



AMBA Self Assessment Form

Before completing this document, please ensure you have a copy of the current AMBA [accreditation criteria](#) and check to make sure the programmes for which you seek accreditation meet every criterion listed.

Further information to assist you in the completion of the SAF is available in the accompanying 'Notes on the Completion of the Self Assessment Form' document. This document clearly explains the data tables and how to complete them.

Please complete all details requested in the SAF in full. Incomplete forms may cause a delay in commencing your review. It is essential that all tables are completed in the standard template provided, unless indicated. If you have any questions about completing the documentation, please contact the Accreditation representative assisting your School.

You are only required to complete 'The Institution' section once per application; please then complete a new 'The Programme' section for each programme seeking accreditation which is delivered by the Institution, including different delivery modes or locations.

CONTACT INFORMATION

School Name	IE Business School							
School Address	Calle de Maria de Molina 11, 13, 15, Madrid, Spain 28006							
Additional Campuses	IE University, Calle Cardenal Zúñiga, 12, Segovia, Spain 40003							
School Website	https://www.ie.edu/							
MBA Website(s)	https://www.ie.edu/business-school/							
Head of Institution	Name	Martin Boehm	Role	Dean	Email	Martin.Boehm@ie.edu	Telephone	915 68 96 00
Head of Accreditation	Name	Veronica Messina	Role	Director of Operations	Email	Veronica.Messina@ie.edu	Telephone	915 68 96 00
MBA Director(s)	Name	Marta Perez	Role	Dean's Office Director	Email	Marta.Perez@ie.edu	Telephone	915 68 96 00

THE INSTITUTION

KEY PRINCIPLE 1: THE PORTFOLIO

Complete the table for all MBA programmes offered by the Institution, and any other programmes seeking accreditation (Criterion 1.1)

Programme Name	Type	Primary Delivery Mode	Location	Duration (Months)	Start / End Date (Month)	Cost	Language
MIM	MBM	FT	Madrid	10	Sept/July Feb/Dec	38.200€	English/Spanish
International MBA	MBA	FT	Madrid	10	Sept/July Jan/Dec	72.200€	English/Spanish
Executive MBA	MBA	Blended	Madrid/Blended	15	Sept/Dec March/July	61,200€	English
Executive MBA	MBA	Blended	Madrid/Blended	13	Oct/Dec May/July	51.200€	Spanish
Executive MBA	MBA	PT	Madrid	10	Oct/July Feb/Dec	51.200€	Spanish
Global Online MBA	MBA	Blended	Madrid/Blended	17	Sept/Dec Feb/July	51,200€	English
Global Executive MBA	MBA	Blended	Madrid/London/ Singapore/ Los Angeles	15	May/Dec Oct/July	81,200€	English
IE-Brown Executive MBA	MBA	Blended	Madrid/Providence	15	May/July	\$135,000 USD	English
IE-SMU Executive MBA	MBA	Blended	Madrid/Singapore	13	Nov/Dec	\$78,110 SGD	English

KEY PRINCIPLE 2: INSTITUTIONAL INTEGRITY, SUSTAINABILITY & DISTINCTIVENESS

- a. Provide the mission statement for the institution (Criterion 2.1a)

IE Business School is a global and diverse hub for business education, with a solid entrepreneurial culture and a distinctive capacity for innovation. Its wide and diversified programme portfolio and research addresses the learning and development needs of individuals and companies, blending pedagogy and technology, and integrating management with the humanities to prepare complete managers.

- b. Briefly outline the headline strategy for the institution (Criterion 2.1b)

The strategy and purpose of IE Business School programmes evolves in tandem with IE's overall mission. It is based on the same pillars of academic excellence, innovation and entrepreneurship, internationalization, diversity, contribution to society, and sustainability. IE Business School's approach is strengthened and built on four key focus key areas: innovation, outreach and impact expansion, quality management and the student experience.

- c. Paste the institutional organisation chart below (Criterion 2.1c) - **Attached separately in supporting documents Annex 1**

- d. Institutional Status (Criterion 2.1d)

- Nature (e.g. private, public, profit/not for profit), degree-awarding status, year of foundation etc. (statement)

IE Business School is an independent, not-for-profit business school with campuses in Madrid and Segovia, Spain. IE belongs to a strategic cluster of prominent European business schools characterised by academic offerings comprised of Master's Degree Programmes, a Bachelor in Business Administration, and Executive Education. IE also runs PhD and DBA Programmes. The Institution was originally founded in 1973.

- i. Include headline institutional financial statements for the most recent financial year (paste below or appendix)

Type	Real 2018 - 2019 (Euros)
Master Programmes	119.720.907,75 €
Undergrad Programmes	57.442.580,80 €
Executive Education	13.870.293,87 €
Fundraising	- €
Other Revenues	11.943.708,60 €
TOTAL REVENUES	202.977.491,02 €
Salaries	67.937.806,47 €
Campus Facilities/ I.T./ Administration	27.749.978,40 €
External Relations	41.685.471,28 €
Executive Education	4.208.804,02 €
Research & Programme expenses	33.728.131,48 €
Over heads	5.263.557,40 €
Depreciation	7.914.989,48 €
TOTAL COSTS	188.488.738,53 €
FINAL BALANCE	14.488.752,49 €
INVESTMENTS	8.772.347,17 €

ii. Complete the table below for all programmes awarded by the Institution (Last complete academic year: Fall 2018/Spring 2019)

Programme Name	Type	Year of Creation	Applications	Enrolled Students (2018-2019)	Degrees Conferred (July 1, 2018 - June 30, 2019)
Bachelor in Business Administration	Undergraduate	2009	1323	414 (<i>beginning 1st year of study</i>)	311 (<i>4th year students</i>)
Master in Management	Pre-Experience Master	2008	1735	620	573
Master in Finance	Post-Experience Master	2008	303	66	82
Master in Advanced Finance	Post-Experience Master	2009	62	20	30
Global Master in Finance	Post-Experience Master	2012	34	13	9
Executive Master in Finance	Post-Experience Master	1978	36	18	11
International MBA	MBA	1983	1995	665	690
Executive MBA	MBA	2002	465	220	292
Global MBA	MBA	2006	405	142	223
Global Executive MBA	MBA	2001	122	49	58
IE-SMU Executive MBA	MBA	2014	42	27	25
IE-Brown Executive MBA	MBA	2011	97	39	39
DBA	Doctorate	2006	53	8	8 (expected)
PhD	Doctorate	2004	42	4	4 (expected)

