MASTER IN REAL ESTATE DEVELOPMENT

Building the cities for the future. Explore the relationship between real estate and the making of a city

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<td>Language</td>
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<tr>
<td>Format</td>
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<tr>
<td>Location</td>
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<td>Intake / Start</td>
<td>October</td>
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SCHOOL OF ARCHITECTURE & DESIGN
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THE MASTER IN REAL ESTATE DEVELOPMENT (MRED) EXPLORES THE INCREASINGLY CLOSE RELATIONSHIP BETWEEN REAL ESTATE AND THE MAKING OF A CITY.

It is a one-year advanced degree aimed at understanding the breadth and depth of the development process. With a foundation in the economic, financial, strategic, and legal aspects of real estate development throughout the world, this comprehensive course goes beyond traditional subjects of the field. As urbanization, the digital revolution and concerns about global warming are increasing at an unprecedented pace and scale, students must be able to acquire up-to-date knowledge, use new and innovative tools, and have a holistic and integrated view of the factors involved in real estate to become leading professionals of the future.
A WORD OF WELCOME

Dear prospective student,

Real estate development and cities are the main catalysts of growth and social development, as they continue to bring people and businesses together and form communities. At the same time, they create the most significant environmental impacts related to climate change.

Throughout the world, we are witnessing an unprecedented speed and scale of urbanization, which is often fueled by real estate development. A majority of the world’s population is living in urban centers, where demographic trends and social inequality need to be understood and addressed if our cities are to be livable, healthy and sustainable.

Investment environments are now global and becoming more complex; new governance models will encourage us to rethink the way we build, manage, and live in cities to create more competitive urban centers.

 Everywhere we are witnessing a technological revolution. This is happening in our cities, in the tools and techniques we employ and it is also impacting the professional real estate sector. New opportunities will be created and new professionals, if creative and able to embrace change, will be able to successfully address emerging challenges.

With this in mind, IE School of Architecture and Design launches the Master in Real Estate Development, in collaboration with IE Business School. This program aims to expand the boundaries of traditional approaches to development. It will explore the multifaceted sectors of real estate development and city infrastructure investment, in order to create more competitive territories with cutting-edge solutions.

This program will provide a 360° understanding of real estate development. Students will gain a solid foundation in the economic, financial, strategic, and legal dimensions of real estate development throughout the world. Taught by professors that hold executive positions in leading companies, our students will be exposed to intellectual diversity, different perspectives and practical insights as well as academic rigor.

The Master in Real Estate Development will offer a unique, holistic approach to understanding international real estate, global competition and the development of cities. Our students will be able to propose and evaluate long-term plans and exciting new projects, taking into account economic, social and environmental factors.

 It is therefore our pleasure to invite you to explore this prospectus and apply to join this groundbreaking program.

Warmest regards,

Carmen Panadero & Flavio Tejada
Directors of the Master in Real Estate Development
10 REASONS TO JOIN THIS PROGRAM

01 BECOME A LEADING REAL ESTATE PROFESSIONAL FOR THE FUTURE
We aim to break the traditional development approach, exploring the combination of real estate development and city infrastructure investment from a global perspective.

02 EXCELLENT FACULTY
International professors who are working in director positions in the architecture, design and workspaces field or who are recognized academics.

03 HANDS-ON PROJECTS
Students will work in multidisciplinary teams of 4-6 students with the aid of expert professors. Sessions will be of a practical nature, and in addition to daily classes, there will be both master classes and visits to outstanding international projects and firms.

04 A STEP FORWARD
Innovative and pioneering profile. This lies in the combination of IE’s top-ranked business expertise and the use of the latest technologies of the 21st century in the sector.

05 OBTAIN SUPPORT FROM IE’S CAREER MANAGEMENT CENTER
The Career Management Center is available to assist you not only during your master’s degree, but also in your future endeavors.

06 INTERNATIONAL STANDARDS
Our curriculum helps students understand the social, economic and environmental impacts of the development process. This program will provide a solid foundation for seeking RICS certification, as well as a knowledge of LEED, BREEAM and other international benchmarks.

07 JOIN THE ALUMNI NETWORK
To achieve a life-long relationship with our community, we facilitate a platform that promotes development for students and graduates, giving you access to a community of more than 50,000 IE alumni in over 100 countries.

08 EXCITING LOCATION
Madrid is one of the most diverse and dynamic real estate markets today. The strong IE network enhances learning here and beyond.

09 IE’S INNOVATIVE AND PRACTICAL APPROACH TO LEARNING
It focuses on real-world projects, case studies, multimedia simulators, debates, team projects and the most innovative real estate tools used in the industry.

