

UBI Business School

Master's Programmes

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



In partnership with



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

Why UBI Business School?

ABOUT

UBI Business School is a non-profit organisation established in 1992 in Brussels. We are a leading English-language business school delivering high-quality British degrees.

We exist as an open institution to empower global talent and bridge distances through accessible, innovative, and person-centred education aimed at creating value responsibly with focus on Management of Technology, a Global Mindset, and Good Citizenship.

We stand out for several differentiators, which together create a strong value-for-money proposition that helps our graduates progress both personally and professionally, while also making a positive impact on the economies and societies in which they live and work. Moreover, our teaching takes place within our UBI Citizen framework, which promotes values that guide ethical and responsible behaviour across our organisation and among our alumni.



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 worldwide
#1 in Belgium
#2 in Career Outcomes
#1 in Diversity

Master in Business Analytics (QS Ranking)

#10 Value for Money

OUR DIFFERENTIATORS

British Degrees in the EU and Online

Culture of Lifelong Learning

HyFlex Delivery Model

AI Enhanced Learning

Innovative Programmes following Market Demands

Partnerships and Cooperations

A Personalised Journey

LOCATIONS



Brussels



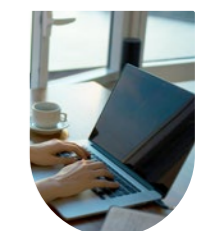
Luxembourg



Madrid



Shanghai



Online

“ At UBI, we see our Master’s programmes as true drivers of personal and professional transformation. They are designed for people who want to change their lives, accelerate their careers, or reinvent themselves with purpose, by acquiring the most in-demand skills for today’s and tomorrow’s job market. Our programmes combine academic rigour, practical relevance, and a global outlook, preparing students not only to access better opportunities but to create value wherever they go.

In our Master’s, the technology is fully embedded as a strategic and managerial pillar, reflecting the reality of constant disruption and change shaping today’s organisations. Rather than focusing on specific tools or technologies in isolation, we equip students with the leadership, decision-making, and management capabilities needed to harness technology to create high-value business models or transform existing ones. This approach ensures our programmes prepare students for the future by developing skills that are both market-relevant and durable over time. As a result, UBI’s Master’s programmes are equally well suited to professionals with technical or non-technical backgrounds, all united by a shared ambition: to reinvent their careers, accelerate professional growth, and lead confidently in a technology-driven world.”



DR MARIA ALTAMIRA

Dean of Postgraduate Programmes and International Development

Future-ready High Value Programmes

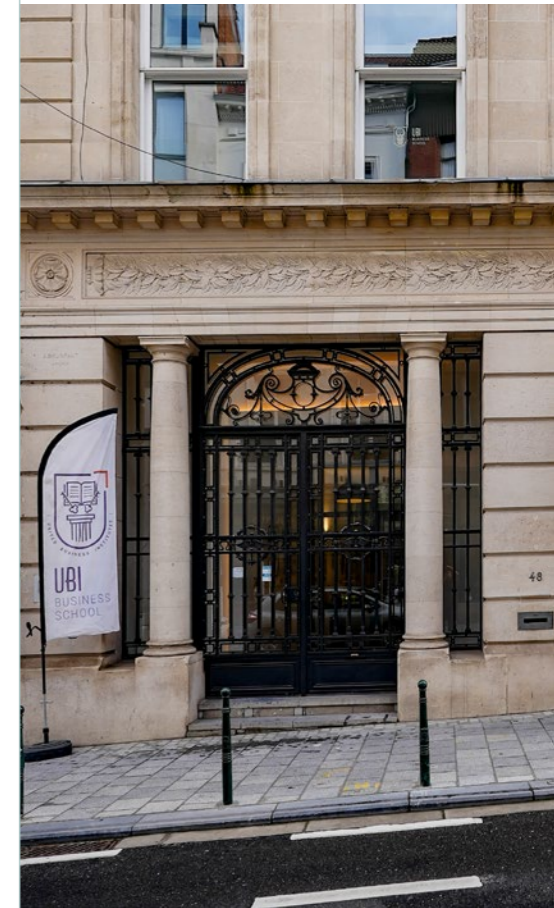
Choosing a business Master’s remains a smart investment, equipping graduates with critical skills needed to thrive in an ever-changing global business environment. From an employability perspective, strong institutions are those that prepare graduates effectively for employment, supported by clear links to industry and a reputation that extends beyond the classroom. According to QS, this can ensure employability and produce graduates who go on to make meaningful impact – measured through graduate employment rates (securing paid work within 15 months) and alumni success (QS, 2026).

Therefore, pursuing a Master’s degree with a focused specialisation accelerates both professional progression and personal growth by keeping your skills relevant in a fast-changing labour market (WEF, 2025). Evidence also shows that higher education correlates with stronger labour-market outcomes, including higher earnings and greater job stability (OECD, 2025).

15 mo. to paid employment <i>QS, 2026</i>	↑ higher earnings & job stability <i>OECD, 2025</i>	↗ faster career progression <i>WEF, 2025</i>
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IMPACT AND VALUE-DRIVEN MASTER’S

UBI Business School’s innovative Master’s programmes are market-ready degrees that provide advanced knowledge to address current and emerging business challenges, while developing the skills employers demand most. Our programmes are shaped by three defining pillars: a global mindset, the management of technology and responsible citizenship. Co-created with industry leaders, they reflect the realities of cross-border, multi-sector organisations operating across regulatory environments – where technology isn’t just a tool but a strategic enabler of performance and decisionmaking. This is where UBI delivers lasting value: our students develop critical-thinking skills that enable them to translate global insight, technological fluency and responsible leadership into action – so they can create, improve and scale business models that generate sustainable economic value and positive social impact for customers, organisations and society at large.



