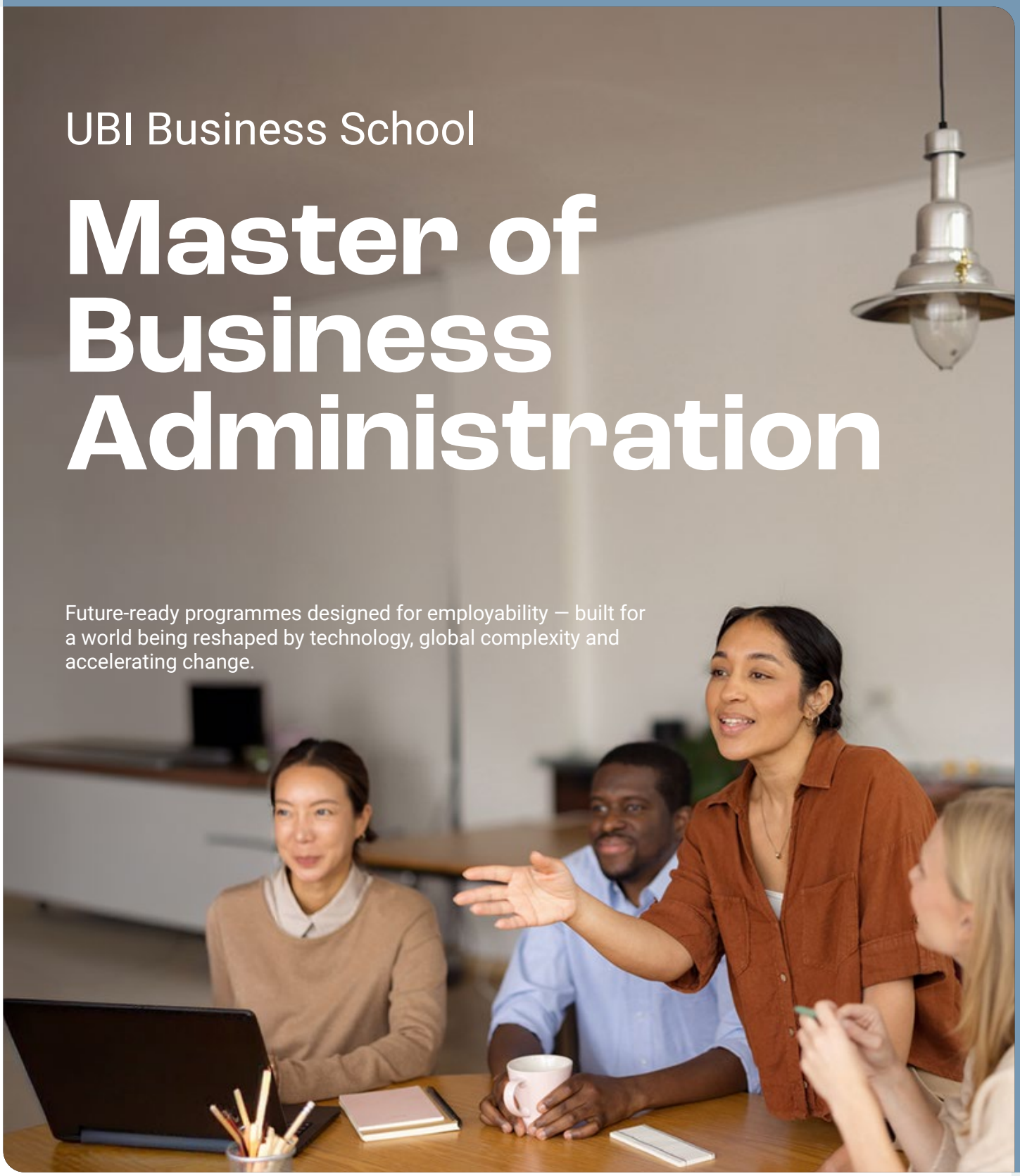
UBI BUSINESS SCHOOL

UBI Business School

# Master of Business Administration

Future-ready programmes designed for employability — built for a world being reshaped by technology, global complexity and accelerating change.



