Enterprise
- Operations Strategy
- Quantitative Methods for Management
- Teambuilding III
- Transforming Organizations and Markets with ICTs

Besides academic activity, each term also includes relevant sessions from Career Services to support student career development and applications for both summer internship opportunities and full-time jobs after graduation. Team activities, professional club activities and international treks complete the term schedule.
The Capstone Project
(8 ECTS credits)

The Capstone Project is an integrative assignment designed to draw on all the learning acquired during the First Year of the MBA. Students are given a real business challenge and have to do research and conduct meetings with clients, employees and suppliers in order to respond to it. Based on the information gathered, students work on a final proposal for the company. Some of the challenges tackled in previous years have included designing a product launch, a new market entrance, a social media strategy and a succession plan for a family business.

In the first stage, an IESE faculty member will work with organizations to identify and define a suitable business problem. In the next stage, the company will make a presentation to five MBA teams. Students then have a period of time to research the organization, the market, etc., and articulate their course of action.

MBA teams work under the supervision of the faculty member responsible for the particular company project.

The Capstone Project takes place during the third term.

Summer Internship

Halfway through the MBA, during the summer break, students do an internship, where they apply the classroom knowledge in the workplace. The summer internship lasts around eight weeks and accounts for 12 ECTS credits.

Students have different options for their summer internship:

1. Corporate internship in local or international companies. It is a fantastic opportunity for students to gain insight into new business areas, firms and regions.

2. Summer Entrepreneurial Experience

IESE MBA students have the option of working on an entrepreneurial venture during their summer break. Supervised by an IESE faculty member, students work in teams to explore an entrepreneurial opportunity and move it to the next stage. Access to this program is granted after an application process, the conditions of which are announced during the second term.
Second Year

Bidding for Electives

In the Second Year of the program, students are given the opportunity to select the subjects they are most interested in. In order to process course allocation efficiently and fairly, IESE uses an online bidding system that consists of two stages:

**CHOOSE Program:** Students state their course preferences by ranking and distributing 100 points among them. The results of this first round are tentative and make it possible to gauge student interest. Courses that attract fewer than 25 students may be canceled.

**CHANGE Program:** Students can request to change/add/drop courses allocated to them in the previous stage.

Bidding for fourth-term courses takes place in May of the previous academic year.

Bidding for fifth-term courses starts in mid-November of the Second Academic Year.

Students are required to take a minimum of 5 credits per term, 4 of which should be held on Barcelona campus. They can add an extra credit to their workload if they wish. Auditing courses is not allowed.

International electives are included in the bidding process for terms 4 and 5. Each week, two half-credit courses are offered. During these overseas modules, students can take up to four half-credit courses, including company visits and networking events that provide direct insight into business practices in each of these important locations.

The Nairobi and Sao Paulo modules offer in-company projects during the second week. Students choosing to work on these projects actually start their research at least a month before traveling to their destination and continue working after their return to Barcelona.

Independent Study Project

The Independent Study Project (ISP) enables IESE MBA students to focus on a particular area of study that is not available as an elective course. Students (individually or in teams) explore a topic in depth under the supervision of an IESE faculty member. Students can apply for one ISP per term. Depending on the estimated workload, the faculty member supervising the project will decide if the ISP is worth ½ or 1 credit.

Examples of recent ISPs include creating a search fund business plan and industry studies. Independent Study Projects need to be approved in writing by the Academic Director of the Second Year.

International Exchange Program

Outgoing Students

IESE Business School partners with some of the world’s top business schools in more than 10 countries to enable students to participate in the International Exchange Program.

Around 90 places are available for IESE Business School students to study for one term in the Second Year at one of our exchange partner schools. Allocation of exchange places is done using a bidding process that is based on the GPA obtained from the courses in the first and second terms of the First Academic Year. Students wishing to go on exchange need to earn a GPA of at least 2.8.