Please note: MIM/International MBA/Executive MBA/Global MBA/Global Executive MBA – these programs have two separate intakes per academic year, one Fall Intake and one Spring Intake. IE's Full time (MIM/IMBA/Executive MBA Part time) programs have a duration of 10 months. IE's other Part time programs have a duration ranging from 13 – 17 months. IE's Bachelor of Business Administration, DBA and PhD programs have a 4-year minimum duration.

e. Please complete the table for executive education programmes offered by the institution (Criterion 2.1h)

Type of Executive Education	Number of Students	Academic Year
Open On Campus Enrolment	1953	September 2018 - September 2019
Custom On Campus ExecEd	6862	September 2018 - September 2019
Online-Only ExecEd	394	September 2018 - September 2019

f. Complete the table below to demonstrate any substantial investment in institutional resources over the last three years (Criterion 2.2)

Type	2017-18	2018-19	2019-20 (Forecast)
New buildings	3.246.529,09 €	1.476.507,00 €	17.918.155,98 €
Refurbishment (Campus Renovations)	1.309.616,82 €	1.540.287,50 €	1.278.227,00 €
Library & Learning Resources	379.860,70 €	788.755,63 €	999.882,92 €
ICT / Virtual Learning Environment	5.130.815,51 €	4.518.224,32 €	9.396.221,00 €
Business Innovation	718.234,03 €	448.572,72 €	451.630,00 €

KEY PRINCIPLE 3: FACULTY QUALITY & SUFFICIENCY

a. Complete the table below for all faculty at the institution (Criterion 3.4)

Full time Faculty List:

ID	Nationality	Gender	Status	Age	Highest Academic Qualification	Areas of Professional Expertise	Years of Experience at IE
297	SPAIN	Female	Full time	36	Doctorate	Economics	6
298	FINLAND	Female	Full time	40	Doctorate	Organisational Behaviour/HR	2
299	SPAIN	Female	Full time	34	Doctorate	Entrepreneurship	4
300	FRANCE	Male	Full time	54	Doctorate	Information Systems	9
301	USA	Female	Full time	38	Doctorate	Accounting & Mgmt Control	3
302	VENEZUELA	Male	Full time	65	Doctorate	Operations & Technology	18
303	ALBANIA	Female	Full time	38	Doctorate	Accounting & Mgmt Control	6
304	ITALY	Male	Full time	32	Doctorate	Accounting & Mgmt Control	1
305	SPAIN	Male	Full time	51	Doctorate	Operations & Technology	4
306	GREECE	Male	Full time	38	Doctorate	Law	1
307	GREECE	Male	Full time	39	Doctorate	Marketing	8
308	FINLAND	Male	Full time	40	Doctorate	Operations & Technology	9
309	TURKEY	Female	Full time	43	Doctorate	Marketing	4
310	BELGIUM	Male	Full time	44	Doctorate	Law	8
311	USA	Male	Full time	34	Doctorate	Strategy	5
312	HOLLAND	Male	Full time	33	Doctorate	Accounting & Mgmt Control	3
313	AUSTRIA	Female	Full time	39	Doctorate	Organisational Behaviour/HR	2
314	CHINA	Male	Full time	33	Doctorate	Organisational Behaviour/HR	1
315	USA	Male	Full time	39	Doctorate	Entrepreneurship	1
316	GERMANY	Male	Full time	52	Doctorate	Strategy	16
317	ITALY	Female	Full time	43	Doctorate	Strategy	9
318	SPAIN	Female	Full time	56	Doctorate	Organisational Behaviour/HR	14
319	FINLAND	Female	Full time	46	Doctorate	Law	9

320	SPAIN	Female	Full time	44	Doctorate	Entrepreneurship	14
321	SPAIN	Female	Full time	57	Doctorate	Organisational Behaviour/HR	31
322	UK	Male	Full time	43	Doctorate	Entrepreneurship	2
323	USA	Male	Full time	41	Doctorate	Entrepreneurship	1
324	AUSTRALIA	Male	Full time	38	Doctorate	Strategy	8
325	SPAIN	Male	Full time	49	Doctorate	Economics	11
326	SWITZERLAND	Male	Full time	53	Doctorate	Operations & Technology	12
327	URUGUAY	Male	Full time	35	Doctorate	Finance	5
328	USA	Male	Full time	45	Doctorate	Humanities	5
329	UK	Male	Full time	49	Doctorate	Humanities	11
330	BRAZIL	Male	Full time	43	Doctorate	Marketing	9
331	SPAIN	Male	Full time	54	Doctorate	Marketing	16
332	ROMANIA	Female	Full time	31	Doctorate	Accounting & Mgmt Control	3
333	GRECIA	Male	Full time	34	Doctorate	Operations & Technology	3
334	COLOMBIA	Male	Full time	76	Doctorate	Organisational Behaviour/HR	13
335	SPAIN	Male	Full time	54	Doctorate	Information Systems	19
336	GERMANY	Male	Full time	50	Doctorate	Marketing	11
337	GREECE	Male	Full time	40	Doctorate	Global & Public Affairs	5
338	ITALY	Male	Full time	48	Doctorate	Finance	6
339	ITALY	Male	Full time	48	Doctorate	Operations & Technology	16
340	USA	Female	Full time	64	Doctorate	Economics	17
341	CHINA	Male	Full time	36	Doctorate	Finance	5
342	SPAIN	Male	Full time	52	Doctorate	Marketing	21
343	SPAIN	Male	Full time	55	Doctorate	Organisational Behaviour/HR	16
344	SPAIN	Female	Full time	62	Doctorate	Economics	7
345	INDIA	Male	Full time	32	Doctorate	Operations & Technology	1
346	SOUTH KOREA	Female	Full time	43	Doctorate	Marketing	8
347	GERMANY	Female	Full time	30	Doctorate	Strategy	1
348	ARGENTINA	Male	Full time	39	Doctorate	Entrepreneurship	8