UBI’s three pillars

- 1 Global mindset**
- 2 Management of technology**
- 3 Responsible citizenship**

Technology- Embedded Learning for Better Decisions

Technology is not a bolt-on module at UBI Business School. It is embedded throughout the programmes, shaping how students analyse information, manage risk, allocate resources and compete in the marketplace. Our Master's in Management programme distinguishes itself by teaching Python applied to business, data visualisation and storytelling, and business analytics as core components of data-driven decision-making, all underpinned by ethical judgement and societal responsibility. These capabilities are integrated into managerial practice, enabling students to turn complex data into clear insights, communicate them effectively, and make faster, better-informed decisions with real organisational impact. While our students leverage advanced Gen AI tools (Alexandria) and Microsoft's suite of software (Azure, Power BI, and others), Students in the AI & Machine Learning programme also have access to Microsoft certifications through UBI's membership in the 'Microsoft Learning for Educators' programme, ensuring a technology-enhanced, future-ready learning experience.



TRANSFORMATIVE PROGRAMMES FOR DIFFERENT PROFILES

UBI's Master's programmes turn diverse talent into high-impact transformation leaders. Technical professionals develop the management skills – strategy, leadership, finance, communication and organisational design – needed to amplify their expertise at enterprise level. Management professionals gain practical command of data analytics, AI and digital technologies to strengthen decision-making and execution. Both tracks equip graduates to create or reshape business models that generate sustainable economic value and measurable social impact.

STRONG INDUSTRY CONNECTION AND REAL-WORLD RELEVANCE

All UBI Master's programmes are developed in close collaboration with leading companies and industry professionals, ensuring strong alignment with real market needs. Students benefit from workshops, practitioner sessions, guest speakers, and direct interaction with UBI's corporate partners – transforming learning into insight, opportunity, and professional visibility.

PERSONALISED LEARNING AND CAREER-DRIVEN FINAL PROJECTS

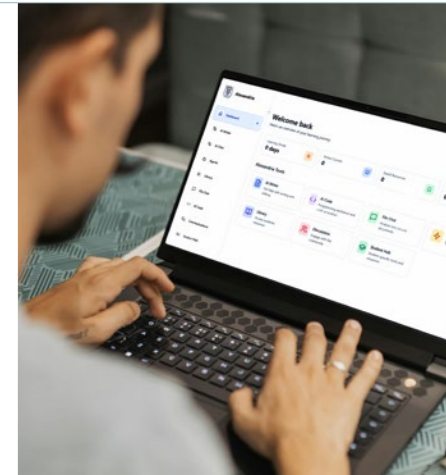
Students shape their academic journey through a choice of final project and personal mentor. Whether through a research thesis, consultancy project, business plan, venture creation lab, or NGO strategic development, every option is designed to create tangible, career-relevant outcomes through academic-industry co-creation.

Discover our Proprietary Methodology

At UBI Business School, programmes are delivered through a proprietary, award-winning methodology anchored in three core principles.

1 AI ENHANCED LEARNING RESPONDING TO MARKET DEMANDS

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. Our proprietary platform Alexandria drives rigorous, data-informed learning co-developed with Publicis Media – recognised with the Highly Commended Award at the AMBA & BGA Excellence Awards 2026.



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 60 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.



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.

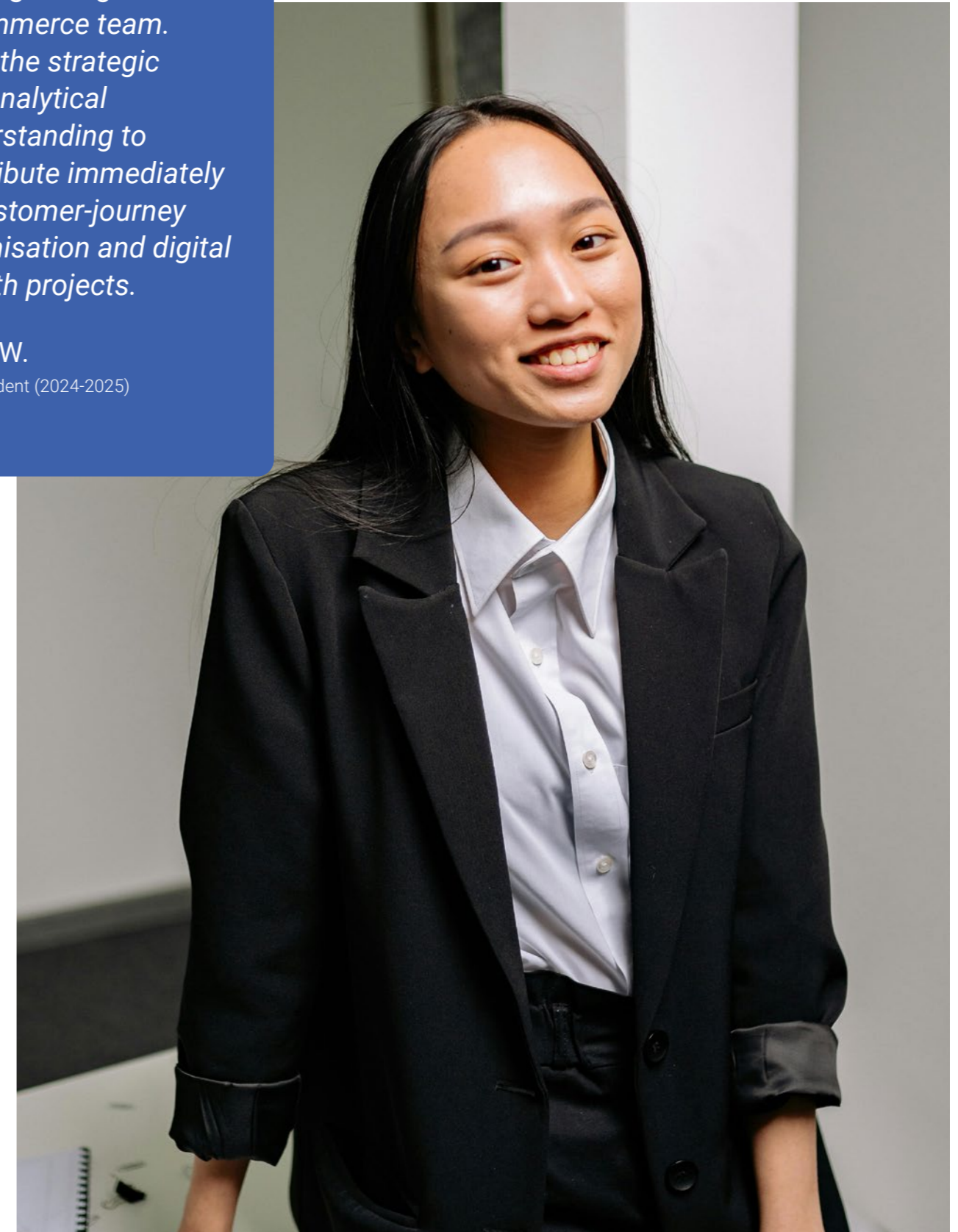




The MSc helped me transition into a fast-growing e-commerce team. I had the strategic and analytical understanding to contribute immediately to customer-journey optimisation and digital growth projects.