In partnership with

Middlesex University London

## ACADEMIC EXCELLENCE CERTIFIED BY QS RANKINGS

UBI Business School has a long-standing commitment to academic excellence and high-quality education, certified by an independent third party – QS (Quacquarelli Symonds). QS has awarded UBI a 5-Star Overall Rating (Excellent), along with additional 5-Star ratings in the categories of Employability, Teaching, and Online Learning. Furthermore, some of our degrees are recognised among the world's best in various categories.

Joint-EMBA (QS Ranking)

| #19 | #1 | #2 | #1 |
|---|---|---|---|
| worldwide | in Belgium | in Career Outcomes | in Diversity |

Master in Business Analytics (QS Ranking)

**#10**
Value for Money

# Why UBI Business School?

## ABOUT

UBI Business School is an internationally focused institution with campuses and learning communities across Europe and Asia, combining academic rigour, practical relevance, innovation and responsible leadership.

Its mission is to empower global talents and bridge distances through accessible, person-centred British education that creates value responsibly. Through HyFlex delivery, strong corporate links and programmes shaped by evolving business needs, UBI connects diverse students and faculty in one international classroom. Its Executive MBA has achieved #1 QS rankings for career outcomes, reflecting outstanding employability, progression and graduate impact worldwide.

## OUR DIFFERENTIATORS

- **British Degrees in the EU and Online**
- **HyFlex Delivery Model**
- **Innovative Programmes following Market Demands**
- **Culture of Lifelong Learning**
- **AI Enhanced Learning**
- **Partnerships and Cooperations**
- **Personalised Learning Journey**

## LOCATIONS

Brussels

Luxembourg

Madrid

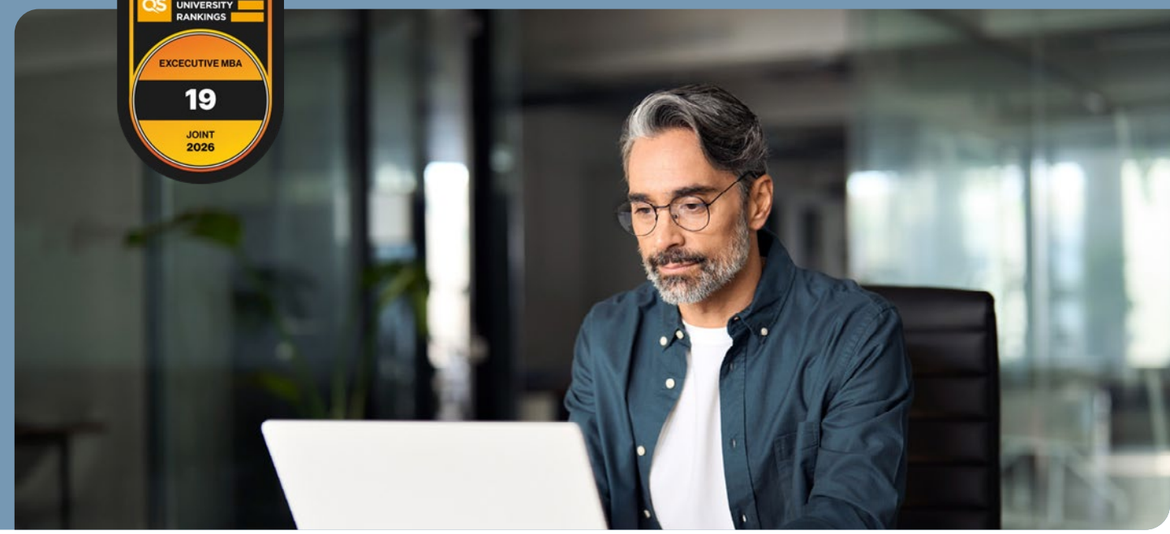
Shanghai

Online/HyFlex

“ The MBA question has changed. It is no longer whether you can run a business, but whether you can lead organisations where technology, data and people work as one. That is the MBA we teach, from geopolitics to human-machine interaction. And it fits a working life: five entry points a year, the same classroom whether you join on campus or online, up to seven optional specialisations, and a journey you can extend into a second MBA with Porto Business School.“