349	PORTUGAL	Male	Full time	49	Doctorate	Information Systems	15
350	SPAIN	Male	Full time	47	Doctorate	Strategy	17
351	SPAIN	Male	Full time	56	Doctorate	Organisational Behaviour/HR	20
352	SPAIN	Male	Full time	50	Doctorate	Finance	15
353	SPAIN	Male	Full time	64	Doctorate	Finance	31
354	USA	Male	Full time	60	Doctorate	Entrepreneurship	8
355	INDIA	Male	Full time	45	Doctorate	Information Systems	9
356	GREECE	Female	Full time	31	Doctorate	Information Systems	3
357	INDIA	Female	Full time	35	Doctorate	Organisational Behaviour/HR	6
359	SPAIN	Female	Full time	51	Doctorate	Finance	18
360	URUGUAY	Female	Full time	46	Doctorate	Economics	10
361	MEXICO	Male	Full time	61	Doctorate	Operations & Technology	20
362	SPAIN	Male	Full time	43	Doctorate	Strategy	10
363	LUXEMBOURG	Male	Full time	51	Doctorate	Finance	1
364	ITALY	Male	Full time	44	Doctorate	Operations & Technology	6
365	ITALY	Male	Full time	47	Doctorate	Strategy	3
366	ITALY	Male	Full time	52	Doctorate	Accounting & Mgmt Control	16
367	SPAIN	Female	Full time	55	Doctorate	Organisational Behaviour/HR	20
368	SPAIN	Female	Full time	54	Doctorate	Organisational Behaviour/HR	19
369	SPAIN	Female	Full time	45	Doctorate	Negotiation	17
370	SPAIN	Female	Full time	62	Doctorate	Organisational Behaviour/HR	38
371	SPAIN	Female	Full time	42	Doctorate	Organisational Behaviour/HR	12
372	SPAIN	Female	Full time	48	Doctorate	Strategy	23
373	SPAIN	Female	Full time	55	Doctorate	Operations & Technology	19
374	SPAIN	Female	Full time	46	Doctorate	Accounting & Mgmt Control	14
375	SPAIN	Female	Full time	60	Doctorate	Economics	7
376	SPAIN	Female	Full time	60	Doctorate	Marketing	33
377	ITALY	Male	Full time	37	Doctorate	Strategy	4
378	GERMANY	Male	Full time	41	Doctorate	Marketing	13

379	ITALY	Female	Full time	39	Doctorate	Strategy	4
380	ITALY	Female	Full time	39	Doctorate	Strategy	5
381	GERMANY	Male	Full time	35	Doctorate	Entrepreneurship	6
382	GERMANY	Male	Full time	40	Doctorate	Operations & Technology	10
383	FRANCE	Female	Full time	37	Doctorate	Strategy	9
384	RUSSIA	Male	Full time	39	Doctorate	Finance	10
385	CANADA	Female	Full time	36	Doctorate	Entrepreneurship	2
386	FINLAND	Male	Full time	49	Doctorate	Operations & Technology	5
387	HUNGARY	Female	Full time	47	Doctorate	Organisational Behaviour/HR	14
388	URUGUAY	Female	Full time	43	Doctorate	Economics	3
389	LITHUANIA	Female	Full time	35	Doctorate	Human Sciences	7
390	GERMANY	Female	Full time	45	Doctorate	Global & Public Affairs	3
391	ITALY	Female	Full time	32	Doctorate	Strategy	1
392	SWITZERLAND	Male	Full time	59	Doctorate	Entrepreneurship	11
393	SPAIN	Female	Full time	42	Doctorate	Economics	11
394	SPAIN	Male	Full time	41	Doctorate	Finance	12
395	AUSTRALIA	Male	Full time	62	Doctorate	Entrepreneurship	10
396	TUNISIA	Female	Full time	45	Doctorate	Entrepreneurship	16
397	SPAIN	Male	Full time	69	Doctorate	Economics	27
398	ROMANIA	Female	Full time	35	Doctorate	Accounting & Mgmt Control	3
399	SPAIN	Male	Full time	53	Doctorate	Marketing	19
400	GERMANY	Male	Full time	46	Doctorate	Accounting & Mgmt Control	6
401	PORTUGAL	Male	Full time	53	Doctorate	Accounting & Mgmt Control	4
402	SPAIN	Male	Full time	48	Doctorate	Human Sciences	21
403	SPAIN	Male	Full time	61	Doctorate	Information Systems	18
404	INDIA	Male	Full time	40	Doctorate	Accounting & Mgmt Control	8
405	ROMANIA	Male	Full time	44	Doctorate	Accounting & Mgmt Control	6
406	EGYPT	Female	Full time	35	Doctorate	Entrepreneurship	6
407	NETHERLANDS	Female	Full time	37	Doctorate	Marketing	1

408	FRANCE	Male	Full time	42	Doctorate	Accounting & Mgmt Control	2
409	USA	Male	Full time	70	Doctorate	Accounting & Mgmt Control	5
410	IRAN	Male	Full time	34	Doctorate	Finance	2
Total 113	Ratio Ntl/Intl 34:79	Ratio F/M 45:68	Total FT 113	Average 46	% PhD 100%		Average 10

b. Complete the table below for all faculty at the institution (Criterion 3.4)

Adjunct Faculty List:

ID	Nationality	Gender	Status	Age	Highest Academic Qualification	Areas of Professional Expertise	Years of Experience at IE
1	Spain	Female	Part time	57	Doctorate	Marketing	14
2	USA	Male	Part time	57	Master	Finance	3
3	Spain	Male	Part time	65	Doctorate	Marketing	10
4	Pakistan	Male	Part time	35	Master	Entrepreneurship	1
5	Spain	Female	Part time	48	Master	Entrepreneurship	4
6	Spain	Male	Part time	75	Master	Finance	30
7	Spain	Female	Part time	47	Master	Negotiation	13
8	Spain	Male	Part time	43	Master	IT	2
9	Spain	Male	Part time	40	Bachelor	Marketing	3
10	Spain	Male	Part time	39	Master	Entrepreneurship	3
11	Spain	Female	Part time	50	Master	Finance	12
12	Poland	Male	Part time	35	Master	Operations	5
13	Spain	Female	Part time	49	Master	Entrepreneurship	11
14	Ireland	Male	Part time	46	Master	Humanities	3

15	Spain	Male	Part time	53	Master	IT	18
16	Spain	Female	Part time	57	Master	Marketing	5
17	Spain	Male	Part time	42	Master	Entrepreneurship	8
18	Spain	Male	Part time	60	Master	Human Resources	27
19	Spain	Male	Part time	43	Master	Negotiation	-1
20	United Kingdom	Male	Part time	40	Doctorate	IT	3
21	Spain	Female	Part time	43	Doctorate	Finance / Accounting	11
22	Spain	Male	Part time	55	Master	IT	19
23	Spain	Male	Part time	54	Master	Human Resources	16
24	Spain	Male	Part time	37	Master	Marketing	6
25	Spain	Male	Part time	58	Doctorate	Human Resources	9
26	USA	Female	Part time	43	Master	Human Resources	9
27	Spain	Female	Part time	47	Master	Finance	20
28	France	Female	Part time	41	Master	IT	2
29	USA	Male	Visiting	63	Doctorate	Accounting	17
30	Spain	Male	Part time	57	Master	IT	9
31	Spain	Male	Part time	60	Doctorate	Human Resources	7
32	Spain	Male	Part time	66	Doctorate	Operation Management	4
33	Spain	Female	Part time	49	Master	Human Resources	9
34	Spain	Male	Visiting	50	Doctorate	Economic Environment	23
35	Spain	Male	Part time	48	Master	Strategy	11
36	Spain	Male	Part time	60	Master	Marketing	6
37	Spain	Male	Part time	57	Master	IT	18
38	Spain	Male	Part time	46	Master	IT	2
39	Spain	Male	Part time	60	Doctorate	Operation Management	28
40	USA	Male	Part time	57	Doctorate	Entrepreneurship	5