SUSI W.

MSc Student (2024-2025)



WHO ARE OUR PROGRAMMES FOR?

Early career professionals:

Recent graduates or early-career professionals looking to build the skills and confidence needed to thrive in today's complex, fast-changing business environment.

Entrepreneurs and rising professionals:

Experienced professionals or entrepreneurs seeking to advance their careers, lead transformation, or launch and grow their own ventures.

Professionals in developing or growing markets:

Professionals driving economic and social impact through business and innovation in their local or regional context.

Our Master's Programmes

All programmes lead to a British degree awarded by Middlesex University London (UK), combining strong management foundations with embedded technology and international exposure.

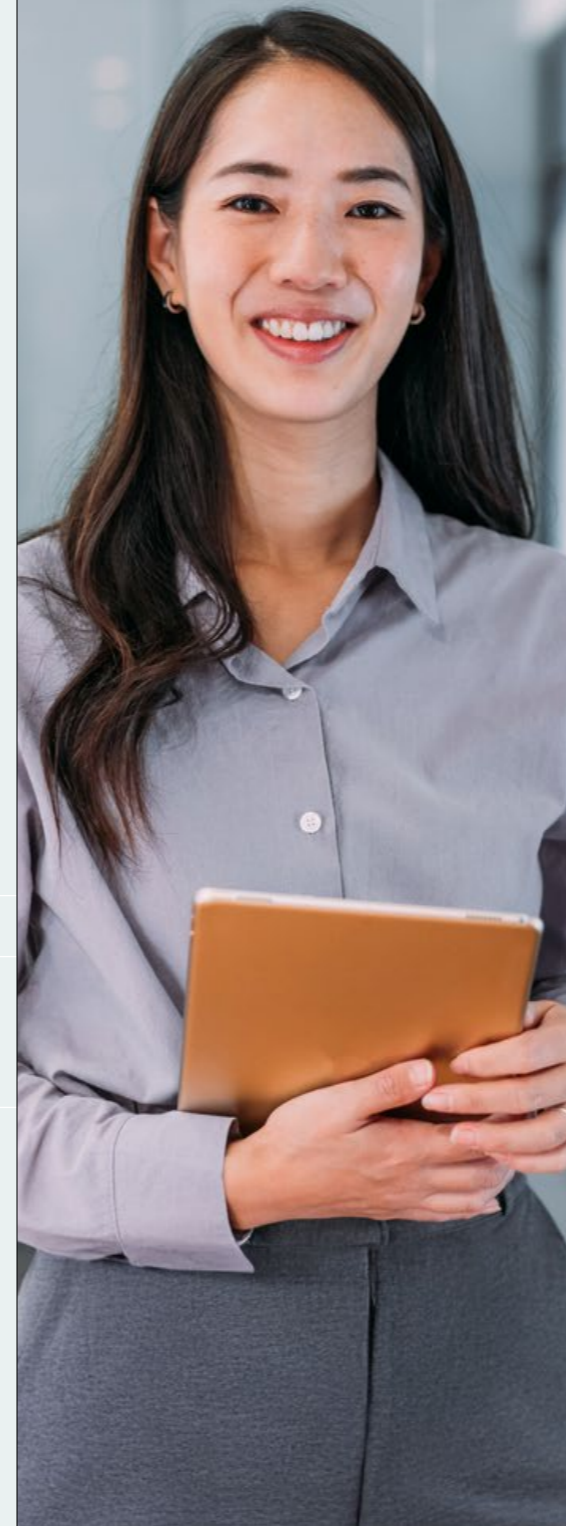
- 1** Master in Management of AI & Machine Learning
- 2** Master in Management of CRM & Marketing Cloud
- 3** Master in Management of Technology
- 4** Master in Management
- 5** Master in Management of AI in E-Commerce & Retail Marketing
- 6** Master in Management of Energy Transition



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.

In collaboration with



Why choose this Programme?

MARKET OPPORTUNITY

AI and machine learning are central to business strategy. The World Economic Forum (2025) identifies AI and data skills among the fastest-growing worldwide, while PwC (2025) reports a 56% wage premium for AI talent. Across industries, organisations are investing in AI to improve productivity, innovation and decision-making. Yet a key gap remains for professionals who can apply AI within business contexts. Demand is rising for graduates who combine technical expertise with strategic insight and responsible implementation.

1

Master in Management of AI & Machine Learning

This programme equips you to apply AI in organisations and support strategic decisions. Designed to meet growing demand for AI and data skills, it combines business, ethics, Python and data with advanced AI topics and real-world projects. Developed in collaboration with Microsoft, it prepares graduates to design AI-driven solutions, manage data and lead digital transformation across industries.

INTAKE	DURATION	LANGUAGE	LOCATION	ECTS	TUITION FEE (per year)
March / September	1 to 2 years	English	Brussels / Online	90	EUR 11,900 EEA / EUR 17,000 Non-EEA

Degree upon completion:

MSc Management (Artificial Intelligence and Machine Learning)

In partnership with



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CHOOSE THIS DEGREE FOR:

1

Globally Recognised Value

Ranked 10th worldwide for Value for Money by QS, the programme combines academic excellence with a strong career return on investment and is recognised internationally.