**DR MARIA ALTAMIRA**

Dean of Postgraduate Programmes and International Development




# Our MBA at a Glance

Our Executive MBA, ranked 19th worldwide (QS Rankings), prepares experienced professionals to become strategic, forward-thinking leaders in a world of uncertainty, technological change, and global complexity with a strong international focus, deep expertise in the digital economy and AI, and a commitment to strong citizenship values.

| INTAKE | DURATION | LANGUAGE | LOCATION | ECTS | TUITION FEE (per year) |
|---|---|---|---|---|---|
| Sep / Nov / Feb / Apr / Jun | 12 to 24 months | English | Brussels / Online | 90 | EUR 19,950 EEA / UK<br>EUR 28,500 non-EEA |

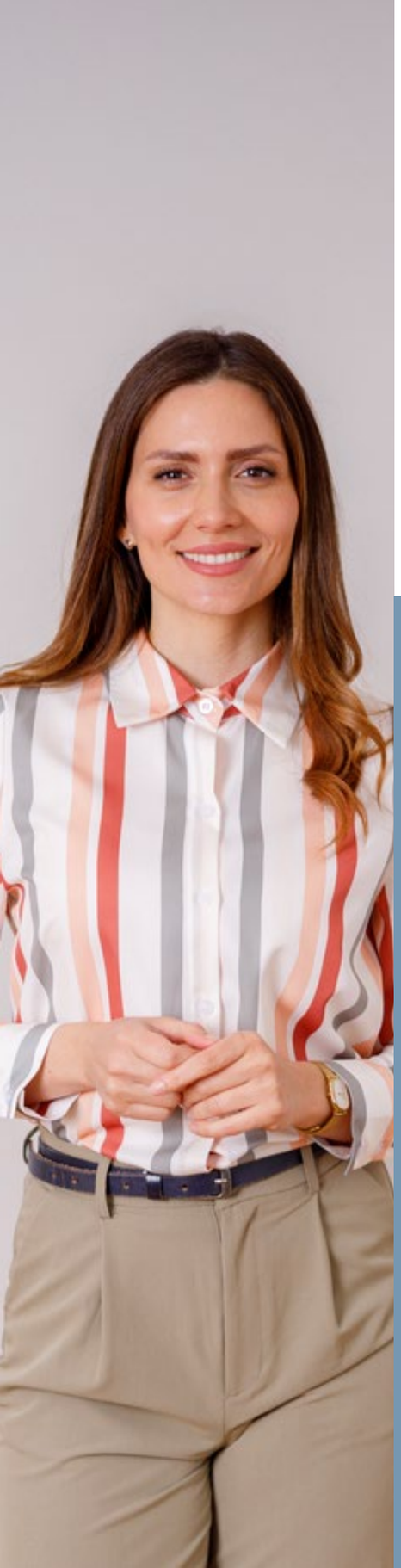
Degree upon completion:

**Master of Business Administration (MBA)**

In partnership with

Middlesex University London

Our MBA programme is developed in partnership with Middlesex University London, an institution with a distinguished heritage of excellence and innovation. With the completion of the MBA programme, graduates will obtain a British degree issued by Middlesex University London (UK).



# Why choose an MBA?

## MARKET OPPORTUNITY

In a context of economic uncertainty, rapid technological change, and ongoing disruption, an MBA provides a strategic professional advantage. It develops the strategic judgement, analytical skills, and leadership resilience needed to navigate complexity, drive transformation, and make responsible high-impact decisions. As organisations adapt to digitalisation, AI, and evolving business models, MBA graduates are increasingly valued for their ability to create clarity, stability, and long-term value in dynamic environments.

## CHOOSE THIS DEGREE FOR:

1. **A Top-Ranked British Degree**
   Earn a British degree ranked #19 worldwide and #2 in Career Outcomes (QS Executive MBA Ranking) awarded by Middlesex University – one of the top 100 Young Universities and top 10 transnational universities in the world (Times Higher Education).

2. **Up to 7 Optional Specialisations**
   Personalise your MBA with up to seven specialisations to align your expertise with employer demands and strengthen your career positioning.

3. **Two MBAs (UBI + Porto Business School)**
   Earn a second MBA with Porto Business School, whose Global Online MBA ranks #6 worldwide in the Financial Times Online MBA Ranking 2026 – adding a powerful layer of international differentiation.