10 BENEFIT FROM IE’S INTERNATIONAL PRESTIGE
IE School of Architecture and Design is an innovative, international institution, which embraces expanding roles for architecture and design to meet the challenges of today’s world.
PROGRAM DRIVERS

DIGITAL TECHNOLOGY
Innovative technologies and digital tools are pushing the RE sector into the 21st century and making it truly global.

GLOBAL SUSTAINABILITY
Businesses, developments and territories that are socially, environmentally and economically responsible become more competitive.

THE CREATION OF THE CITY
This program explores the increasingly close between real estate and the conscientious development of a city.

MASTER IN REAL ESTATE DEVELOPMENT DUAL DEGREES
This program offers a combination of real estate expertise and business acumen and is designed for highly motivated students who want to strengthen their understanding of the development of cities, while improving their leadership and management skills, which will enable them to do more with their unique, specialized knowledge. Students will earn to different master’s degrees in less than two years:

DUAL DEGREE MASTER IN MANAGEMENT + MASTER IN REAL ESTATE DEVELOPMENT
or
DUAL DEGREE INTERNATIONAL MBA + MASTER IN REAL ESTATE DEVELOPMENT
### 360° PROGRAM STRUCTURE

The Master in Real Estate Development seeks to present a comprehensive view of the real estate development process. Beginning with a kick-off week to learn soft skills and the case study method, the first term looks at the development process in terms of land development and regeneration processes. The building blocks of economics, finance, law, and the city lead the way to the second term.

The second term focuses on property development and new buildings for city making. International Legal Principles and Strategic Real Estate Management are two important components of the second term. The third term concentrates on real estate and project management and investment. Capstone projects are developed throughout the third semester and are presented before a panel of experts in July. Classes take place on Monday through Fridays. Certain dates are reserved for guest lecturers, special projects and events. Guest lecturers are professionals from around the world who share their experience and knowledge candidly with students. The Q&A period with these experts is key to understanding the diverse roles and viewpoints of our professional guests.

Study trips to Barcelona, Hamburg and Berlin will take place throughout the program. Visiting real developments and companies and speaking with professionals and stakeholders in different cities provides an invaluable learning experience and connects the classroom to the real world.

#### MODULE 1
**ECONOMICS, CAPITAL MARKETS & FINANCE**

Capital markets will be analyzed, along with how they influence the definition of various real estate products. Theoretical financial knowledge will be acquired while developing cutting-edge modeling tools for real estate transactions. Techniques will be presented to analyze both the global and urban economy, as well as the real estate industry.

#### MODULE 2
**STRATEGIC MANAGEMENT**

This module will enable students to acquire a strategic vision of real estate management. It will provide both management skills, based on principles of project management (PMP principles), and RICS (Royal Institute of Chartered Surveyors) accreditation along with general management techniques to work with organizations involved in property development and take specific actions.

#### MODULE 3
**TECHNOLOGY AND THE CITY**

Throughout this module, real estate activity will be understood within its urban context, analyzing both the synergies and impacts on our cities. This module will enable an understanding of the latest techniques and technologies (smart cities, bid data, GIS, BIM, etc.) within real estate practice, with special emphasis on the field of sustainability and its contribution to the competitiveness of the real asset product.

#### MODULE 4
**LEGAL FRAMEWORKS**

Relying on faculty from IE Law School together with legal experts with international experience, our students will gain an understanding of the international legal framework that governs property development. The goal of this module is to acquire the key legal instruments for the analysis, acquisition, development and building of real estate assets, ranging from urban and environmental regulations to building and construction legislation.

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TERM 1 - URBAN DEVELOPMENT AND REGENERATION

REAL ESTATE INVESTMENTS
The objective is to lay the foundation of Capital Markets and to learn about different financing methods, as well as the development instruments used for real estate investment at a global level.

ECONOMICS, REAL ESTATE AND THE CITY
Real Estate assets represent the physical support of a city’s economic activities. Understanding the connection between the economic and physical environments allows us to design more viable development projects and more competitive urban environments.

REAL ESTATE FINANCE I
Financial concepts and tools are an essential part of real estate development. Designing a financial strategy and structure, knowing how to interpret financial outcomes, and drawing valid business conclusions are day-to-day real estate investment tools.

MANAGEMENT SKILLS
Management and negotiation skills, fundamental principles of business strategy and effective communication and marketing tools are essential skills for a successful professional in real estate practice.

BUSINESS VALUATIONS
Transactions are fundamental components of real estate activities in both the public and private sectors. Principles of valuation and understanding the appraisal process are addressed, using recognized international standards set by RICS (Royal Institution of Chartered Surveyors). Professional business valuations form the basis of performance analysis, financing decisions, transactional or development advice, dispute resolution, taxation and other applications.

CITY CONTEXT
Most of the real estate investments and developments are concentrate in urban centers or cities. Understanding urban historical evolution and analyzing its possible future development is essential in the viability of development investments.