41	Spain	Male	Part time	43	Master	Human Resources	4
42	Netherlands	Male	Visiting	51	Doctorate	Operations	12
43	USA	Female	Visiting	64	Doctorate	Human Resources	8
44	United Kingdom	Male	Visiting	67	Doctorate	Economic Environment	10
45	Spain	Male	Part time	55	Master	Marketing	12
46	Spain	Male	Part time	58	Master	Operation Management	3
47	Spain	Male	Part time	58	Doctorate	Human Resources	7
48	Spain	Male	Part time	52	Master	Entrepreneurship	10
49	Spain	Male	Part time	59	Doctorate	Strategy / Entrepreneurship	10
50	Argentina; Spain	Male	Part time	58	Master	Marketing	27
51	United Kingdom	Female	Part time	34	Master	Languages	3
52	Spain	Male	Part time	56	Bachelor	IT	5
53	Spain	Male	Part time	48	Master	Human Resources	3
54	Spain	Male	Part time	43	Master	IT	6
55	Spain	Male	Part time	46	Doctorate	IT	15
56	Spain	Female	Part time	47	Master	Negotiation	8
57	Spain	Male	Part time	64	Master	Operation Management	20
58	Spain	Male	Part time	36	Master	Operations	7
59	Spain	Male	Part time	45	Master	IT	3
60	Spain	Male	Part time	56	Master	Marketing	11
61	Spain	Male	Part time	54	Master	Economic Environment	20
62	USA	Male	Part time	56	Doctorate	Strategy	15
63	Spain	Female	Part time	43	Master	Accounting	12
64	Spain	Male	Part time	43	Master	Entrepreneurship	11
65	Egypt	Male	Part time	49	Master	Marketing	4
66	Spain	Female	Part time	54	Master	Marketing	10

67	Spain	Male	Part time	50	Bachelor	Finance	3
68	Spain	Male	Part time	52	Master	Entrepreneurship	12
69	Peru	Female	Part time	33	Master	Entrepreneurship	1
70	Italy	Male	Visiting	46	Doctorate	Strategy	9
71	Pakistan	Female	Part time	40	Master	Operation Management	10
72	Spain	Male	Part time	52	Bachelor	Operation Management	12
73	Spain	Male	Part time	35	Master	Strategy	1
74	Spain	Male	Visiting	54	Doctorate	Accounting	15
75	Spain	Male	Part time	38	Master	Human Resources	5
76	Spain	Male	Part time	53	Master	Accounting	18
77	USA	Male	Visiting	58	Doctorate	Strategy	2
78	USA	Female	Part time	48	Master	Languages	7
79	Spain	Male	Part time	46	Master	Marketing	17
80	Spain	Female	Part time	37	Doctorate	Entrepreneurship	9
81	Spain	Male	Part time	48	Master	IT	2
82	Spain	Male	Part time	51	Master	Finance	12
83	Hungary	Male	Part time	40	Master	Entrepreneurship	4
84	Spain	Female	Part time	52	Bachelor	Marketing	6
85	Spain	Male	Part time	52	Master	Finance	10
86	Spain	Male	Part time	49	Doctorate	Strategy	7
87	Spain	Male	Part time	48	Doctorate	Marketing	13
88	Spain	Male	Part time	48	Master	Accounting	14
89	Spain	Female	Part time	53	Master	Human Resources	12
90	Spain	Male	Part time	62	Doctorate	Strategy	20
91	Spain	Male	Part time	50	Master	IT	2
92	Italy	Male	Part time	57	Master	Strategy	13

93	Spain	Male	Part time	54	Master	Finance	7
94	Spain	Male	Part time	66	Doctorate	Operation Management	16
95	Spain	Female	Part time	56	Master	Entrepreneurship	15
96	Spain	Female	Part time	54	Doctorate	Human Resources	14
97	Poland	Female	Part time	38	Master	Human Resources	5
98	Spain	Male	Part time	44	Master	Operation Management	3
99	Spain	Male	Part time	44	Master	IT	2
100	Spain	Male	Part time	40	Master	Strategy	2
101	Spain	Female	Part time	45	Master	IT	6
102	Spain	Male	Part time	55	Master	Accounting	15
103	Spain	Male	Part time	40	Doctorate	Marketing	1
104	Mexico	Male	Part time	48	Master	Architecture	8
105	Spain	Male	Part time	43	Doctorate	Human Sciences and Technology	2
106	Russia	Male	Part time	38	Master	Human Resources	5
107	Spain	Female	Part time	58	Doctorate	Operations	10
108	USA	Male	Part time	37	Master	IT	1
109	Ireland	Male	Part time	48	Master	Entrepreneurship	6
110	Germany	Female	Part time	39	Master	Human Sciences and Technology	5
111	Spain	Male	Part time	47	Master	Operation Management	5
112	Spain	Female	Part time	50	Bachelor	Accounting	17
113	Spain	Male	Part time	46	Doctorate	Operation Management	5
114	Spain	Female	Part time	50	Master	Human Resources	3
115	Spain	Male	Part time	59	Doctorate	Law	3
116	France	Male	Part time	37	Master	Entrepreneurship	1
117	Spain	Female	Part time	45	Master	Finance	13
118	Spain	Male	Part time	58	Doctorate	Finance	15