4. **International Business Experience**
   Enrich your curriculum with UBI's International Business Experience (incl. in the programme), with immersive opportunities at LSE, Babson College or Porto Business School.

5. **Personalised Final Project**
   Apply research, consulting, venture creation or NGO strategy to real-world challenges through personalised mentoring and a flexible final project aligned with your career goals.

*"The International Business Experience was a key highlight in my MBA journey. The collaborations with top institutions and companies such as LSE, The Guardian, Wolverine Worldwide and Lloyd's provided tremendous value to all participants in the programme.*

**SEAN BAI BINGYI**
Singaporean, MBA student, former Diplomat and CEO of Valencia CF

# Who is this Programme for?

### EXPERIENCED PROFESSIONALS:

Individuals with several years of professional experience seeking to accelerate their careers and take on greater managerial or strategic responsibilities.

### MANAGERS AND FUNCTIONAL LEADERS:

Professionals aiming to strengthen their ability to lead teams, manage complexity, and contribute to organisational performance in dynamic environments.

### ENTREPRENEURS AND BUSINESS OWNERS:

Individuals looking to scale ventures, refine business models, or expand into new markets with a stronger strategic and operational foundation.

# Your Academic Journey

The curriculum is structured across four stages, blending foundational knowledge, specialised skills, and integrative applied learning. Classes are held on Fridays (morning and/or afternoon) and Saturday mornings, either on campus or online.

## STAGE 1

### CORE MODULES (10 MONTHS) *(6 credits per module)*

- Geopolitics and the Global Economy
- Leading Ethical, Responsible, and Diverse Organisations
- Marketing, Demography, and Demand Generation
- Technology-enhanced Accounting and Control
- Finance, Technology, and Capital Markets
- Professional Development and Human-Machine Interaction
- Sustainable Strategy and Innovation
- Smart Operations and Logistics
- Data-Driven Organisations and Analytics
- Management of Technology and Entrepreneurship

## STAGE 2

### INTEGRATIVE MANAGEMENT (6-12 MONTHS)

Designed for students to build and decide their next steps in their professional career:

1. **First hand International Experience**
   International business experience with opportunities at UBI locations and partner universities such as London School of Economics.
2. **Professional and Personal Development**
   World Market Workshops. Meeting with Practitioners. Applied Research. Optional Bootcamp.
3. **Integrative Management Project**
   Multiple options available (see next page)

## STAGE 3

*Optional*

### STUDENTS MAY CHOOSE 1 OR COMBINE UP TO 2 OF THE FOLLOWING OPTIONS:

1. International Experience (3–4 months)
2. Specialisation (5 months)
3. Dual MBA (4 months, September–December at Porto Business School)

## INTEGRATIVE MANAGEMENT PROJECT

For the final phase of your MBA journey, you will embark on the Integrative Management Project, designed to provide options based on alignment to your career contexts. Students can choose amongst several options:

### BUSINESS PLAN / CONSULTANCY PROJECT

Apply the appropriate technical, methodological, and intellectual skills that have been developed to a business plan for an existing business. The plan is devised in consultation with and supervised by a staff advisor.

### THESIS

Provides students with comprehensive, specialised, factual and theoretical understanding, as well as a comprehensive range of cognitive and practical skills to understand, conduct and supervise research projects in the business and management environment, often challenged by unforeseen problems, cultural differences, global trends and local market dynamics.

### VENTURE CREATION LAB

Learn how technology-based companies are created and the importance of developing the right management team and skillset. Students will work with entrepreneurs and simulators, led by an experienced tutor, to use emerging technologies to develop innovative solutions and then use IP strategies to protect the new business venture. Students develop a 3-year stage-gate execution plan to transform the opportunity from an idea to a viable new technology venture.

### BUSINESS & TECH, GLOBAL MINDSET OR GOOD CITIZENSHIP STRATEGY + INTERNSHIP / INTERNATIONAL EXPERIENCE

Develop a strategy to establish a company in a new foreign market, to digitalise a company's operation, or to improve the social impact of an organisation. Students undergo an international experience at a partner institution or internship in a company.