URBAN DEVELOPMENT AND LAND REGENERATION
New developments & regeneration of cities involves new building, as well as retrofitting existing ones. Coordination with city infrastructure & sustainability concerns must be taken into account. Understanding the complex process from vision to its implementation is key.

URBAN AND ENVIRONMENT LEGAL FRAMEWORKS
Laws and guidelines regulating urban area and governing sustainability and the built environment vary from country to country and even city to city. These parameters determine how construction activities are carried out and shape strategies for real estate developments.

TERM 2 - PROPERTY DEVELOPMENT

REAL ESTATE PRODUCTS
Each type of Real Estate has a different set of drivers influencing its performance. There are four broad types of income-producing real estate properties: offices, retail, industrial & residential. There are many other less common such as: hotels, mini-storage, parking lots & seniors care housing.

REAL ESTATE FINANCE II
Real Estate companies are responsible for the implementation of projects. Understanding the nature of mergers and acquisitions, financing and refinancing of investment projects, structuring joint ventures and strategic alliances are fundamental.

STRATEGIC REAL ESTATE MANAGEMENT
Strategic management is key to the viability and robustness of development projects over time. It is based on business plans and KPIs, as well as identifying the stakeholders’ interests and socio-economic impacts that are generated.

NEW CONSTRUCTION, DESIGN & DEVELOPMENT
How does architecture add value to a development project? Is sustainability a competitive factor in an investment? Future developments will need to assume design, quality, and socio-environmental responsibility.

FRAMEWORK & STRATEGY FOR DEVELOPMENT
Solid development and management strategies are crucial for real estate activities. Different financing models, such as a private financing initiatives (PFI) and public private partnerships (PPP) models are explored in order to evaluate options and maximize successful outcomes.

SOCIAL & AFFORDABLE HOUSING
Meeting the needs of all city dwellers, providing diverse housing options and creating vibrant neighborhoods are paramount for all cities. Various models for housing development and financing are explored.

TERM 3 - REAL ESTATE MANAGEMENT

PROPERTY PRACTICE & CORPORATE REAL ESTATE
Property practice aims to maximize the value of the existing real estate assets and help to make strategic decisions. The goal is to manage a portfolio more efficiently, legally, financially and technically.

PROJECT MANAGEMENT
Integrated project management, procurements and execution of work in keeping with international standards (such as Project Management Professional - PMP) are key to ensure quality and guarantee project delivery on time and on budget.

SUSTAINABLE BUILDING REPOSITIONING
Reforming existing real estate assets is addressed with an integrated approach. Considerations such as sustainable design, technology, new ideas for functional spaces are part of the analysis, in addition to the expected return.

DIGITAL TRENDS & TOOLS
Disruptive technologies such as big data, smart cities, BIM, GIS and others are transforming many aspects of city management and real estate investment. They can also improve the decision making process and can contribute to a more holistic design.

COMPARATIVE PRINCIPLES & POLICIES
Real Estate development is increasingly becoming a global activity. It requires an understanding of regulatory policies and that may affect development decisions. It is important to know that building regulations vary from place to place and must always be considered.

“Pre-Finance Training
Should you not be fluent with finance, you will have the opportunity of getting a beginners boost during the ‘preparatory week’ of the program.

SOFT SKILLS LAB - KICK-OFF WEEK

LEADERSHIP & COACHING
Learning how to lead and coach others in order to attain the best from team members, employees and colleagues is increasingly important. Different styles of leadership and different techniques are explored, all with the goal of collaboratively seeking results.

PRESENTATION & COMMUNICATION
Students will learn effective communication skills, an important component of success. Good ideas are not enough, but must be accompanied by convincing presentation techniques, positive interpersonal skills and clear written expression.

TEAMWORK
Turning a group of people into a well-performing team is not an easy feat to accomplish. Even in the best of scenarios, numerous and pervasive challenges must be overcome. This workshop is designed to provide theory and practice on building and leading winning teams.
WHY BARCELONA, BERLIN AND HAMBURG?

Each term, students will get the chance to learn about large developments and speak with stakeholders in Europe outside the classroom. This program offers the opportunity to visit three different cities; Barcelona, Hamburg and Berlin.

BARCELONA

Barcelona’s topography has had a big impact on the structure and patterns of growth of the city and metropolitan area. Its gridded urban structure, designed by Ildefons Cerdà, took about a hundred years to become filled in. After the Olympic Games, Barcelona growth model has been based on regenerating of existing areas, instead of occupying new spaces, generating what has been called the “Barcelona Model”.

*Mandatory*

HAMburg - BERN

This is an optional trip, where you will have the chance to learn about some of the largest regeneration developments in Europe, and meet with the key stakeholders and decision makers, from the public sector as well as the private sector, including top managers at real estate development corporations and international funds.