119	United Kingdom	Male	Part time	40	Master	Marketing	4
120	USA	Male	Part time	55	Doctorate	Accounting	13
121	Spain	Male	Part time	46	Doctorate	Finance / Accounting	11
122	Mexico	Male	Part time	63	Doctorate	Economic Environment	7
123	Spain	Female	Part time	50	Bachelor	Human Resources	20
124	Mexico	Male	Part time	42	Master	IT	1
125	USA	Male	Part time	53	Doctorate	Strategy	11
126	Spain	Male	Part time	45	Master	IT	6
127	Spain	Female	Part time	47	Master	Marketing	2
128	United Kingdom	Male	Part time	40	Master	IT	-1
129	USA	Male	Part time	61	Master	Entrepreneurship	1
130	Spain	Male	Part time	53	Doctorate	Finance	1
131	Spain	Male	Part time	45	Bachelor	Entrepreneurship	2
132	Spain	Male	Part time	43	Master	Marketing	3
133	USA	Male	Part time	51	Master	Marketing	6
134	Italy	Female	Part time	38	Master	Economic Environment	5
135	Spain	Male	Part time	41	Master	Entrepreneurship	1
136	Spain	Male	Part time	40	Master	Entrepreneurship / IT	7
137	Spain	Male	Part time	55	Doctorate	Strategy	9
138	Spain	Male	Part time	45	Bachelor	Human Sciences and Technology	1
139	Spain	Male	Part time	37	Master	Operation Management	1
140	Spain	Male	Part time	53	Master	Law	20
141	Spain	Male	Part time	45	Bachelor	Operations	19
142	Spain	Female	Part time	45	Master	Operations	5
143	Spain	Male	Part time	42	Master	IT	1
144	Spain	Female	Part time	50	Master	Marketing	17

145	Spain	Male	Part time	51	Master	Accounting	15
146	Spain	Female	Part time	41	Bachelor	Finance	-1
147	Spain	Male	Part time	46	Master	Finance	9
148	Denmark	Male	Part time	62	Master	Finance / Economical Environment	19
149	Spain	Female	Part time	40	Master	Finance	-1
150	United Kingdom	Male	Part time	44	Doctorate	Human Resources	2
151	Spain	Female	Part time	47	Bachelor	Strategy	1
152	USA	Male	Part time	43	Master	Economic Environment	1
153	Spain	Female	Part time	42	Master	Human Resources	13
154	Spain	Male	Part time	46	Master	Finance	10
155	United Kingdom	Female	Part time	43	Doctorate	Human Resources	13
156	Spain	Male	Part time	50	Doctorate	Human Sciences and Technology	7
157	Spain	Male	Part time	46	Doctorate	Economic Environment	6
158	Spain	Male	Part time	58	Master	IT	2
159	Spain	Male	Part time	45	Doctorate	Operation Management	6
160	Spain	Male	Part time	51	Master	Operation Management	5
161	Spain	Male	Part time	59	Doctorate	Marketing	14
162	Spain	Female	Part time	57	Bachelor	Human Resources	8
163	Spain	Female	Part time	47	Master	Human Sciences and Technology	2
164	Spain	Male	Part time	42	Master	IT	2
165	Spain	Female	Part time	52	Master	Marketing	6
166	Spain	Male	Part time	59	Master	Finance	6
167	Spain	Male	Part time	45	Master	Strategy	-1
168	Spain	Male	Part time	35	Master	Marketing	1
169	Spain	Male	Part time	53	Master	Strategy	9
170	Spain	Male	Part time	55	Doctorate	Finances	15

171	Spain	Male	Part time	43	Master	Human Sciences and Technology	1
172	Spain	Male	Part time	48	Master	Human Sciences and Technology	2
173	Spain	Female	Part time	45	Master	Accounting	4
174	Spain	Female	Part time	54	Master	Human Resources	9
175	Spain	Male	Part time	54	Doctorate	Operation Management	6
176	Spain	Female	Part time	46	Bachelor	Human Sciences and Technology	3
177	Spain	Male	Part time	44	Master	IT	8
178	Spain	Male	Part time	54	Master	Operation Management	12
179	Spain	Male	Part time	49	Bachelor	Human Resources	14
180	Spain	Male	Part time	37	Master	Law	3
181	Spain	Male	Part time	38	Master	IT	-1
182	Spain	Male	Part time	49	Master	Human Resources	15
183	USA	Male	Part time	46	Bachelor	Entrepreneurship	5
184	Spain	Male	Part time	41	Doctorate	Economic Environment	7
185	Spain	Male	Part time	63	Master	Finance	10
186	Spain	Female	Part time	48	Master	Marketing	4
187	Spain	Male	Part time	44	Doctorate	Strategy	9
188	Spain	Male	Part time	57	Master	Strategy	20
189	Spain	Male	Part time	61	Master	Operation Management	28
190	Spain	Male	Part time	39	Doctorate	Human Sciences and Technology	2
191	Spain	Male	Part time	49	Bachelor	Operation Management	8
192	Spain	Male	Part time	47	Master	Humanities	12
193	USA	Male	Visiting	61	Doctorate	IT	19
194	Portugal	Male	Visiting	44	Doctorate	Entrepreneurship	9
195	Spain	Male	Part time	54	Bachelor	IT	2
196	Spain	Female	Part time	55	Master	Human Resources	13

197	Spain	Male	Part time	66	Doctorate	Operation Management	19
198	Spain	Male	Part time	52	Master	Marketing	3
199	Spain	Male	Part time	58	Master	Accounting	16
200	Spain	Male	Part time	42	Master	Marketing/IT	5
201	Italy	Male	Part time	36	Master	Finance	-1
202	Netherlands	Female	Part time	59	Master	Human Resources	9
203	Germany	Female	Part time	36	Doctorate	IT	2
204	Spain	Male	Part time	46	Master	Entrepreneurship	6
205	Spain	Male	Part time	64	Master	Finance	11
206	Spain	Male	Part time	50	Master	Entrepreneurship	7
207	Spain	Male	Part time	70	Master	Marketing	29
208	Spain	Male	Part time	61	Bachelor	IT	2
209	Spain	Male	Visiting	63	Doctorate	Economic Environment	28
210	Switzerland	Male	Part time	40	Master	IT	-1
211	Spain	Male	Part time	40	Doctorate	International Relations	5
212	USA	Female	Visiting	46	Doctorate	Human Resources	1
213	Colombia	Male	Part time	37	Master	Finance	1
214	Spain	Female	Part time	49	Doctorate	Operation Management	5
215	Spain	Male	Part time	46	Master	IT	7
216	Spain	Male	Part time	46	Master	Strategy	10
217	Spain	Male	Part time	61	Master	Operation Management	5
218	Switzerland	Male	Visiting	43	Doctorate	Design	5
219	Spain	Female	Part time	45	Master	Finance	9
220	United Kingdom	Male	Part time	41	Doctorate	IT	4
221	Spain	Male	Part time	54	Master	Human Resources	4
222	Spain	Female	Part time	46	Master	Human Sciences and Technology	2