### NGO DEVELOPMENT

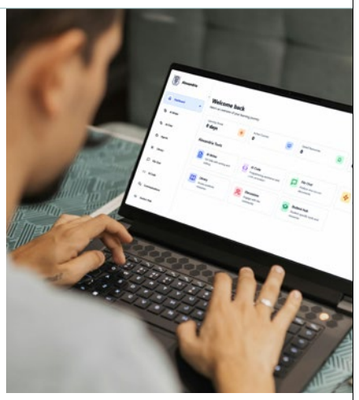
Develop a strategic and operational plan for a non-governmental or non-profit organisation, addressing its mission delivery, funding model, and organisational capacity. The plan is devised in consultation with and supervised by a staff advisor, often engaging directly with the partner organisation to address real-world constraints, stakeholder needs, and local community dynamics.

# Your MBA delivered with our Proprietary Methodology

At UBI Business School, the Executive MBA programme is delivered through a proprietary, award-winning methodology anchored in three core principles.

## 1 AI ENHANCED LEARNING RESPONDING TO MARKET DEMANDS

Our proprietary platform Alexandr.ia drives rigorous, data-informed learning co-developed with Publicis Media — recognised with the Highly Commended Award at the AMBA & BGA Excellence Awards 2026. GenAI use drives mistakes and skills atrophy — UBI's answer is Human AI First. We teach students how GenAI works, where its limits are, and how to apply it professionally and responsibly to real business problems.



## 2 HYFLEX RIGOROUS, FLEXIBLE, STUDENT-CENTRED

UBI's HyFlex methodology blends five-star asynchronous learning with live synchronous sessions and continuous faculty feedback, ensuring a progressive transfer of knowledge and skills. Students can study online or on campus, enjoying a flexible, borderless experience that mirrors real hybrid workplaces.

EOCCS-certified and one of only 16 institutions worldwide holding this standard, UBI was also Highly Commended at AMBA/BGA 2026 and holds the highest QS five-star rating in Online Learning.

EOCCS CERTIFIED

## 3 A PERSONALISED MODEL WHERE NO ONE IS LEFT BEHIND

At UBI Business School, support is continuous and tailored throughout the entire academic journey. Small cohorts capped at 35 students, dedicated mentors, structured onboarding and continuous formative feedback ensure that every student — whether online or on campus — progresses with clarity, momentum and individualised support from day one to graduation.

# Develop Future-Ready Top Management Skills

With completion of this degree graduates will be able to add value to the industry and society from day one. Students in this programme will focus on developing the following skills and competencies:

- Defining strategy in complex and uncertain environments by interpreting signals, assessing trade-offs and **setting clear strategic direction**.
- **Creating value** through business models by reimagining how organisations generate, deliver and capture value **leveraging technology and innovation**.
- Demonstrating **executive behaviour** through exercising ethical judgement, upholding accountability, modelling resilience and **effective leadership** in high-stakes, hybrid contexts.
- Communicating and influencing by aligning stakeholders, **shaping critical decisions**, and driving action across functions, cultures, and senior leadership levels.

# Career Opportunities

Graduates are prepared for careers in global, industry-relevant organisations.

### GENERAL MANAGER / MANAGING DIRECTOR

Leads organisations or business units, defining strategy and steering performance in complex environments.

### DIVISION OR BUSINESS UNIT DIRECTOR

Drives growth and operational excellence within a function, market or region, delivering measurable impact.

### ENTREPRENEUR / BUSINESS FOUNDER

Creates and scales ventures in home or regional markets, generating local wealth and employment.

*EMERGING ROLES*

### STRATEGY OR TRANSFORMATION LEADER IN EMERGING MARKETS

Supports organisations in emerging economies through market entry and technology-driven growth.

### EXECUTIVE IN HIGH-GROWTH OR EMERGING ECONOMIES

Assumes senior leadership in evolving markets, navigating complexity and volatility with strategic agility.

# A double MBA available

## Two Credentials, One Journey

UBI MBA students have the professional privilege to graduate with two MBAs, combining UBI's Executive MBA (delivered in collaboration with Middlesex University London) with Porto Business School's Executive MBA.This pathway lets you hold two recognised credentials, strengthening your international profile and signalling executive readiness to employers. Built on curricular synergies and credit recognition, it is far more time- and cost-efficient than pursuing two separate programmes — while still delivering meaningful international exposure and network expansion.