Please note that, according to the U.S. Department of Education, students who are U.S. citizens and decide to take out U.S. Federal Direct Loans are not eligible to go on an exchange in the United States or at a school outside the United States that does not participate in the Federal Student Loan Program. The schools currently participating in this program are London Business School, HEC School of Management, Melbourne Business School and Recanati School of Business Administration at the University of Tel Aviv. More information is available on the U.S. Department of Education’s website. If you have more questions, do not hesitate to contact the Financial Aid Office.

Incoming Students

Every year, IESE welcomes more than 85 students from 30 different business schools from all over the world.

These students become full-time IESE students for one term in the Second Year.
Learning Spanish and the Bilingual MBA

The Business Spanish Program is specifically designed for IESE MBA students. Its objective is to ensure that participants can fluently engage in various business situations with special emphasis on verbal communication. The program is designed based on the criteria established by the Council of Europe’s Common European Framework of Reference for Languages (CEFR).

For First-Year MBA students, Spanish instruction begins in August with intensive classes. The program is open to students with no previous Spanish language knowledge and to those with an advanced level. It is offered throughout the MBA Program with a duration that depends on each student’s level. In the first academic year, students who wish to attend Spanish classes do so three times a week. In the Second Year, students may join groups of First-Year or Second-Year students, depending on their level.

Throughout the First Year, students have the opportunity to take a Spanish language level test (Diploma en Español de Negocios). Passing the test enables students to earn the Bilingual MBA Degree and take electives taught in Spanish during the Second Year.

The Business Spanish Program also welcomes students’ partners who are eager to learn Spanish. IESE offers special tuition fees for partners interested in enrolling in this program.
Administrative Structure

The MBA Committee

The MBA Director has a Committee that helps him direct the MBA Program. The Committee is composed of the MBA Director, the Academic Director for the First Year, the Academic Director for the Second Year, the Executive Director of the MBA and the Heads of Section. The members of the MBA Committee for the 2016-2017 academic year are:

<table>
<thead>
<tr>
<th>DIRECTOR</th>
<th>ACADEMIC DIRECTOR MBA-I</th>
<th>ACADEMIC DIRECTOR MBA-II</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor Carlos García Pont</td>
<td>Professor Marc Badia</td>
<td>Professor Gaizka Ormazabal</td>
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<tr>
<th>CURRICULUM DEVELOPMENT</th>
<th>EXECUTIVE DIRECTOR</th>
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<tr>
<td>Professor Julia Prats</td>
<td>Head of Section E Marta Escardó</td>
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<table>
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<tr>
<th>ASSOCIATE DIRECTOR</th>
<th>ASSOCIATE DIRECTOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head of Sections C &amp; D Amalia Colom</td>
<td>Head of Sections A &amp; B Cecilia Kindelán</td>
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The Executive Director is responsible for all non-academic issues. The Heads of Section are responsible for ensuring that the program runs smoothly within their sections. They hold periodic meetings with team mentors and faculty members in their areas to monitor progress and receive suggestions.

Teamwork, Team Mentors and Facilitators

During the First Year, each student is assigned to a team. That team meets daily to discuss the day’s cases and work on projects. Teams are assembled to ensure professional, cultural and linguistic diversity. Regular, punctual attendance at team meetings is an overriding obligation, part of the level of professionalism expected and an essential requirement for achieving the MBA Program objectives. It is the team’s responsibility to ensure that it functions as a cohesive unit with all students contributing in a mutually supportive environment.

Each team is assigned a team mentor. The team mentor is a member of the IESE faculty and/or management. The role of the team mentor is to monitor the progress of team members in developing the attributes mentioned above and to advise students on how to get the most out of the program.

Each team is also assigned a facilitator. The facilitator is a Second-Year student who volunteers to help a First-Year team during the first weeks of the program. The facilitator shares teamwork best practices with the assigned team, provides useful information and serves as a link to Second-Year students.