2

A globally recognised British Degree

Developed, delivered and assessed by UBI, the programme awards a British degree from Middlesex University (UK), one of the top universities according to Times Higher Education, ensuring strong academic quality and international recognition.

3

Industry-Embedded with Microsoft

Developed in collaboration with Microsoft, this programme provides hands-on exposure to real enterprise AI use cases, and access to Microsoft tools and certifications.

4

Management Meets Technology

One of the few Management programmes to integrate technological and data-driven modules, including Python applied to business, with a strong focus on evidence-based decision-making.

5

Fully Flexible Learning

Our EOCCS-certified HyFlex ecosystem enables personalised learning journeys, removes geographic barriers, and helps students to seamlessly complete their studies on campus, hybrid, or fully online balancing professional and personal life.



Built for the Job Market

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 and driving **AI/ML strategies** that align with business goals across functions – integrate core concepts, market dynamics, entrepreneurship, technology and innovation to tackle current and emerging challenges in a digitised, global context.
- Making sound operating decisions by critically assessing business contexts – evaluate analytical methods and frameworks, and use **hard evidence** to prioritise actions and manage international projects with **lean and agile precision**.
- Building **ethical, sustainable AI solutions** – recognise human values, with responsible risk management, governance, and professional integrity to deliver results that benefit both business and society.
- Translating **complex data into powerful stories** – use clear, jargon-free visuals and narratives to influence decisions, build trust across multicultural and hybrid settings, and secure buy-in while working both autonomously and collaboratively.



Career Opportunities

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

AI PRODUCT MANAGER
Leads the strategy and lifecycle of AI-enabled products, aligning stakeholders, defining value propositions and ensuring responsible AI use.

AI, DATA & ANALYTICS MANAGER
Manages organisational data and analytics to support strategic decisions, define KPIs and turn insights into business action.

EMERGING ROLES

CHIEF AI WELLBEING & ADOPTION OFFICER
Leads human-centred AI adoption, balancing productivity, wellbeing, skills development and ethical, sustainable integration of emerging technologies.

SYNTHETIC DATA & AI MODEL RISK MANAGER
Oversees AI model risk from a business perspective, ensuring compliant, explainable and well-governed use of data, vendors and AI models.

Your Academic Journey

STAGE

1

CORE MODULES

- | | |
|---|--|
| 1. Ethics, Responsibility and Sustainability | 4. Business Strategy |
| 2. Professional Skills for Future Work | 5. Python Applied in Business |
| 3. Wellbeing and Effective Use of Transformative Technologies | 6. Data Visualisation and Storytelling |
| | 7. Business Analytics |

STAGE

2

SPECIALISED MODULES

1. Artificial Intelligence in Business
2. Database Management
3. Neural Networks and Deep Learning Applied to Business

STAGE

3

INTEGRATIVE MANAGEMENT

Choose one of the following:

- | | |
|--|---|
| <ul style="list-style-type: none"> • Business Plan or Consultancy for an Existing Business • UBI Venture Creation Lab • NGO Development • Thesis | <ul style="list-style-type: none"> • Internationalisation, Digitalisation or Good Citizenship Strategy + Internship/Project in a Company • Internationalisation, Digitalisation or Good Citizenship Strategy + International Experience |
|--|---|





2

Master in Management of CRM & Marketing Cloud

Designed for a data-driven marketing environment, this programme builds expertise in CRM and marketing cloud technologies to enhance customer engagement and business performance. It combines technical and strategic skills to design personalised, AI-enabled marketing strategies using predictive analytics and machine learning. The curriculum emphasises ethical and customer-centric approaches, preparing graduates to lead CRM and cloud-based marketing initiatives.

INTAKE	DURATION	LANGUAGE	LOCATION	ECTS	TUITION FEE (per year)
March / September	1 to 2 years	English	Brussels / Online	90	EUR 11,900 EEA / EUR 17,000 Non-EEA

Degree upon completion:

MSc Management (CRM and Marketing Cloud)

In partnership with



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Why choose this Programme?

MARKET OPPORTUNITY

In a digital economy, CRM and marketing cloud technologies are central to customer engagement and growth. The global CRM market is projected to grow from \$73.4 billion in 2024 to \$163.16 billion by 2030, while the AI-driven Salesforce economy is expected to generate over \$2 trillion in revenue and more than 11 million jobs. However, organisations face a shortage of professionals who can integrate CRM, cloud platforms and data-driven marketing, driving demand for talent able to turn customer data into strategic advantage.

CHOOSE THIS DEGREE FOR:

- 1 A globally recognised British Degree**
 Developed, delivered and assessed by UBI, the programme awards a British degree from Middlesex University (UK), one of the top universities according to Times Higher Education, ensuring strong academic quality and international recognition.
- 2 Hands-On, Project-Based Learning**
 With a strong emphasis on hands-on learning and real-world projects, students develop the competencies required to manage Cloud-based Marketing and CRM initiatives effectively.
- 3 Technology-Enhanced Learning**
 Students benefit from access to Microsoft Tools, supporting a technology-enhanced learning experience.
- 4 Management Meets Technology**
 One of the few Management programmes to integrate technological and data-driven modules, including Python applied to business, with a strong focus on evidence-based decision-making.
- 5 Fully Flexible Learning**
 Our EOCCS-certified HyFlex ecosystem enables personalised learning journeys, removes geographic barriers, and helps students to seamlessly complete their studies on campus, hybrid, or fully online balancing professional and personal life.



Built for the Job Market

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:

- Designing and integrating customer-centric strategies by leveraging **CRM and Marketing Cloud platforms** to align marketing, sales and service functions and strengthen **long-term customer value** in digital and data-driven markets.
- Driving measurable business value through smarter CRM decisions, using data and Marketing Cloud analytics to enhance **customer satisfaction**, improve **campaign performance** and elevate organisational results.
- Applying ethical judgement, sustainability principles and professional responsibility to **customer data governance**, ensuring responsible CRM and Marketing Cloud practices that respect privacy, manage risk and strengthen trust between organisations and customers.
- Communicating CRM strategies, insights and project outcomes clearly and persuasively, translating complex customer data into **actionable messages** that align stakeholders and support collaboration in international, hybrid and professional settings.