223	Spain	Male	Part time	50	Master	Operation Management	15
224	United Kingdom	Male	Part time	51	Master	Human Resources	8
225	Spain	Female	Part time	33	Master	Human Sciences and Technology	1
226	Germany	Male	Part time	45	Bachelor	IT	2
227	USA	Female	Part time	64	Master	Entrepreneurship	8
228	Spain	Female	Part time	48	Master	Negotiation	6
229	Spain	Male	Part time	47	Master	Operation Management	14
230	Spain	Male	Part time	45	Master	Finance	-1
231	Spain	Male	Part time	48	Bachelor	IT	1
232	Spain	Male	Part time	36	Doctorate	Law	3
233	Spain	Male	Part time	33	Master	Human Sciences and Technology	2
234	Germany	Male	Part time	41	Doctorate	Design	3
235	Spain	Female	Part time	52	Doctorate	Marketing	16
236	Spain	Male	Part time	51	Master	IT	25
237	Spain	Female	Part time	52	Doctorate	Finance	12
238	USA	Male	Part time	62	Doctorate	Entrepreneurship	4
239	Spain	Male	Part time	37	Master	IT	2
240	Venezuela	Male	Part time	53	Master	Marketing	9
241	Spain	Female	Part time	48	Master	Human Resources	8
242	Spain	Female	Part time	55	Doctorate	Human Resources	2
243	Venezuela	Male	Part time	43	Master	Operations Management	11
244	Spain	Female	Part time	40	Master	Human Resources	7
245	Spain	Male	Part time	53	Master	Operations	10
246	France	Male	Part time	46	Master	IT	4
247	Spain	Male	Part time	59	Doctorate	Marketing	12
248	Spain	Male	Part time	45	Master	Finance	5

249	Spain	Female	Part time	54	Bachelor	Human Resources	2
250	Spain	Female	Part time	42	Master	Marketing	6
251	Spain	Female	Part time	45	Master	Human Resources	10
252	Spain	Female	Part time	63	Doctorate	Marketing	14
253	Spain	Male	Part time	51	Bachelor	Operation Management	2
254	Spain	Male	Part time	60	Master	Operation Management	17
255	Argentina	Female	Part time	45	Master	Marketing	1
256	Spain	Male	Part time	44	Master	Entrepreneurship	3
257	Spain	Male	Part time	48	Master	IT	5
258	Spain	Female	Part time	60	Bachelor	Human Resources	6
259	Spain	Male	Part time	79	Bachelor	Marketing	21
260	Spain	Male	Part time	53	Bachelor	Operations	2
261	Spain	Male	Part time	41	Bachelor	Human Resources	1
262	Spain	Male	Part time	46	Master	Strategy	5
263	Spain	Male	Part time	30		Entrepreneurship	6
264	Colombia	Male	Part time	59	Master	Strategy	14
265	Spain	Female	Part time	70	Bachelor	Negotiation	20
266	Spain	Male	Part time	46	Bachelor	Entrepreneurship	5
267	India	Male	Part time	35	Master	Marketing	-1
268	Ireland	Male	Part time	33	Master	Marketing	1
269	Spain	Male	Part time	49	Master	Finance	4
270	Spain	Male	Part time	42	Master	Entrepreneurship	12
271	Spain	Female	Part time	45	Master	Entrepreneurship	12
272	Canada	Male	Part time	46	Doctorate	IT	1
273	Greece	Male	Part time	33	Master	IT	2
274	Honduras	Male	Part time	54	Master	Operations	2

275	Spain	Male	Part time	51	Doctorate	Economic Environment	10
276	Spain	Male	Part time	58	Master	Finance	18
277	Colombia	Male	Part time	36	Master	Human Resources	3
278	United Kingdom	Female	Part time	53	Master	Human Resources	5
279	Spain	Male	Part time	35	Doctorate	Finance	5
280	Spain	Male	Part time	39	Master	Finance	2
281	United Kingdom	Male	Part time	49	Doctorate	Strategy	5
282	Spain	Male	Part time	46	Master	Finance	5
283	Belgium	Male	Part time	60	Doctorate	Strategy	10
284	Spain	Male	Part time	46	Bachelor	Accounting	12
285	Spain	Male	Part time	63	Doctorate	Entrepreneurship	8
286	Spain	Male	Part time	36	Bachelor	Human Sciences and Technology	2
287	Spain	Female	Part time	55	Bachelor	Human Sciences and Technology	9
288	Spain	Male	Part time	57	Master	Strategy	29
289	Spain	Female	Part time	40	Master	Marketing	2
290	Spain	Male	Part time	56	Master	Operation Management	5
291	Germany	Male	Part time	35	Master	Entrepreneurship	3
292	USA	Female	Visiting	52	Doctorate	Human Resources	7
293	USA	Female	Part time	75	Master	Human Resources	14
294	USA	Male	Part time	67	Master	Entrepreneurship	9
295	Spain	Female	Part time	47	Doctorate	IT	12
296	Spain	Male	Part time	46	Doctorate	Operation Management	8
Total: 296	Ratio Ntl/Intl 219:77	Ratio: Male: 73,99% - Female: 26,01%	Visiting: 14 - PT: 282	Average Age: 50	Doctorate: 77 - Master: 186 - University Degree (Bacheor): 32		Average (Years of Experience at IE): 8

c. Complete the table below to demonstrate the highlights of the institution's research outputs over the last three years - maximum 30 (Criterion 3.6)

Complete Research Outputs Data Table found in supporting documents Annex 2

Title	Date	Citations	Author	Name of Publication	Nature of publication					
					JCR				Scimago	
					Impact Factor	5-Impact Factor	Eigenfactor	Journal Ranking	H-index	Journal Ranking
Team familiarity in cardiac surgery operations: The effects of hierarchy and failure on team productivity	2019		Avgerinos E. , Fragkos I., Huang Y.	Human Relations	3.367	4.360	0.00670	Q1	113	Q1
The Co-evolution of Leaders' Cognitive Complexity and Corporate Sustainability: The Case of the CEO of Puma	2019	11	Gröschl S., Gabaldón P., Hahn T.	Journal of Business Ethics	3.796	4.980	0.01778	Q1	147	Q1
White Coats at the Coalface: The Standardizing Work of Professionals at the Frontline	2019		Wilhelm H., Bullinger B. , Chromik J.	Organization Studies	3.543	5.240	0.00789	Q1	130	Q1
The robust multiple-choice multidimensional knapsack problem	2019	1	Caserta M. , Voß S.	Omega-International Journal of Management Science	5.341	6.318	0.00947	Q1	120	Q1
Product portfolio performance in new foreign markets: The EU trademark dual system	2019	8	Barroso A., Giarratana M.S. , Pasquini M.	Research Policy	5.425	7.352	0.01880	Q1	206	Q1