Communication with Professors

To achieve the program’s objectives, there must be an unrestricted flow of communication between students and faculty members. It is the students’ responsibility to speak directly with their professors to clarify concepts, discuss their academic performance and seek advice.
MBA Program Rules

Class Attendance
Class attendance is compulsory and recorded daily. In the case of unavoidable absences, students need to inform the professor and the MBA Office in writing. It is the student’s responsibility to make up any missed work.

Any student who accumulates 20% absences in any given course will automatically receive an Incomplete for that course, regardless of the academic grade awarded by the course professor. If a student has accumulated two or more Incompletes in one term or three or more Incompletes in the First Year, an Academic Evaluation Process may be opened. This Process can also be initiated when a student misses more than 15% of classes in a given term.

It is the responsibility of the MBA Committee (not the course professor) to evaluate each Incomplete. The Committee can ask any student with an Incomplete grade to do remedial work or attend specific courses in the Second Year. Failure to complete the remedial work or follow the Committee’s instructions automatically triggers an Academic Evaluation Process.

Students who arrive to class late (i.e., after class attendance has been taken) will not be allowed into class.

Dress Code
The appropriate dress code for class is business casual. When more formal attire is required, students will be informed in advance.

Visitors
Visitors are not allowed in class. Only MBA candidates involved in a formal admissions process with the Admissions Department may be invited to attend a class. Friends, spouses and other family members may be invited to social activities but not to attend a class.

Examination Behavior
Students must take all examinations required for each course, as they are an integral part of the program. Examinations are conducted according to the following standards:

- Communicating between students during exams is forbidden, as is collaboration with other students on written exams unless otherwise indicated by the professor.
- Books, laptops, phones and any other support tool are not allowed in exams unless otherwise indicated by the professor and then only within the limits set by him/her.
- Should a student wish to quote content from materials that are not self-originated, he or she must cite the source clearly. Otherwise, it may be considered plagiarism. This applies to textbooks, periodicals and other published sources, as well as articles posted on the Internet.

Failure to comply with these rules amounts to dishonesty and is unfair to other students. It will therefore be considered serious misconduct and will result in the opening of an Academic Evaluation Process, which may lead to the student being asked to leave the program.

Plagiarism
In academic writing, taking someone else’s ideas or words without adequately crediting that source in your paper is considered plagiarism. It doesn’t matter if the source is a published author, another student, a website without clear authorship, a website that sells academic papers or any other person: taking credit for anyone else’s work is stealing and it is unacceptable in all academic situations, whether you do it intentionally or by accident.

Students who submit work that is not their own or without clear attribution to original sources will be subject to disciplinary action. Punishment for plagiarism may include expulsion from the MBA Program.

Harassment
IESE Business School is committed to offering an environment in which students, faculty and staff can work
together with respect and a spirit of service. This means that every member of the community must be respected and treated civilly, regardless of sex, sexual orientation, race, religion or any other factor irrelevant to participation in the MBA. Any student who sees behavior that is unbecoming and violates this principle should report it to any school official or faculty or staff members.

This culture of respect for others can only be preserved if all students make it their own and are willing to deal with any violations.

**Grading**

**First Year:** At the end of each course, professors give each student a grade ranging from A to C:
- A’s are given to students who perform in the upper 15% of the class in the First Year. Professors may decrease this percentage if they consider it appropriate after consultation with the MBA Committee.
- C’s are given to students who perform in the lower 10% of the class. Professors may increase this percentage if they consider it appropriate after consultation with the MBA Committee.
- B’s are given to students who have not received either an A or a C. Professors, at their discretion, may award the grades B+ and B- to indicate that a student has completed the course in the upper or lower range of the B’s, respectively.

**Second Year:** During the Second Year, A’s are given to students in the top 20% of the class and C’s are given to those in the lower 10% of the class. Professors, at their discretion, may award the grades B+ and B- to indicate that a student has completed the course in the upper or lower range of the B’s, respectively.