Career Opportunities

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

CUSTOMER RELATIONSHIP MANAGER (CRM MANAGER)

Responsible for designing and managing customer relationship strategies using CRM platforms to improve loyalty and customer experience.

DIGITAL MARKETING MANAGER / SPECIALIST

In charge of planning, executing, and optimizing digital campaigns including SEO, SEM, social media, and content marketing.

EMERGING ROLES

AI-DRIVEN CUSTOMER EXPERIENCE ARCHITECT

Specialist in designing fully personalised, predictive customer experiences using real-time AI and multi-channel integration.

DIGITAL ETHICS & SUSTAINABILITY STRATEGIST

Expert in developing and overseeing responsible, sustainable, and ethical digital strategies, ensuring technological innovation benefits society.

Your Academic Journey

STAGE

1

CORE MODULES

- | | |
|---|--|
| 1. Ethics, Responsibility and Sustainability | 4. Business Strategy |
| 2. Professional Skills for Future Work | 5. Python Applied in Business |
| 3. Wellbeing and Effective Use of Transformative Technologies | 6. Data Visualisation and Storytelling |
| | 7. Business Analytics |

STAGE

2

SPECIALISED MODULES

1. The CRM Landscape
2. Cloud-Based Marketing
3. CRM and Marketing Cloud in Practice

STAGE

3

INTEGRATIVE MANAGEMENT

Choose one of the following:

- | | |
|--|---|
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|--|---|





3 Master in Management of Technology

Designed for future leaders in the digital economy, the programme combines entrepreneurship, innovation and strategic decision-making to prepare students to drive digital transformation and build technology-driven ventures. Through specialised modules, students develop expertise in business model design, operations and data-driven decision-making, opening pathways to careers in product management, analytics and digital transformation.

INTAKE	DURATION	LANGUAGE	LOCATION	ECTS	TUITION FEE (per year)
March / September	1 to 2 years	English	Brussels / Online	90	EUR 11,900 EEA / EUR 17,000 Non-EEA

Degree upon completion:
MSc Management (Technology)



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Why choose this Programme?

MARKET OPPORTUNITY

Digital transformation is accelerating across industries, increasing demand for professionals who can align technology with business strategy. The global market is projected to grow from US\$ 1.07 trillion in 2024 to US\$ 4.62 trillion by 2030, while AI adoption among firms continues to rise rapidly. Despite this growth, organisations face a shortage of talent able to combine technological, strategic and financial expertise. There is rising demand for professionals who can drive innovation, manage digital investments and lead transformation in technology-driven environments.

CHOOSE THIS DEGREE FOR:

- A globally recognised British Degree**
 Developed, delivered and assessed by UBI, the programme awards a British degree from Middlesex University (UK), one of the top universities according to Times Higher Education, ensuring strong academic quality and international recognition.
- Hands-On, Transformation-Focused Learning**
 With a strong emphasis on hands-on learning and real-world projects, students develop the competencies required to manage technology mixes and business transformation initiatives.
- Technology-Enhanced Learning**
 Students benefit from access to Microsoft Tools, supporting a technology-enhanced learning experience.
- Management Meets Technology**
 One of the few Management programmes to integrate technological and data-driven modules, including Python applied to business, with a strong focus on evidence-based decision-making.
- Fully Flexible Learning**
 Our EOCCS-certified HyFlex ecosystem enables personalised learning journeys, removes geographic barriers, and helps students to seamlessly complete their studies on campus, hybrid, or fully online balancing professional and personal life.



Built for the Job Market

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:

- Designing and integrating **technology-driven business strategies** combining management, analytics and innovation to position organisations for **competitive advantage** in global and fast-changing environments.
- Creating value through **tech-enabled decision-making** by using data-driven evaluation and structured frameworks to prioritise initiatives, deliver international projects and drive organisational performance.
- Embedding ethics, sustainability and professional responsibility in technology-related decisions, balancing performance, risk and governance to ensure **trustworthy use of emerging technologies**.
- Communicating tech-related analyses and recommendations clearly and persuasively, translating complex insights into **actionable messages to align teams** and drive collaboration in international and hybrid environments.



Career Opportunities

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

TECHNOLOGY & INNOVATION MANAGER

Leads the adoption of emerging technologies to drive innovation, efficiency, and competitive advantage across business units.

DIGITAL TRANSFORMATION CONSULTANT

Supports organisations in redesigning processes, business models, and strategies through data-driven and technology-enabled transformation.

EMERGING ROLES

AI & TECHNOLOGY STRATEGY LEAD

Shaping organisational strategy by translating artificial intelligence and advanced technologies into scalable, high-value business initiatives.

CHIEF DIGITAL OR TECHNOLOGY OFFICER (CDO/CTO PATHWAY)

Driving long-term digital and technology strategy at executive level, balancing innovation, governance, and sustainable growth.

Your Academic Journey

STAGE

1

CORE MODULES

- | | |
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| 1. Ethics, Responsibility and Sustainability | 4. Business Strategy |
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| 3. Wellbeing and Effective Use of Transformative Technologies | 6. Data Visualisation and Storytelling |
| | 7. Business Analytics |