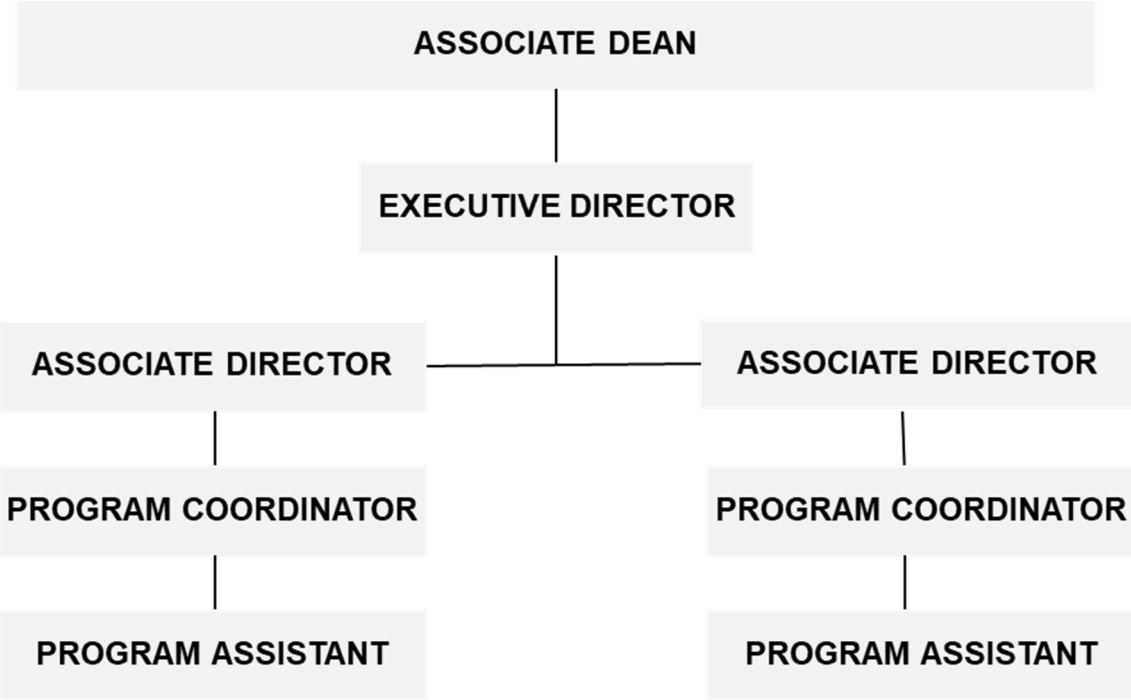
Anchors in Rough Seas: Understanding Category Spanning as a Source of Market Coordination	2019		Montauti M.	Journal of Management Studies	5.839	7.924	0.00873	Q1	158	Q1
Pushing for speed or scope? Pharmaceutical lobbying and Food and Drug Administration drug review	2019	1	Barber B., IV, Diestre L.	Strategic Management Journal	5.572	8.356	0.02715	Q1	253	Q1
When do women make a better table? Examining the influence of women directors on family firm's corporate social performance	2019	4	Cruz C., Justo R., Larraza-Kintana M., Garcés-Galdeano L.	Entrepreneurship: Theory and Practice	6.193	9.547	0.00854	Q1	121	Q1
Does losing temporary workers matter? The effects of planned turnover on replacements and unit performance	2019	2	Stefano F.D.E., Bonet R. , Camuffo A.	Academy of Management Journal	7.191	11.891	0.02975	Q1	283	Q1
Revisiting Interorganizational Trust: Is More Always Better or Could More Be Worse?	2019	22	Villena V.H., Choi T.Y., Revilla E.	Journal of Management	9.056	12.909	0.02286	Q1	283	Q1
Attainment versus maintenance goals: Perceived difficulty and impact on goal choice	2018	2	Stamatogiannakis A. , Chattopadhyay A., Chakravarti D.	Organizational Behavior and Human Decision Processes	2.908	4.149	0.00784	Q1	128	Q1
Mortgage supply and housing rents	2018	24	Gete P. , Reher M.	Review of Financial Studies	4.975	6.663	0.04155	Q1	157	Q1
The Conditional Nature of Political Risk: How Home Institutions Influence the Location of Foreign Direct Investment	2018	16	Beazer Q.H., Blake D.J.	American Journal of Political Science	4.354	7.324	0.02667	Q1	150	Q1

Safety crises and R&D outsourcing alliances: Which governance mode minimizes negative spillovers?	2018	5	Diestre L.	Research Policy	5.425	7.352	0.01880	Q1	206	Q1
Right on the money? The contingent effects of strategic orientation and pay system design on firm performance	2018	2	Tenhiälä A., Laamanen T.	Strategic Management Journal	5.572	8.356	0.02715	Q1	253	Q1
Rewards for patents and inventor behaviors in industrial research and development	2018	13	Giarratana M.S., Mariani M., Weller I.	Academy of Management Journal	7.191	11.891	0.02975	Q1	283	Q1
A metatheoretical framework of diversity in teams	2017	17	Mayo M., Kakarika M., Mainemelis C., Deuschel N.T.	Human Relations	3.367	4.360	0.00670	Q1	113	Q1
Corporate brand and hotel performance: A resource-based perspective	2017	8	Silva R., Gerwe O., Becerra M.	Journal of Business Research	4.028	4.747	0.02133	Q1	158	Q1
Policy risk, strategic decisions and contagion effects: Firm-specific considerations	2017	18	Blake D.J., Moschieri C.	Strategic Management Journal	5.572	8.356	0.02715	Q1	253	Q1
Information technology outsourcing: Asset transfer and the role of contract	2017	13	Chang Y.B., Gurbaxani V., Ravindran K.	MIS Quarterly: Management Information Systems	4.373	9.608	0.00990	Q1	195	Q1
Addressing the endogeneity dilemma in operations management research: Theoretical, empirical, and pragmatic considerations	2017	70	Ketokivi M., McIntosh C.N.	Journal of Operations Management	7.776	10.161	0.00633	Q1	166	Q1
Reasoning by analogy and the progress of theory	2017	24	Ketokivi M., Mantere S., Cornelissen J.	Academy of Management Review	10.632	14.170	0.01169	Q1	242	Q1