*Academic Requirements*

**First Year:** Students who receive three or more credit-equivalent C’s in any given term will be placed on probation and warned about their poor academic performance. An accumulation of 6 credit-equivalent C’s during the First Year may lead to dismissal from the program.

**Corporate Internship:** Non-fulfillment of Corporate Internship contracts and serious misconduct affecting the professional relation will trigger an Academic Evaluation Process.

**Second Year:** Students who receive three or more credit-equivalent C’s in any given term will be placed on probation and warned about their poor academic performance. When this happens in the last term of the Second Year, the student may be asked to repeat the term and will therefore not graduate with his or her class.

*Academic Evaluation Process*

An Academic Evaluation Process (AEP) can be opened by the MBA Committee at any time due to a student’s unsatisfactory academic performance, absenteeism or serious misconduct with respect to the program values and policies. If an AEP is opened, the student is immediately informed in writing and told why the AEP was opened. As part of the process, the student has the right to explain the or her point of view on the issue.

In cases of unsatisfactory academic performance and Incompletes, the MBA Committee may ask the student to take a comprehensive examination at the end of the First Year. The examination date is published in the Academic Year Calendar and the examination takes place on campus one week after the third-term final exams.

If the MBA Committee stipulates that students must take an exam, but fail to do so, they may be dismissed from the program.

When conducting an AEP, the MBA Committee will take into account the student’s academic record and the opinions of the student’s mentor and section head. The reasons behind the absences leading to the Incomplete will also be considered. Additional members may join the MBA Committee for deliberation as required.

In cases of serious misconduct and as part of the AEP, the MBA Committee will ask the student to explain the circumstances of the perceived misconduct. Failure to do so may lead to a recommendation that the student should leave the program.

The AEP may conclude with an unconditional or a conditional continuation of the student in the program, or with a recommendation to the IESE Executive Committee that the student should leave the program. The AEP result is communicated in writing to the student.

*Appeals*

Any student who is subject to an AEP or has been dismissed for academic reasons may appeal the decision by petitioning the MBA Committee. Students are entitled to one appeal during their tenure at IESE. If reinstatement is granted but the conditions are not satisfied within a specified period of time, dismissal is automatic and not open to further appeal.

Appeals should be made within three days of receipt of the MBA Committee’s decision and sent in writing to the MBA Office.

The appeal should be made to the Associate Dean for MBA Programs at IESE, who will issue a decision in writing.
Leave of Absence

If a student needs to interrupt the normal two-year course of study, he or she must request a leave of absence in writing to the Executive Director of the MBA indicating the reason for the request and the length of the anticipated absence. Depending on the circumstances, a leave of absence may be granted for up to two years. Leaves of absence are only granted to students with a good academic record.

Student Visas

It is students’ responsibility to ensure that they have the legal right to study in Spain. While the MBA Office will do all it can to facilitate the process, each student is responsible for fulfilling Spanish immigration requirements.

IESE’S image

All sessions taught by IESE faculty members or given by speakers within any of the IESE programs and events are the property of IESE Business School. Video and audio recording and taking photos at any IESE sessions are not allowed unless expressly authorized by IESE for academic, marketing or media purposes.

Prior approval from the MBA Committee is required to publish any material on a website or any other media in which IESE’s brand or image is displayed.

Photo Rights

IESE Business School reserves the right to use photos taken during class, programs and events for promotional purposes. Students who do not wish to have their photo used in promotional materials should submit a written statement to the MBA Office.
Student Services

Health Insurance
A comprehensive health insurance policy with service provider AXA (www.axa.com) is included in the tuition fee paid by each student. It comes into effect two weeks before classes start and is valid until May 31 of the year in which the student graduates.

The policy covers a wide range of services, including medical consultation, hospital stays, surgery, pregnancy and birth, pediatrics and gynecology. Healthcare in Spain is provided at the clinics and by the doctors included in the AXA Medical network and through a reimbursement system for doctors outside the network. The insurance policy has a reimbursement system for international coverage.