### WHY DOUBLE, NOT DUAL?

A **dual degree** usually splits one programme across two schools, resulting in a single, shared qualification. A **double MBA** is different: you earn two distinct, standalone MBA credentials — each carrying the full weight of its own institution's accreditation.

### YOU GRADUATE WITH

**01**

**MBA degree**

Middlesex University London, delivered by UBI · Brussels/HyFlex

**02**

**MBA diploma**

Porto Business School, University of Porto · Porto / HyFlex

### FIND YOUR ENTRY PATH

| *Entry Path* | *Requirements* |
|---|---|
| **Applying fresh** | Undergrad degree · 4–5 yrs experience · interview |
| **Current UBI MBA student** | 10 core modules completed by September · good standing |
| **UBI MBA alumni** | Any intake year, September start · project counts toward PBS |

### WHY IT'S DIFFERENT

**Global profile**
access to UBI's global community and PBS's corporate ecosystem across Europe, Iberia and Latin America.

**International recognition**
PBS is featured in FT global rankings, strengthening standing with employers worldwide.

**Business-driven culture**
PBS's corporate DNA combined with UBI's entrepreneurial, tech-focused environment.

### YOUR JOURNEY

**Phase 1** · UBI core MBA
12–24 months, variable · Brussels/HyFlex

*Gate — PBS electives only starts once core modules are completed*

**Phase 2** · PBS electives
4 months, fixed · Sep–Dec, one intake/year

**Capstone Project**
6–12 months · alongside Phase 1 or after · defended before a PBS panel

### KEY PROGRAMME FEATURES

| | |
|---|---|
| Location | Brussels / Porto / HyFlex (Online) |
| Language | English |
| Start | September |
| Duration | 4 months (4 electives at PBS) |
| Classes | Fridays and Saturdays |
| ECTs | 150 total (UBI 90 + PBS 60) |
| Tuition | EUR 27 950 EEA / UK<br>EUR 36 500 Non-EEA |

UBI is a proud member of the Business Graduates Association (BGA) – an international membership and quality assurance organization focused on business schools and business education.

This affiliation speaks to our dedication towards fostering an environment that nurtures growth and excellence. Our association with BGA opens doors to collaboration and shared insights, enriching the tapestry of our educational approach and providing additional opportunities to our students. This membership embodies our ongoing commitment to the highest standards in education, ensuring that every student thrives in an atmosphere of support and encouragement.

# Boost your MBA
## with up to 7 specialisations

The UBI MBA offers a unique opportunity for genuine career personalisation. You not only tailor your learning journey and final project to your professional goals, but you can continue shaping your long-term career beyond graduation. After completing the programme, you may choose future-ready specialisations focused on the areas that will shape society and business over the coming decades.

After completing your MBA, you can optionally enhance your profile with up to seven specialisations, our so-called Postgraduate Certificates (PGCert), aligned with current market demand. These allow you to signal targeted expertise, earn additional 30 ECTS, move beyond a generic management profile, and position your MBA around future-critical themes.

AVAILABLE SPECIALISATION PROGRAMMES:

1. PGCert Management of AI and Machine Learning
2. PGCert Management of CRM and Marketing Cloud
3. PGCert Management of Technology
4. PGCert Management of AI in E-commerce and Retail Marketing
5. PGCert Management of Digital Healthcare
6. PGCert Management of Energy Transition
7. PGCert Management of Business Transformation and Changing Demographics

### Your Postgraduate Certificate Journey — All you need to know

| MODALITY | DURATION | INTAKES | CLASSES ON |
|---|---|---|---|
| Online / Brussels / Madrid | 5 months | April / September | Fridays & Saturdays |
| **LANGUAGE** | **ECTS** | **TUITION FEE** | |
| English / Spanish | 30 | EUR 2600 EUR (EEA & non-EEA students) | |

# Participate in an International Business Experience

As a global MBA programme, UBI partners with top institutions such as the London School of Economics and Babson College to deliver a week-long International Business Experience for all participants.