Mandatory Audit Firm Rotation and Audit Quality	2016	92	Cameran M., Prencipe A., Trombetta M.	European Accounting Review	2.322	3.173	0.00116	Q1	63	Q1
The Impact of Management Development Practices on Organizational Commitment	2016	30	Cao J., Hamori M.	Human Resource Management	2.934	4.341	0.00341	Q1	81	Q1
Identifying capabilities in innovation projects: Evidences from eHealth	2016	8	Urueña A., Hidalgo A., Arenas Á.E.	Journal of Business Research	4.028	4.747	0.02133	Q1	158	Q1
Legal Origins, Corporate Governance, and Environmental Outcomes	2016	26	Kock C.J. , Min B.S.	Journal of Business Ethics	3.796	4.980	0.01778	Q1	147	Q1
Accounting and lived experience in the gendered workplace	2016	28	Carmona S. , Ezzamel M.	Accounting, Organizations and Society	3.147	5.049	0.00304	Q1	116	Q1
The Math Gender Gap: The Role of Culture	2016	71	Nollenberger N. , Rodríguez-Planas N., Sevilla A.	American Economic Review	4.097	7.048	0.12599	Q1	253	Q1
In user's shoes: An experimental design on the role of perspective taking in discovering entrepreneurial opportunities	2016	24	Prandelli E., Pasquini M. , Verona G.	Journal of Business Venturing	6.333	10.790	0.00792	Q1	154	Q1
Understanding community dynamics in the study of grand challenges: How nonprofits, institutional actors, and the community fabric interact to influence income inequality	2016	37	Berrone P., Gelabert L. , Massa-Saluzzo F., Rousseau H.E.	Academy of Management Journal	7.191	11.891	0.02975	Q1	283	Q1

KEY PRINCIPLE 4: PROGRAMME DESIGN & LEADERSHIP

a. Insert diagram of MBA programme(s) leadership and administrative structure (Criterion 4.1)



b. Complete table below for staff dedicated to each MBA programme, duplicating the table if more programmes are required (Criterion 4.1).

MIM		IMBA		Part-time Programs	
Staff Type	Number	Staff Type	Number	Staff Type	Number
Vice Dean	1	Vice Dean	1	Vice Dean	1
Executive Director	1	Executive Director	1	Executive Director	3
Associate Director	3	Associate Director	4	Associate Director	6
Coordinators/Assistants	7	Coordinators/Assistants	13	Coordinators/Assistants	12

KEY PRINCIPLE 10: IMPACT & LIFELONG LEARNING

a. Careers provision (Criterion 10.1)

IE Talent & Careers department is supported by a diverse team of experienced sector professionals dedicated to promoting IE talent among top companies worldwide. The team strives to provide impactful advising, learning resources and development tools that allow students and alumni to plan, manage and achieve their professional goals, but also works to position IE students and alumni in the corporate community, while providing recruitment solutions for the companies that are seeking top talent.

IE Talent & Careers is responsible for the design and organization of all career-related content in the academic agenda. The overriding aim of the workshops and sessions is to give students insights and knowledge to be best positioned in the competitive job market. Additionally, the department provides exclusive access to top online career resources, platforms and tools via the IE Career Portal.

The career advising team provides direction to help students define a career strategy and realize their professional aspirations. Students can request individual career advising sessions for general career matters such as CV writing or career path orientation, as well as attend sector-specific advising drop-in sessions.

The entire department is committed to boost the professional visibility of IE students and alumni at the same time that they give recruiters access to IE talent that best fit their hiring needs. The team covers the employer universe by sectors and geographic regions and works proactively with top recruiters to source exclusive job opportunities that are published on the job board of the IE Career Portal. Additionally, company presentations, networking events and sector-specific Talent Forums are held throughout the year, giving students the opportunity to meet with recruiters directly.

Here are some of the top Recruiters during 2019:

Amazon	Deloitte	Credit Suisse	American Express
Eli Lilly	L'Oreal	Mondelez	
Salesforce	Mckinsey & Company	Uber	
AB Inbev	Nike	EY	
Microsoft	At Kerney	Accenture	
BCG	Cabify	Google	

i. State any headline placement / career statistics for the MBA programmes

The most updated placement and career statistics for IE Business School's Master in Management and International MBA are included as Annexes:

- Annex 3 - MIM-Career-Report 2018
- Annex 4 - IMBA-Career-Report 2018

IE Business School and Lifelong Learning

In December 2019 IE Alumni, Talent & Careers and Exponential Learning joined forces in launching IE's most comprehensive Alumni Benefits platform to date. The aim of this initiative is to support our 65.000-strong Alumni at every stage in their careers. IE for Life offers, a wide array of benefits designed to give back to our alumni community with exclusive ongoing education, career and networking resources in two tiers.

- Alumni Essentials: Complimentary benefits for life, designed to help our Alumni community stay connected find career opportunities and enjoy perks and discounts in goods and services.
- Alumni Plus: a full suite of premium benefits designed to help IE Alumni to realize their full career potential with additional coaching and learning opportunities.

In addition, Alumni Plus members are able to upgrade their benefits even further with access to the Career and Lifelong Learning Boosters. Please see the following link for complete details: <https://www.ie.edu/alumni/ie-for-life/>.

KEY PRINCIPLE 10: IMPACT & LIFELONG LEARNING

Full details regarding IE Business School's Alumni Action and Lifelong learning opportunities are located in the Alumni Supporting Documents Folder.

The Global Alumni Relations Team at IE provides services and benefits to an alumni community of 65.844 in 171 countries across our 5 schools (Business, Law, Human Science and Technology, Architecture and Design, Global and Public Affairs) and for the following programs portfolios (Undergraduate, Masters and Executive Education). Since 2015, this community has grown by 25%, the Business School alone represents 58% of this growth.

We established the following Vision and Mission that drives our efforts and impact:

- Vision: "Great people always mean great opportunities": We strive to create a dynamic alumni eco-system powered by pro-active alumni that engage with IE and each other to foster a community spirit that enables personal and professional growth through mutual support.
- Mission: We connect alumni to each other and IE to encourage career progression, networking, and lifelong learning to accompany our alumni throughout their different personal and professional life stages.

To accomplish this, we focus our work around the following Six Strategic Pillars:

- 1) Meaningful Experiences.
- 2) Impactful Communications.
- 3) Develop a Culture of Give Back.
- 4) Volunteer Opportunities.
- 5) Career Development.
- 6) Continuous Learning Opportunities.

Alumni Action	Membership
MIM	4,287
IMBA	10,008
Executive MBA	10,510
Global MBA	1,904
GXMBA	418
IE-Brown	204
IE-SMU	90