Based on the “Emerging Trends in Real Estate ® Creating an impact Europe 2019 (ULI | Pwc) Berlin and Hamburg remain as one of the Europe’s 10 most active markets.

*Optional*
This Capstone Project is an investment capital venture which main purpose is to acquire, promote, and retrofit a Real Estate mixture of products. #UNO Madrid Complex (Existing Asset Retrofit) aims to solve the lack of community sense by reviving the outdated Colonia San Cristobal, differentiating the area from other points of interest in Madrid; highlighting the change in the character of the area; and associating the Castellana Corner Complex to the Castellana Norte District as the “new beginning”.

Rebranding this area will help create greater footfall and, thus, “crossed sell economy” with the 4 Towers area. With a thorough mix of alternate uses, such as Co-Living, Co-Working, Student Apartments, Flexible Spaces for offices, Retail & Services, Smart Parking Hub, etc., the promotion will create its own target demand.

Using sustainable design technologies, such as Prop-tech implementations; as well as operating with the right partners, this project will succeed against its competitors. The strategy to maximize revenue for this venture is: Acquire - Refurbish - Enable.

The Milla Verde will serve as a mixed use development site, harnessing a creative mixture of asset typologies all of which will work in conjunction with one another to create a truly vibrant community. Within this framework and taking advantage of our uniquely strategic location, we will create a hub for business, while generating a place making hotspot to encourage tourism and the fostering of community. Accessibility for all will be a value of this new area.

With a strong focus on sustainability, innovative design ideas, and a creative implementation of digital technologies Milla Verde will act as a powerful driver enabling Madrid to successfully compete as a top international destination.

Our project will be the first of a series of milestones in the greater Castellana del Norte vision, acting as a business and commercial centre piece for the Madrid of the future.
MEDxMAD is the new healthy city concept. With a track record of 10+ projects transforming greenfield plots incorporating existing social infrastructure and following our success in Copenhagen, Seattle, Milan, Lisbon and Paris, we would like to present our latest proposal to develop a health-oriented district.

The plot in question is located behind the Cuatro Torres Business District in the North of Madrid. With 70,000 sqm of land and a buildability of almost 170,000 sqm.

Our mission is to create a medical hub, combining different sectors of the market and creating synergies between them. By offering a diverse base, potential tenants can maximize value and efficiency, while making use of the given social and economic environment. This environment consists of a variety of hospitals and medical research facilities. Connecting those facilities, with the business district of Cuatro Torres, as well as social residential units, the MEDxMAD hub will serve as an interconnected network for all players in the neighborhood.

*ENVIRONMENTAL IMPACT:* +15,000 m² green open spaces + Lower energy and water consumption

*ECONOMIC IMPACT:* 5,150 m² Retail and Restaurants + Lower energy and water consumption

*SOCIAL IMPACT:* Pedestrian oriented development fulfilling the local and neighboring area’s necessities

**A Self Sustaining Project that Harmoniously Blends with Madrid’s Future, Promoting Art and a Sense of Community and A Leisure and Cultural Destination**

With Co-working spaces, a new community park, that will act as a link between the office complex and MADD, along with a significant number of retail spaces which will be comprised of a mix of restaurants, coffee shops, concept stores and art galleries located on the ground floor of the front row of the buildings and an Urban Food Market in the center of the Colony; The objective is to create a vibrant neighborhood, full of life, art, cultural events and enjoyment, that eventually will transform the life of all the neighbors. We intend to pour art into the streets of Madrid.

- **ENVIRONMENTAL IMPACT:** +15,000 m² green open spaces + Lower energy and water consumption
- **ECONOMIC IMPACT:** 5,150 m² Retail and Restaurants + Lower energy and water consumption
- **SOCIAL IMPACT:** Pedestrian oriented development fulfilling the local and neighboring area’s necessities
A PROGRAM DESIGNED FOR THE NEXT GENERATION OF GLOBAL PROFESSIONALS

Ideal candidates are passionate about cities and the built environment. They have a strong desire to be involved in the real estate development process and gain a multifaceted perspective on the industry.

STUDENT BACKGROUNDS

Work experience: 1 to 8 years
Coming from:
- Architecture
- Design
- Urbanism
- Business
- Economics
- Law
- Management
- Capital & asset markets
- Public policy

“Real estate has become even more dynamic as it adapts to a networked world. Everything is connected to everything else…”

Urban Land Institute and PwC

“Large international funds are increasingly more committed to capitalising on the residential development sector; it requires the knowledge of local experts.”

CBRE

“Today, 54 percent of the world’s population lives in urban areas, a proportion that is expected to increase to 66 percent by 2050.”