The same cover is available for students’ partners and children who are also residing in Spain. This cover policy is optional and payable by the student.

A list of doctors who speak languages other than Spanish is available for students on the Virtual Campus.

On Campus Services
At the beginning of the MBA, students receive their IESE Student Card. This card provides access to the following services:

Cafeteria:
Your IESE MBA card works as a cash card to pay for drinks and meals at the IESE cafeteria, selfservice cafeteria and North Campus restaurant. To use the card, you need to make a cash deposit at the cafeteria.

South Campus Cafeteria Opening hours:
8 a.m. – 8 p.m. Monday to Friday
Self Service Cafeteria: 8 a.m. - 10:30 a.m. for breakfast / 12:15 – 3 p.m. for lunch, Monday to Friday.

Printing, Copying And Scanning Documents:
Our IESE card gives you access to the multifunction printers (for photocopying, printing and scanning documents) you will find on every floor of the F-Building and in the Library (G-100). A quick user guide can be found next to the printers.

You can also print from your mobile devices by sendig an email to print@iese.edu or accesing the website print.iese.edu from your web browser.

All printing and photocopying will be charged as follows:

- Black & white copy €0,042 per page
- Color copy €0,23 per page
- Document scanning free of charge

Access to the Campus:
You can access the IESE campus from 7 a.m. to 2 a.m. daily. You must bring your Student Card to identify yourself with Security.

Workrooms:
There are many workrooms equipped with PCs with microphone and camera that are available all over the IESE campuses. Students can access these PCs by using their IESE username and password.

Students can book workrooms by logging into their email account (mail.iese.net) or through the Online Booking System in Virtual Campus. In order to maximize availability for all students, the following rules apply:

- Reservations last a maximum of 2 hours.
- Each student can book up to 3 rooms per week.
- Reservations can be requested no earlier than 7 days in advance.

Parking:
Your card also entitles you to the discount rate of €6/day at the North Campus car park. After 11 p.m., there is an overnight stay supplement of €6. You may park your car on weekends after informing Security.

Library:
The Student Card is necessary to borrow books from the Library.

During the academic year, the Library is open from Monday to Friday, 8 a.m. to 9 p.m. On the weekends before exams, the library is open from 9 a.m. to 8 p.m. The Library is closed on public holidays, Christmas and Easter.

Summer opening hours:
July - Monday to Friday 8 a.m. to 3 p.m.
August - Monday to Friday 9 a.m. to 2 p.m.
Lockers:
A number of lockers is available for your use at a cost of €0.50/day being the first five hours free of charge. They are located in the G-Building, just before reaching the Library (G-100).
You need your Student Card to rent a locker. Instructions and charges for using the lockers are posted on the Virtual Campus.

Lost And Found:
Any lost property will be taken to Security.
Lost Student Cards must be reported to the MBA Office by email. The cost of issuing a new card is €6 payable by the student upon receipt in the South Campus Cafeteria.

IT Student Services

IESE E-Mail Account:
IESE provides students with an IESE ID for life. IESE uses the Microsoft Office 365 platform and each account has a 50 GB capacity. Students can access their account from any Internet browser on computers and mobile devices. Instructions on how to configure the IESE email account can be found in the IT Support area of the Virtual Campus.

OFFICE 365 ProPlus
IESE provides students with a licensed Office 365 ProPlus package (Word, Excel, PowerPoint, Outlook, etc.). This license will be valid during the whole program until the graduation. Instructions on how to install the Office 365 applications can be found in https://portal.office.com.