The International Business Experience is an invaluable element of the MBA programme which complements the students' learning through workshops provided by these prestigious academic institutions and first-hand exposure of the inner workings of international companies thanks to UBI Business School's corporate partners. This element of the programme is included within the MBA tuition fees (excluding flights and accommodation).

Beyond this unique experience, UBI also offers students opportunities to participate in optional business immersion trips to Singapore or Shanghai.

In April 2026, MBA students visited London (UK), engaging in corporate visits and a three-day visit al London School of Economics. Some organizations visited are:

| | |
|---|---|
| **AmTrust International**<br>Insurance · Financial Services | **Lloyd's of London**<br>Insurance & Reinsurance Market |
| **ENGIE UK**<br>Energy · Utilities & Transition | **London School of Economics**<br>3-Day Academic Residency · LSE |
| **Innocence Project UK (Cardiff University)**<br>Law · Social Justice | **Legal London**<br>Legal Services · UK Law |

## OUR ONGOING COMMITMENT TO RESPONSIBLE BUSINESS EDUCATION

UBI Business School is a PRME Member (Principles For Responsible Management Education), underscoring the dedication to shaping future leaders who prioritise ethical and sustainable practices. This affiliation reflects the school's ongoing efforts to integrate responsible management principles into its curriculum, fostering a holistic approach to education that transcends traditional boundaries.

As a UN PRME member, the school joins a global network of institutions devoted to advancing the values of social responsibility, ethics, and sustainability in education. This membership represents a significant stride in the journey to equip students with the knowledge and skills needed to navigate a complex and interconnected world responsibly.

# Profile of participants

The programme attracts globally diverse cohorts of managers and entrepreneurs who wish to broaden their knowledge of business practices, re-orientate their career, or update their management knowledge with a forward-thinking international focus. Participants are expected to be passionate about the opportunities that digitalisation, globalisation, and elements of good citizenship bring towards their everchanging business environment.

AVERAGE AGE

**36**
YEARS OLD

UNDERGRADUATE DEGREE FROM

**30+** AREAS OF STUDIES

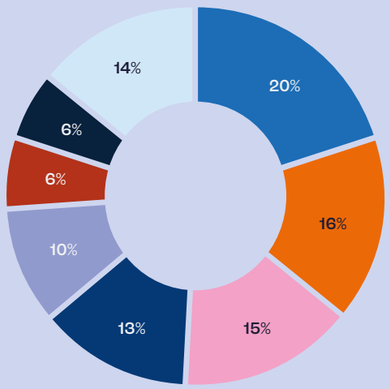
**40%**
FEMALE

AVERAGE WORK EXPERIENCE

**11**
YEARS

**40+**
DIFFERENT NATIONALITIES

Academic Backgrounds




- Business
- Economics / Finance
- Social Sciences and Humanities
- Engineering
- Technology
- Legal
- Science
- Other

*Data from 2023-2024 academic year*

# Our Alumni

**60+**
Different Nationalities

**2000+**
Alumni Community

**98%**
Employed within 6 months of graduation

Data from 2015-2023 graduates

## Employers Upon Graduation

Alumni have gone on to work at some of the world's most recognised organisations, including:

- HP, Zoom, TikTok, Cisco, Sony, Philips
- Chanel, Levi's, L'Oréal, Fujitsu, Le Creuset
- Deloitte, KPMG, EY, McKinsey & Company
- Reckitt, BNP Paribas, Volkswagen, Toyota, P&G
- AstraZeneca, Star Alliance, European Commission

## MBA Graduates Job Positions

EXECUTIVE

- Deputy CEO
- Chief Financial Officer
- Vice-president

DIRECTOR

- Regional Director
- Sales Director
- Finance Director
- Head of PR
- Head of Quality
- Director of Marketing & Communication

MANAGER & BEYOND

- Senior Manager
- Associate Partner
- Investment Associate
- Entrepreneur
- Associate Director

# Corporate Partner Network

UBI Business School continuously establishes partnerships with international companies across a wide variety of industries. These collaborations have brought about a plethora of opportunities for our students including: internship & job opportunities, scholarships, guest lectures, company site visits, invitation to corporate events, customised short courses, corporate mentorships, etc.