United Nations

“The new environment will require firms to take a more creative approach to investing, to hone and fine-tune their strategies.”

Global Market Outlook by EY

United Nations

RESIDENCE AND ORIGIN OF OUR STUDENTS:

- 2% Venezuela
- 2% Colombia
- 10% UAE
- 9% Spain
- 3% Egypt
- 3% Lebanon
- 5% India
- 2% Peru
- 16% Mexico and Central America
- 5% United States and Canada
- 3% UK
- 3% India
- 2% United States and Canada
- 5% India
- 3% UK
PROFESSIONAL ROLES

REAL ESTATE CONSULTANT / CORPORATE REAL ESTATE MANAGER
BUSINESS DEVELOPMENT MANAGER
ASSET MANAGER
PORTFOLIO MANAGER
INVESTMENT MANAGER
FINANCIAL ANALYST
CAPITAL MARKETS CONSULTANT
RESEARCH ANALYST
DEVELOPMENT MANAGER
PROJECT MANAGER
SHOPPING MALL MANAGER
REIT SPECIALIST

REIT REAL ESTATE INVESTMENT
CAREER OPPORTUNITIES

INDUSTRIES

- Banking
- Wealth Management
- Consultancy
- Legal
- Urbanism & Architecture
- Governments

MARKETS (SUB-INDUSTRIES):

- Hotels
- Residential buildings
- Office buildings
- High street retail
- Shopping malls
- Logistics (industrial and airports)

WHERE OUR ALUMNI WORK

- FOXSTONE - REAL ESTATE CROWDFUNDING PLATFORM
  Position: Real Estate Analyst
  Location: Switzerland

- ERNST & YOUNG
  Position: Assistant Manager
  Location: Qatar, Middle East

- GREYSTAR
  Position: Investment Analyst, Private Equity Real Estate
  Location: United Kingdom

- CREDIT SUISSE
  Position: Investment Consultant
  Location: Switzerland

- Foster + Partners
  Position: Architect
  Location: United Kingdom

- KNIGHT FRANK
  Position: Retail Capital Market Consultant
  Location: Spain

- CR INVESTMENT MANAGEMENT
  Position: Equity Investments
  Location: Germany

- DISTRITO CASTELLANA NORTE
  Position: Business Development Executive
  Location: Spain

- PATRIZIA
  Position: Analyst Real Estate Development
  Location: Netherlands

- SEÑOR
  Position: Growth Director Central American and Caribbean
  Location: Panama

- SENCORP
  Position: Business Development Manager
  Location: Chile

- CR INVESTMENT MANAGEMENT
  Position: Equity Investments
  Location: Germany

- CITIZENM HOTELS
  Position: Development & Investment Analyst
  Location: Netherlands

- AEDAS HOMES
  Position: Real Estate Development Manager
  Location: Spain

- IINTOO
  Position: Registered Account Executive/Investor Relations Manager
  Location: New York, USA

- DELLOITE
  Position: Financial Advisory
  Location: Spain

- PwC
  Position: Associate Consultant
  Location: Vienna
A combination of recognized international academics and professionals from leading international firms will guide students to a global understanding of real estate.

FLAVIO TEJADA GORRAIZ
Director of the Master in Real Estate Development, Europe City Leader at Arup.
Flavio's innovative vision has been focused on strategic design and urban real estate projects for the 21st century challenges. flavio gained a global experience working in Europe, the Middle East, LATAM and the United States. Recently, he led Barcelona El Prat Airport Real Estate Masterplan, Castellana Norte in Madrid, SmartBay Santander Waterfront Regeneration and several major regeneration projects in Bilbao.

CARMEN PANADERO
Director of the Master in Real Estate Development, Director of Business Development of Distrito Castellana Norte.
Founder and President of Wires (Women in Real Estate Spain) and Member of the Executive Committee at ULI Madrid (Urban Land Institute). Carmen has over 18 years of experience in the real estate sector and gained expertise in maximizing the value of real estate assets, repositioning sustainable buildings and developing businesses.

ADOLFO RAMÍREZ-ESCUDERO DE LA MIYAR
Capital Markets and Finance Advisor.
CBRE Chairman of Capital Markets in Continental Europe and CEO in Spain.

PALOMA RELINQUE
Real Estate Investment Professor. National Director of Investment at CBRE.

JUAN PORTILLA SEBASTIÁN DE ERIC
Real Estate Investment Professor. CEO of Agarthia Capital.

RAFAEL POWLEY
Real Estate Products Professor. Head of Strategic Consultancy at JLL.

HELENA BURSTEDT
Real Estate Product Professor. Head of Aliseda Hotel portfolio.

VANESSA GELADO
Real Estate Products Professor. Senior Managing Director at Hines.