MBA Program Platforms:
- Virtual Campus: The Virtual Campus is an online platform where students can find all course-related and program-related information. It includes the course calendar, all course materials and links to the different resources available to IESE students. Professors use this portal to deliver all course content, session details, announcements and teaching materials. Students can log into the platform with their IESE email ID and password. The URL is https://campus.iese.edu.
- Campus Groups: Campus Groups is the online campus community that enables clubs to organize their activities, manage events, share a calendar and discuss specific club topics. The URL to access this platform is https://groups.iese.edu/ using the IESE email ID and password. Additionally, Campus Groups is fully accessible on the Virtual Campus through the top frame tab “Clubs”.
- Recruitment Activities: Powered by Symplicity, Recruitment Activities is the system that manages all student career activities on campus, including signing up for career counseling sessions, uploading your CV for the class CV Book, applying for job postings and signing up for events. Recruitment Activities link https://iese-csm.symplicity.com/sso/students. The username and password are the same ones students use for all other IESE systems. The full manual on how to use this system can be found in the IESE Docs tab of Recruitment Activities.
- IESE CV Builder: IESE CV Builder is a tool designed to help students build their CV in a format that is systematically rated by our recruiters as their most preferred. Students who want their CV to be part of the IESE MBA class CV Book must build their CV using this tool. The direct link to the IESE CV Builder is http://wwwnet.iese.edu/cvbuilder.

Other IT Services

WI-FI:
Wireless Internet is available for all participants using the IESE Wi-Fi network on both the South and North Campuses. IESE strives to maintain secure, robust wireless internet access. Internet access may cause some websites and applications to be blocked within IESE. Students should contact Education IT Support to request access to blocked applications and websites.

Computer Rooms:
IESE has a computer room where all the standard software needed for the classes is preinstalled and made available to students. This room is located in the F building of the South Campus and opens from 8 a.m. to 10 p.m., Monday to Friday, and from 10 a.m. to 10 p.m. on weekends and public holidays.
Compatibility Kit For Mac Users:
IESE strives to make sure that all applications support Mac, PCs, tablets and mobile devices. However, some applications needed for class might not be supported on a Mac. In such cases, and as a temporary solution, IESE provides a virtual machine that students can install on their Mac. Students with a Mac should contact Education Support to get it installed.

Education IT Support:
Students who need assistance with any of the services mentioned in point 5.4. can use the support lines below:

- EducationSupport@iese.edu
  Monday through Friday and from 8 a.m. to 8 p.m.

- Phone: 93 602 4042
  Monday through Friday and from 8 a.m. to 8 p.m.

- Office Location: E-108
  Monday through Friday and from 8 a.m. to 8 p.m.
Financial Matters

The tuition fee for the First Year of the program (academic year 2016-2017) has been set at €38,850. The initial tuition deposit of €15,000 paid before joining the program with the objective of confirming your place will be deducted from the first-year fee when that fee comes due on October 30, 2016.

The tuition fee for the Second Year of the program (academic year 2017-2018) has also been set at €38,850 and will be due in full by October 30, 2017.

The tuition fee includes printed materials (cases, outlines and other support material; textbooks are not included) required for the MBA Program, as well as a health insurance policy.

MBA students may pay their tuition fee by bank transfer into the following account:

**Bankinter** 0128 6501 53 0101390462
**IBAN:** ES76 0128 6501 5301 0139 0462
**SWIFT:** BKBKESMM

All payments must include the name of student on whose behalf the payment is made.

Students are expected to pay their tuition fee on time. Students who fail to do so will lose the rights they would otherwise have as participants in the MBA Program. This includes access to IESE facilities and classes and connection to IESE systems.

Students who withdraw from the program to rejoin at a later date will pay the fee for the year in which they rejoin the program.
Student Leadership

Student Council

At the beginning of the academic year, first-year students elect two of their classmates per section to represent them. Together with the second-year student representatives, they form the Student Council.

The objectives of the Student Council are:

· To improve communication between the MBA student body, the MBA Committee and faculty on academic issues.
· To work with IESE departments (Career Services, Library, Student IT Support, etc.) to help develop new services for students and improve existing ones.
· To ensure that annual events (e.g., the MBA Paris Olympics, Spring Games) are coordinated within the student body and that experience and information are passed on from one year to the next.
· To facilitate and support the work of MBA professional clubs.
· To help represent the MBA student body within the IESE community.