| | | |
|---|---|---|
| **Microsoft**<br>Technology · Software & Cloud | **Amazon**<br>E-commerce · Cloud (AWS) | **Publicis Commerce**<br>Marketing & Advertising |
| **Starr Insurance Companies**<br>Insurance & Investment | **Wolverine Worldwide**<br>Manufacturing & Footwear | **BECI**<br>Business Network & Advocacy |
| **Odoo**<br>Enterprise Software (ERP/CRM) | **ASEAN Cham EU**<br>Chamber of Commerce · ASEAN–EU | **Puratos**<br>Food Industry (B2B FMCG) |
| **ProMendoza Argentina**<br>Trade & Investment Promotion · Argentina | **SolarPower Europe**<br>Energy · EU Association | **New European Bauhaus**<br>EU Innovation Initiative |

# Academic Partner Network

UBI Business School is committed to providing the best academic experiences to its students through partnerships and collaborations with prominent universities and institutions around the world. These partnerships allow our students to benefit from semesters abroad, overseas business experiences, summer courses and internship opportunities in academia.

| | | |
|---|---|---|
| **LSE IDEAS**<br>Think Tank · London School of Economics | **Babson College**<br>Entrepreneurship · USA | **IIM Indore**<br>Business School · India (Top IIM) |
| **Chinese University of Hong Kong (CUHK)**<br>Business School · Hong Kong | **Porto Business School**<br>Business School · Portugal | **Clark University**<br>Liberal Arts & Business · USA |
| **Universidad Nebrija**<br>University · Madrid, Spain | **Tecnológico de Monterrey**<br>Business School · Mexico | **Universidad de San Andrés**<br>Business School · Argentina |
| **Universidad del Desarrollo**<br>Private University · Chile | **SUSS (Singapore University of Social Sciences)**<br>University · Singapore | **Higher Education Academy (AdvanceHE)**<br>HE Quality Body · UK |

# Become a UBI member today

## ADMISSION PROCESS

1. Online application (free)
2. 500-word essay submission
3. Attend an on-campus or online interview if selected
4. Admission offer

Candidates can apply to UBI at any point throughout the year.

## DEGREE REQUIREMENTS

- ☑ Undergraduate degree with at least 5 years of professional experience. Outstanding candidates with 3 years of experience may also apply.
- ☑ Proof of command of English (usually IELTS 6.0 or TOEFL iBT 4; 72 on the old scale)
- ☑ Two reference letters

## APPLICATION PROCESS FOR INTERNATIONAL STUDENTS

We welcome students from around the world and support them throughout the visa application process. Visa applications can be complex and may require significant processing time. To study at our main campus in Brussels, students should follow the steps below:

1. Successful admission to UBI
2. Payment of semester tuition fees
3. Receipt of official UBI registration certificate
4. Provide proof of means of subsistence
5. Application for study/ ”D” visa

## UBI SCHOLARSHIPS – SUPPORTING YOUR ACADEMIC JOURNEY

UBI offers a range of scholarships and tuition incentives to recognise academic excellence, promote inclusion, and support access to international education. All scholarships are subject to admission, formal requirements, and committee approval. Full details are available at ubi.edu. Key scholarships include:

- Merit Based
- Global Inclusion
- Refugee Status
- Family-based
- Special Group
- Corporate Scholarships

## EXTENDED INSTITUTIONAL RECOGNITION – EFMD

EFMD GLOBAL MEMBER

UBI is a full member of the EFMD, a globally recognised accreditation body dedicated to enhancing excellence in management education and development. With a network of 30,000 management professionals from academia, business, public service, and consultancies, EFMD plays a central role in shaping the global approach to management education and provides a unique forum for information, research, networking, and debate on innovation and best practice. This membership is a testament to UBI’s adherence to the highest standards of academic rigour, continuous improvement, and internationalisation.

EOCCS CERTIFIED

UBI’s online learning is EOCCS-certified by EFMD Global (2025–2028), making UBI one of only 16 institutions worldwide with EOCCS-certified courses. In the MBA, the certified course is Integrative Management, the programme’s capstone, confirming the quality and consistency of its online design and delivery. Students experience that learning through HyFlex, UBI’s signature delivery model: the same live class, on campus or online.

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Apply now or scan the QR code to learn more

ubi.edu