ENRIQUE USED ALONSO
Real Estate Finance I Professor. General Manager at Aliseda Inmobiliaria.

ALEJANDRO MOYA
Real Estate Finance II Professor. Partner at Incus Capital.

JULIAN LABARRA PÉREZ
Real Estate Finance II Professor. Senior Real Estate advisor.

BORJA ORIA
Real Estate Finance II Professor. Partner at ARCANO Partners.

GAYLE ALLARD
Economics, Real Estate & The City Professor. PhD in Economics, University of California at Davis, USA.

CRISTINA GARCIA-PERI
Strategic Real Estate Module Advisor Azora/Hepania.

JUAN VELAYOS
Strategic Real Estate Management Professor. Managing Partner at Altran.

JORGE PÉREZ DE LEZA EGUIURREN
Strategic Real Estate Management Professor. CEO Metrovacesa.

CARL KOCK
Management Skills Professor. PhD in Management, Wharton, University of Pennsylvania.

Leticia Ponz Belenguer
Property Practice Professor. Senior Asset Manager. Head of the Spanish Branch of Union Investment Real Estate, GmbH.

MARGARITA CHICLANA ACTIS
Business Valuation and Property Practice Professor. CEO FUSA/UNEXUM Real Estate Asset Management.

BERNADO DE RODA
Corporate Real Estate Professor. Colleague and Managing Partner at Greenward Partners.

JEFFREY SUJAR
Project Management Professor. CEO Syllabus by Urbiana.

JORGE SENA PONCE
Business Valuation Professor. Knight Frank Partner, Head of Commercial.

SIMON SMITHSON
The City Advisor. Partner, Rogers Stirk Harbour + Partners LLP.

REBECCA FANGER
Leadership and Coaching Professor. Associate Coach and Leadership Facilitator, Center for Creative Leadership.

DANIEL MAYORAL
Personal Strategy Professor. Founder, FOM Consultants.

LOLA MARTÍNEZ
Presentation and Communication Professor. Consultant, Coach and Lecturer, Communication and Interpersonal Skills.

CEM KAYATEKIN
City Context Professor. IE School of Architecture and Design Professor.

PABLO URANGO
Design and Development Professor. Partner at Foster + Partners Madrid Office.

MARTIN MURPHY
Project Management Professor. Director at Hill International.

HOWARD PIERCE
Business Valuation Professor. Director at Hill International.

PATRIZIA LAPLANA BIGOTT
Sustainable Building Repositioning Professor. Founder and Director of Asla Green Solutions S.L.

DAVID MARTÍNEZ MONTERO
Urban Development & Land Regeneration Professor. CEO at AEDAS Homes.

DAVID ELSHORST
Urban & Environment Legal Frameworks Professor. PhD University of Bayreuth. Clifford Chance Partner.

VICENTE ESTEBARANZ
Frameworks & Strategy for Development Professor. Head of Land Planning and Environment Department in Pérez Llorca Abogados.

BEATRIZ CORREDOR SIERRA
Social & Affordable Housing Professor. Registradores de España & Former Minister of Housing. Government of Spain.

SILVIA LÓPEZ JIMÉNEZ
Comparative Principles and Policies Professor. Partner of the Real Estate Department. Fieldisher JAUSAS.

SUSANA RODRÍGUEZ GARCÍA
Sustainable Building Retrofit Professor. Executive Director at Savills Aguirre Newman.

JUAN ÁLVARO ALAYO AZCÁRATE
New Construction, Design and Development Professor. Partner at Foster + Partners.

CRISTINA SANJUAN GUAITA
New Construction, Design and Development Professor. PhD in Energy Engineering Associate at Arup.

MANUEL ALVAREZ CERVELL

PATRICIA LAPLANA BIGOTT
Sustainable Building Repositioning Professor. Founder and Director of Asla Green Solutions S.L.

ALFONSO BENAVIDES
ABOUT IE

MORE THAN 40 GRADUATE PROGRAMS

60,000 ALUMNI
HOLD MANAGEMENT POSITIONS IN OVER 100 COUNTRIES

+130 NATIONALITIES
ON CAMPUS

MORE THAN 500 FACULTY MEMBERS
28% OF WHOM ARE WOMEN

INTERNATIONAL CAREERS FAIR
HELD ANNUALLY
WITH MORE THAN 100 MULTINATIONAL ORGANIZATIONS

SINCE 1973
FOCUSED ON ACADEMIC EXCELLENCE

MORE THAN 60 DIFFERENT SCHOLARSHIPS AVAILABLE

29 INTERNATIONAL OFFICES
AROUND THE GLOBE

MORE THAN 200
STUDENT AND ALUMNI ORGANIZATIONS AND CLUBS
ABOUT IE SCHOOL OF ARCHITECTURE AND DESIGN

“Our world is undergoing great change due to globalization, technology and the expansion of traditional roles into new fields and new ways of working. IE School of Architecture and Design believes that seeing the ‘big picture,’ learning from other disciplines and working collaboratively are keys to the future.”