STAGE

2

SPECIALISED MODULES

1. Entrepreneurship and Innovation
2. Finance and Technology
3. Smart Operations

STAGE

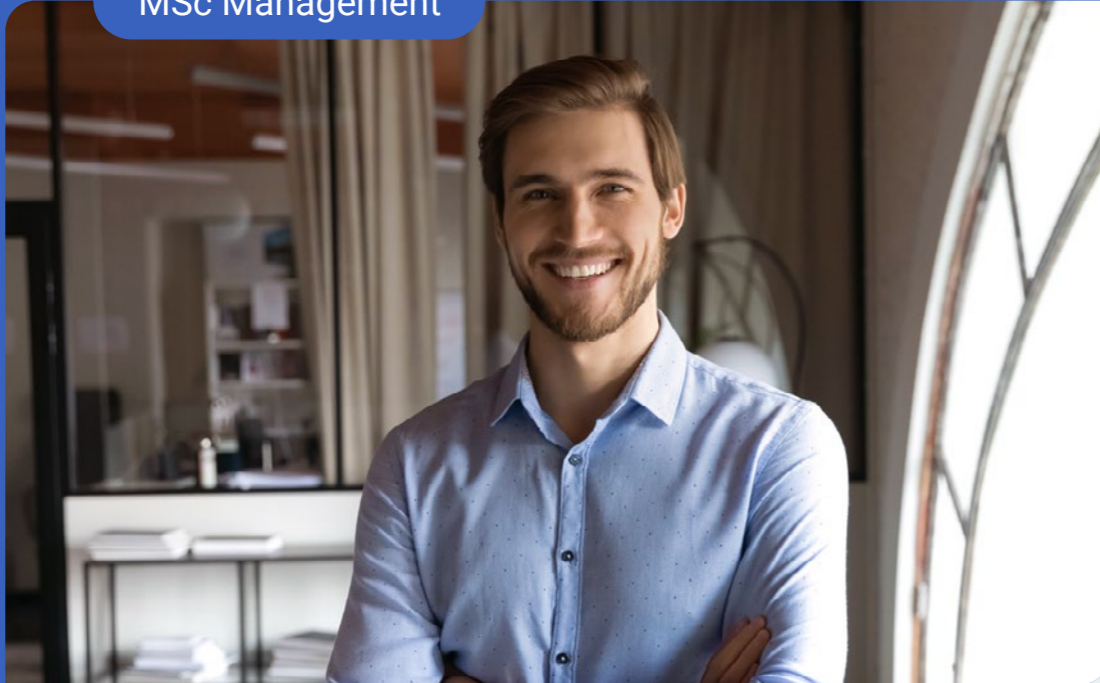
3

INTEGRATIVE MANAGEMENT

Choose one of the following:

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|--|---|





Why choose this Programme?

MARKET OPPORTUNITY

Management today requires leaders who can navigate technological change, drive innovation and leverage data. The World Economic Forum identifies analytical thinking, resilience and leadership among the fastest-growing skills, while the global data analytics market is projected to grow from US\$ 69.54 billion in 2024 to US\$ 302.01 billion by 2030. Despite this growth, organisations face a shortage of professionals who can combine management expertise with AI and data-driven decision-making, increasing demand for adaptable, future-ready leaders.

4 Master in Management

Designed for aspiring managers in a technology-driven global economy, this programme develops leadership and managerial capabilities through entrepreneurship and innovation. It combines core management foundations with specialised modules in AI in business and data-driven marketing, enabling students to design and implement strategies in complex environments. Graduates build capabilities in analytics, ethical leadership and innovation, preparing them for versatile roles across industries.

INTAKE	DURATION	LANGUAGE	LOCATION	ECTS	TUITION FEE (per year)
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Degree upon completion:
MSc Management



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CHOOSE THIS DEGREE FOR:

- A globally recognised British Degree**
 Developed, delivered and assessed by UBI, the programme awards a British degree from Middlesex University (UK), one of the top universities according to Times Higher Education, ensuring strong academic quality and international recognition.
- Hands-On, Transformation-Focused Learning**
 With a strong emphasis on hands-on learning and real-world projects, students develop the competencies required to manage business models in a rapidly changing world.
- Technology-Enhanced Learning**
 Students benefit from access to Microsoft Tools, supporting a technology-enhanced learning experience.
- Management Meets Technology**
 One of the few Management programmes to integrate technological and data-driven modules, including Python applied to business, with a strong focus on evidence-based decision-making.
- Fully Flexible Learning**
 Our EOCCS-certified HyFlex ecosystem enables personalised learning journeys, removes geographic barriers, and helps students to seamlessly complete their studies on campus, hybrid, or fully online balancing professional and personal life.



Built for the Job Market

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:

- Developing and integrating modern business strategies combining core management principles, analytics and cross-functional insights to navigate disruption and drive **competitive advantage**.
- Creating real organisational value through **evidence-based decision-making** and the use of data, critical analysis and managerial judgement to prioritise actions, solve **complex business challenges** and boost performance across teams and functions.
- Leading with integrity and applying **ethical judgement**, sustainability principles and professional standards to balance business performance, risk management, human values and **societal impact**.
- Communicating clear, compelling insights to turn complex information into actionable messages that **align teams, build trust** and drive collaboration in international settings.



Career Opportunities

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

BUSINESS ANALYST / STRATEGY CONSULTANT

Analyses performance, markets, and operations to support strategic decisions using data and structured frameworks.

DIGITAL & GROWTH MARKETING MANAGER

Leads data-driven marketing initiatives to optimise acquisition, engagement, and retention across digital channels.

EMERGING ROLES

AI-AUGMENTED MANAGER / HYBRID BUSINESS LEADER

Leads teams using AI, analytics, and automation to improve performance and decision-making.

DIGITAL ENTREPRENEUR / TECH-ENABLED VENTURE BUILDER

Launches or scales ventures using data, AI, and digital platforms as competitive advantages.

Your Academic Journey

STAGE

1

CORE MODULES

- | | |
|---|--|
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| 2. Professional Skills for Future Work | 5. Python Applied in Business |
| 3. Wellbeing and Effective Use of Transformative Technologies | 6. Data Visualisation and Storytelling |
| | 7. Business Analytics |