Elections take place in the fall term of the First Year and these positions are held until the end of the Second Year.

The main responsibilities of section representatives are:

· To act as class spokespeople on issues related to the MBA faculty.
· To be liaisons with the MBA Office and all other departments at the school.
· To take an active role in coordinating student matters.
· To bring any concerns the sections may have to the attention of the Section Head and the Executive Director.

The Student Council needs dedicated, enthusiastic people to help run activities and represent MBA students within IESE. Representatives typically dedicate around 3 to 4 hours per week to the task. In order to guarantee continuity during the second year, the students who become candidates for election should not plan to go on an exchange during the Second Year.

There Is A Three-Stage Election Process:

1. Any individual student may become a candidate for election.
2. Voting takes place in class via of a single, nontransferable vote system.
3. Results are announced immediately after class.

The whole process is facilitated by the second-year representatives with the support of the MBA Office.

Professional Club Leadership

Professional Clubs at IESE are managed by students with the help of the Career Services team and have the mission of increasing the knowledge about the sector among club members and building and maintaining company relationships.

Depending on the club’s level of activity, each Professional Club has one president, between one and five vice presidents, and a treasurer. At least 25% of club leaders should have experience in the sector.

There can only be one president and he or she is the primary point of contact with Career Services and other IESE staff members. This person is responsible for managing the club leadership team and the club budget. Given that running a club remotely is not viable, presidents should not plan to go on an exchange.

A maximum of five students can be appointed club vice presidents and the number will depend on the size of the club. Their responsibilities (trek organization, mock interviews, events, etc.) are proposed by the president.

The treasurer is responsible for the club budget and fundraising.

Every Professional Club has a Career Services Mentor who oversees the Club and supports its activities. Mentors also ensure continuity.

Detailed information is available in the IESE Professional Clubs Policies & Procedures.
Class President
Towards the end of the second academic year, students decide who they want to represent them within the IESE Alumni Association. The class president and his/her team are responsible for the following:
- Delivering the graduation speech.
- Holding the class together after graduation.
- Maintaining contact between IESE and the class and representing the class in IESE’s governance structure.
- Coordinating the class gift.

The Process is as Follows:
- Every student nominates one person (self-nominations are accepted)
- Any student with 5 or more votes becomes a potential candidate
- Potential candidates are asked to confirm that they want to be an official candidate.
- Official candidates choose their team (ideally people from various geographic regions for larger global outreach after graduation) and run their campaign.

The election committee is composed entirely of first-year Student Council members in order to keep the election process unbiased. The election committee sets the deadlines for this process and runs the elections.

Elections:
- Candidates and their teams will be announced at the beginning of March.
- Candidates run their campaigns in the first weeks of March.
- Candidates give a 10-minute presentation on themselves, their teams and their ideas/concepts for this highly prestigious role. Time is strictly adhered to in order to give each candidate equal opportunities. This presentation is followed by a Q&A session open to all. The presentations are held towards the end of March.
- Online voting follows with one vote per classmate.
- The candidate with most votes is elected class president.

Incoming exchange students are not eligible to vote.

MBA Awards
The IESE community thrives on the contributions made by its members in countless, often invisible, but extremely valuable ways.

The MBA Awards were launched in 2015 to celebrate the numerous contributions and spirit of generosity and service that reflect the program’s culture. This honor is awarded to MBA students who, in the two years of their MBA, make an extraordinary contribution to their classmates, IESE and the broader community in line with the school’s mission and values. These students are also expected to have shown great academic achievement.

Nominations:
Nominations may come from anyone within the IESE MBA community (students, faculty and staff members) and should include a brief explanation of the type and scope of contributions made by the nominee. Anonymous and self-nominations are not accepted.

The deadline for sending nominations to the MBA Office is March 31. Nominations are reviewed by an Award Committee made up of two faculty members and a representative of the MBA.

The IESE MBA Award is presented in the Dean’s Farewell Address in April.