IE SCHOOL OF ARCHITECTURE AND DESIGN PLACES EMPHASIS ON DESIGN, INNOVATION AND ENTREPRENEURIAL SPIRIT.

The School focuses on the built, natural, and digital environments and understands that these three are fully interconnected. Our students, in whatever degree program they participate, are encouraged to think critically when confronted with any challenge and to creatively seek solutions. Diversity among our students and faculty, who come to us from all over the world, creates a rich blend of cultures and a broad learning experience. Graduates can aspire to work all over the globe and are able to consider the world as their hometown. Our programs integrate the following four dimensions:

A HOLISTIC APPROACH
Knowing that all proposals we make or actions we take will produce multiple effects, we seek to understand challenges and opportunities from many vantage points. With knowledge from other disciplines and a critical mindset, we are able to creatively approach problems and responsibility understand the outcomes.

MULTIPLE VOICES
Our special guest lecturers provide direct contact with leading international professionals. By sharing their experiences and engaging in open dialogue, our students are able to directly benefit from these experts’ knowledge and understanding of the field.

THE REAL WORLD
We believe that an academic setting should not just deal with speculation, but should help us understand the real world around us and our place within that world. We do this through internships, our adjunct professors who are also respected professionals, and partnerships with companies.

SUSTAINABILITY
With an increasing emphasis on the need for sustainable actions, the School seeks to be a leading voice in proposing creative solutions. An entrepreneurial mindset along with knowledge to understand the challenges of the 21st century is a powerful combination leading towards sustainability.

IE School of Architecture and Design offers the following programs:

BACHELOR IN ARCHITECTURAL STUDIES
BACHELOR IN DESIGN
MASTER IN ARCHITECTURE
MASTER IN STRATEGIC DESIGN OF SPACES
MASTER IN BUSINESS FOR ARCHITECTURE AND DESIGN
MASTER IN REAL ESTATE DEVELOPMENT

Martha Thorne, Dean of IE School of Architecture and Design and Executive Director of the Pritzker Prize

IE School of Architecture and Design Master in Real Estate Development

WWW.IE.EDU/MRED

Hay Festival, IE School of Architecture and Design, Segovia Campus

Students graduation 2018
The IE Experience is much more than just an academic experience. We want you to enjoy your time and take advantage of all the opportunities around you at IE. Our students have a wide range of cultural, social and sporting activities, arranged by students themselves with the support of the Campus Life Office. Our current and former students at IE, proactive by nature, have started over 200 clubs both in Madrid and abroad, organizing countless regional and cross-sector events.
WHY MADRID?

If you decide to join us at IE, you will be part of more than a master’s program. Your learning will go beyond classroom training; it will extend to a rich array of on-and off-campus activities, and the cultural and professional life in the excellent city of Madrid.

- **Entrepreneurship:** In the last decade, the city has developed a highly active entrepreneurial ecosystem, in which IE is a major player. The availability of space, affordable cost of living and active and engaging Spanish mindset contribute to this momentum.

- **Leading Design Community:** Recent and ongoing city transformations make Madrid an interesting place to live and study. Some of the most brilliant architects of our time have worked here. Special events like Madrid Design Week, and institutions such as the Norman Foster Foundation or the ICO Museum, support the design spirit.

- **Dynamic culture & leisure scene:** The city that never sleeps features wide-ranging and high-quality cultural offerings. All sorts of leisure activities are available throughout the year and around the clock. You can combine campus activities with talks, concerts, museum visits and meals at creative gastronomic spaces.

- **Madrid is the capital of Spain and Europe’s fourth-largest city.** It is the epicenter of Spanish culture, business, and politics.

- **IE’s campus** is around 20,000 m² in size, spread across 17 buildings strategically situated in the Salamanca neighborhood, in the heart of the city.

- **Spanish is the native language of 500 million people worldwide and the world’s second business language.** Learn it or improve it for free at IE, through extracurricular classes on campus.

- **Madrid is strategically located in the center of Spain, the core of Europe, connecting all major Spanish cities and international destinations.** You can travel throughout your student years all around Europe, on short trips with affordable flight fares.

- **Madrid is the foremost financial and industrial center of the country.** It is home to Spain’s largest stock exchange, and to important national and international companies.

- **Madrid’s geographical location gives it a priceless advantage: an excellent climate.** Enjoy the weather with a pleasant stroll on a sunny winter day, or sit down and enjoy the spring breeze in one of the many “terrazas” (café terraces).