STAGE

2

SPECIALISED MODULES

1. Entrepreneurship and Innovation
2. Finance and Technology
3. Smart Operations

STAGE

3

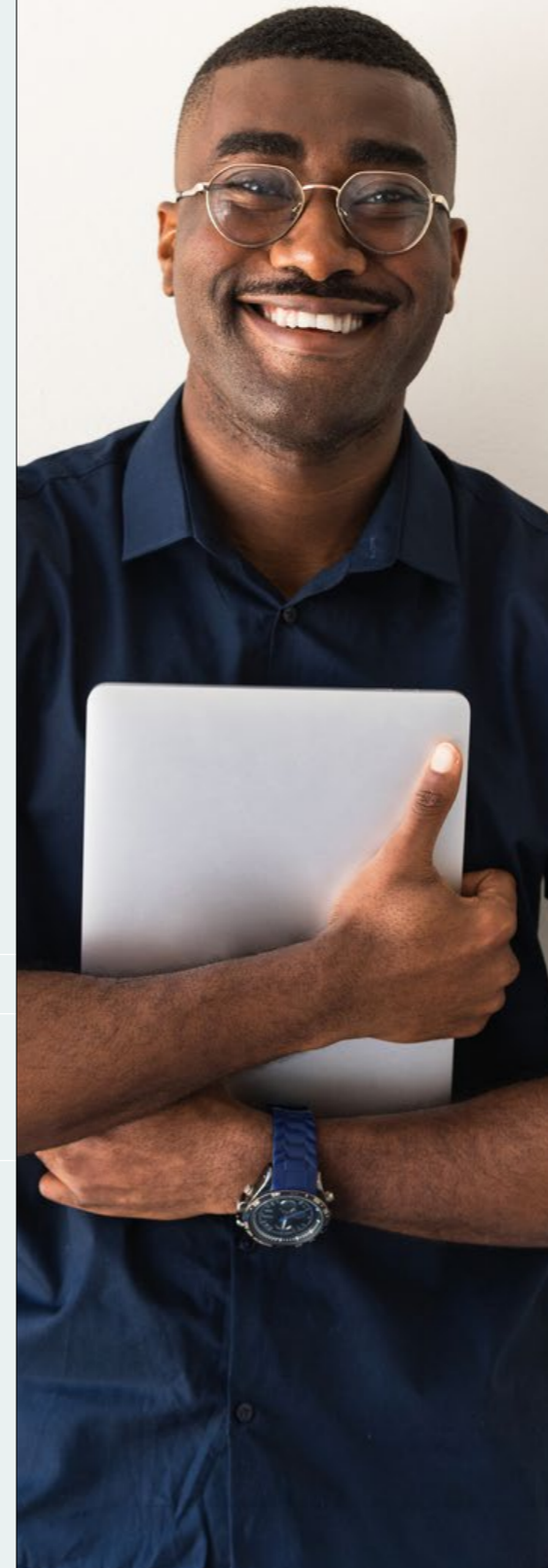
INTEGRATIVE MANAGEMENT

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|--|---|



In cooperation with



5

Master in Management of AI in E-Commerce & Retail Marketing

Designed for professionals shaping the future of digital retail, this programme integrates AI with e-commerce and retail marketing. Developed in partnership with Publicis Commerce, it combines consumer insight, data analytics and strategic management to build data-driven retail models. The curriculum blends Python, analytics and real-world applications to prepare graduates to design digital campaigns, manage omnichannel strategies and drive innovation in e-commerce.

INTAKE	DURATION	LANGUAGE	LOCATION	ECTS	TUITION FEE (per year)
March / September	1 to 2 years	English	Brussels / Online	90	EUR 11,900 EEA / EUR 17,000 Non-EEA

Degree upon completion:

MSc Management (Artificial Intelligence in E-Commerce and Retail Marketing)

In partnership with



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

Why choose this Programme?

MARKET OPPORTUNITY

E-commerce is expanding fast, and AI is reshaping how retailers engage customers and optimise operations. Grand View Research valued the global e-commerce market at US\$ 25.93 trillion in 2023 and projects it will reach US\$ 83.26 trillion by 2030, while the AI in retail segment is forecast to grow from US\$ 11.61 billion in 2024 to US\$ 40.74 billion in 2030. This programme helps students capitalise on these trends through modules like the E-commerce Landscape, AI in E-commerce and Retail Media & AI, which explore digital ecosystems and retail media networks and equip students to design data-driven marketing strategies.

CHOOSE THIS DEGREE FOR:

- 1 A globally recognised British Degree**
Developed, delivered and assessed by UBI, the programme awards a British degree from Middlesex University (UK), one of the top universities according to Times Higher Education, ensuring strong academic quality and international recognition.
- 2 Industry-Embedded with Publicis Commerce**
Developed in collaboration with Publicis Commerce, the programme ensures real-world relevance through exposure to leading industry practices, real commercial use cases, and strategic frameworks.
- 3 Technology-Enhanced Learning**
Students benefit from access to Microsoft Tools, supporting a technology-enhanced learning experience.
- 4 Management Meets Technology**
One of the few Management programmes to integrate technological and data-driven modules, including Python applied to business, with a strong focus on evidence-based decision-making.
- 5 Fully Flexible Learning**
Our EOCCS-certified HyFlex ecosystem enables personalised learning journeys, removes geographic barriers, and helps students to seamlessly complete their studies on campus, hybrid, or fully online balancing professional and personal life.



Built for the Job Market

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:

- Designing and integrating **AI-powered strategies for e-commerce and retail marketing**, blending advanced management, AI frameworks and digital trends to create competitive advantage in global, fast-moving and tech-driven environments.
- Driving measurable business value to make data-informed strategic and operational decisions on AI adoption to differentiate your brand, optimise performance and deliver **customer-centric digital commerce impact**.
- Building **ethical, sustainable AI marketing** while balancing opportunity with risk, safeguard transparency and fairness to ensure AI applications align with socially sustainable digital-business practices.
- Effectively communicating AI-powered insights and strategic recommendations to transform complex models and data into actionable messages that **build trust, align stakeholders** and strengthen collaboration across international, hybrid and cross-functional teams.



Career Opportunities

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

E-COMMERCE CUSTOMER EXPERIENCE MANAGER

Designs and manages loyalty, personalisation, and CRM strategies to improve customer retention and online sales performance.

DIGITAL CAMPAIGN & PERFORMANCE MANAGER

Plans, executes, and optimises digital /phygital campaigns using data and AI to maximise conversions and return on investment.

EMERGING ROLES

PERSONALISATION & CUSTOMER EXPERIENCE ARCHITECT

Designs real-time, AI-driven personalised shopping experiences across platforms and channels.