- **Madrid is also known for being a city that never sleeps.** Every night you can enjoy hundreds of shows, bars, restaurants and nightclubs.

- **Although Madrid is one of the top 5 cities in Europe, it is distinguished as offering affordable living and good prices for social, cultural and gastronomic experiences.**

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See videos and other information on Madrid and the IE Campus at: www.ie.edu/madrid
ADMISSIONS PROCESS

The main objective of the admissions process is to select students with the greatest potential who can make a significant contribution to the learning experience. We seek candidates who are dynamic, motivated, creative, and who not only present an excellent academic and professional background, but also offer the kind of interpersonal skills that will allow them to obtain maximum benefit from the program.

THIS PROCESS HAS 4 STEPS

01. Online Application

Fill out the online application form at www.ie.edu/app, and upload the following documents:
- Bachelor Degree (or equivalent from an accredited university).
- Entrance exam (GMAT, the GRE or the IE Global Admissions test).
- English Language Certificate* (TOEFL minimum 100, IELTS minimum 7.0, or Cambridge Advanced C1 minimum). Proficiency not older than 2 years from the start of the program).
*Exemptions apply when you have completed an entire Bachelor’s Degree in English, or demonstrated courses taught in English and academic transcripts, or you have worked for a minimum of 2 continuous years in an English-speaking country.
- Photocopy of passport or ID Card
- 1 Photo.
- 1 Page Curriculum Vitae.
- Application fee 125 euros.

02. Online Assessment

Once you have submitted your online application and paid the application fee, you will receive a link to answer three live questions, two in video format and one in written format. This way, our admissions team will be able to meet you virtually and evaluate your capacity to respond in real time.

03. Personal Interview

Upon review of your application and supporting documents, if you are granted an interview, the Admissions Committee will contact you directly to schedule one.

04. Final Decision

After the final review, it will take about 1-3 weeks for the Admissions Committee to review your complete application and provide you with a final decision. Acceptance is valid for two intakes, the current one for which you have applied and the following one.
IE’S GLOBAL PRESENCE

EUROPE
- europe@ie.edu
- FRANCE - PARIS: france@ie.edu
- GERMANY, SWITZERLAND & AUSTRIA - MUNICH: dach@ie.edu
- ITALY & BALKANS - MILAN: italia@ie.edu
- PORTUGAL - LISBON: portugal@ie.edu
- EASTERN EUROPE & CENTRAL ASIA - MOSCOW: eeca@ie.edu
- SPAIN - MADRID & SEGOVIA: iespain@ie.edu
- TURKEY - ISTANBUL: turkey@ie.edu
- UK & IRELAND - LONDON: uk@ie.edu

NORTH AMERICA
- northamerica@ie.edu
- WEST & MIDWEST USA - LOS ANGELES: westcoast@ie.edu
- SOUTH USA & CARIBBEAN - MIAMI: southusa@ie.edu
- CANADA - TORONTO: canada@ie.edu

LATIN AMERICA
- latam@ie.edu
- ARGENTINA & URUGUAY - BUENOS AIRES: argentina@ie.edu
- BRAZIL - SAO PAULO: brasil@ie.edu
- CHILE - SANTIAGO DE CHILE: chile@ie.edu
- COLOMBIA - BOGOTA: colombia@ie.edu
- ECUADOR - QUITO: ecuador@ie.edu
- MEXICO CITY - MEXICO: mexico@ie.edu
- PERU, BOLIVIA & PARAGUAY - LIMA: peru@ie.edu
- VENEZUELA - CARACAS: venezuela@ie.edu

ASIA-PACIFIC
- asia-pacific@ie.edu
- AUSTRALIA & NEW ZEALAND - SYDNEY: australi@ie.edu
- CHINA - SHANGHAI & BEIJING: china@ie.edu
- INDIA & SOUTH ASIA - MUMBAI: india@ie.edu
- JAPAN - TOKYO: japan@ie.edu
- SINGAPORE & SOUTHEAST ASIA - SINGAPORE: singapore@ie.edu
- SOUTH KOREA - SEOUL: korea@ie.edu

MIDDLE EAST/AFRICA
- mea@ie.edu
- SAUDI ARABIA - RIYADH: saudi@ie.edu
- UAE, QATAR, BAHRAIN, KUWAIT & OMAN - DUBAI: uae@ie.edu
- WEST AFRICA - LAGOS: nigeria@ie.edu
- SOUTHERN AFRICA - JOHANNESBURG: southernafrica@ie.edu

PLEASE DO NOT HESITATE TO CONTACT THE OFFICE NEAREST YOU IN CASE YOU NEED ANY ADDITIONAL INFORMATION.

YOU CAN ALSO CONTACT US VIA ADMISSIONS.ARCHITECTURE@IE.EDU