OMNICHANNEL STRATEGY & INNOVATION LEAD

Develops integrated retail strategies across physical and digital channels to enhance customer experience and engagement.

Your Academic Journey

STAGE

1

CORE MODULES

- | | |
|---|--|
| 1. Ethics, Responsibility and Sustainability | 4. Business Strategy |
| 2. Professional Skills for Future Work | 5. Python Applied in Business |
| 3. Wellbeing and Effective Use of Transformative Technologies | 6. Data Visualisation and Storytelling |
| | 7. Business Analytics |

STAGE

2

SPECIALISED MODULES

1. The E-commerce Landscape
2. AI in E-commerce
3. Retail Media and AI

STAGE

3

INTEGRATIVE MANAGEMENT

Choose one of the following:

- | | |
|--|---|
| <ul style="list-style-type: none"> • Business Plan or Consultancy for an Existing Business • UBI Venture Creation Lab • NGO Development • Thesis | <ul style="list-style-type: none"> • Internationalisation, Digitalisation or Good Citizenship Strategy + Internship/Project in a Company • Internationalisation, Digitalisation or Good Citizenship Strategy + International Experience |
|--|---|





6 Master in Management of Energy Transition

This programme prepares professionals, either with technical or management backgrounds to make high-stakes decisions in volatile, geopolitically exposed and climate-constrained energy markets. Students learn to design transition strategies, evaluate technologies and investments, and use digital and AI-enabled tools to balance security, competitiveness and decarbonisation. Graduates are equipped to guide organisations through complex energy transformation.

INTAKE	DURATION	LANGUAGE	LOCATION	ECTS	TUITION FEE (per year)
March / September	1 to 2 years	English	Brussels / Online	90	EUR 11,900 EEA / EUR 17,000 Non-EEA

Degree upon completion:

MSc Management (Strategic Energy Transition)

In partnership with



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



Why choose this Programme?

MARKET OPPORTUNITY

Global energy demand will rise sharply by 2050, forcing leaders to navigate market volatility, geopolitics, and climate constraints. With up to 70% of energy still fossil-based mid-century, the transition will demand \$275 trillion in investment and create 14 million clean-energy jobs – yet over half will require advanced skills, revealing a major leadership gap. This highlights the need for a Master’s programme preparing future decision-makers to lead the strategic, financial, and technological dimensions of the energy transition.

CHOOSE THIS DEGREE FOR:

- A globally recognised British Degree**
 Developed, delivered and assessed by UBI, the programme awards a British degree from Middlesex University (UK), one of the top universities according to Times Higher Education, ensuring strong academic quality and international recognition.
- Hands-On Learning for the Energy Transition**
 The programme places strong emphasis on hands-on learning and real-world project applications, developing the competencies required to manage energy-transition initiatives.
- Technology-Enhanced Learning**
 Students benefit from access to Microsoft Tools, supporting a technology-enhanced learning experience.
- Management Meets Technology**
 One of the few Management programmes to integrate technological and data-driven modules, including Python applied to business, with a strong focus on evidence-based decision-making.
- Fully Flexible Learning**
 Our EOCCS-certified HyFlex ecosystem enables personalised learning journeys, removes geographic barriers, and helps students to seamlessly complete their studies on campus, hybrid, or fully online balancing professional and personal life.



Built for the Job Market

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:

- Critically analysing complex energy systems, market volatility and geopolitical dynamics to make informed, **board-level strategic decisions** under expected uncertainty.
- Designing and evaluating **transition strategies**, investment pathways and technology choices that strengthen **resilience, competitiveness** and long-term organisational performance.
- Integrating security, affordability and stakeholder legitimacy into decision-making, exercising **responsible leadership** in high-impact energy contexts.
- Translating complex energy, regulatory and technological scenarios into clear, actionable insights that support **cross-functional alignment and executive-level decisions**.



Career Opportunities

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

ENERGY TRANSITION STRATEGY ANALYST

Supports scenario analysis, transition planning and investment evaluation to inform organisational strategy under energy volatility.

SUSTAINABILITY & ENERGY RISK MANAGER

Assesses regulatory, supply-chain and market risks, advising leadership on resilience, compliance and long-term energy exposure.

EMERGING ROLES

AI-ENABLED ENERGY OPTIMISATION LEAD

Leverages AI and advanced analytics to optimise energy systems, forecast demand and support real-time operational decisions.

CARBON MARKETS & TRANSITION FINANCE STRATEGIST

Shapes strategies across carbon markets, transition finance and policy incentives to fund decarbonisation and accelerate organisational transformation.

Your Academic Journey

STAGE

1

CORE MODULES

- | | |
|---|--|
| 1. Ethics, Responsibility and Sustainability | 4. Business Strategy |
| 2. Professional Skills for Future Work | 5. Python Applied in Business |
| 3. Wellbeing and Effective Use of Transformative Technologies | 6. Data Visualisation and Storytelling |
| | 7. Business Analytics |

STAGE

2

SPECIALISED MODULES

1. The Energy Landscape
2. Energy Transition as a Source of Competitive Advantage
3. New Technologies and Energy Transition

STAGE

3

INTEGRATIVE MANAGEMENT

Choose one of the following:

- | | |
|--|---|
| <ul style="list-style-type: none"> • Business Plan or Consultancy for an Existing Business • UBI Venture Creation Lab • NGO Development • Thesis | <ul style="list-style-type: none"> • Internationalisation, Digitalisation or Good Citizenship Strategy + Internship/Project in a Company • Internationalisation, Digitalisation or Good Citizenship Strategy + International Experience |
|--|---|



OUR ONGOING COMMITMENT TO RESPONSIBLE BUSINESS EDUCATION

PRME
SIGNATORY MEMBER

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.

“

I chose this programme because understanding AI wasn't enough for me: I wanted to understand its real weight in the business world. Over time, it challenged the way I think, pushing me to connect technology with strategy and decision-making. The value I obtained goes well beyond the technical – I have learned to translate complex innovation into something meaningful and actionable. I'm leaving with a much stronger sense of direction and, more importantly, the confidence to navigate through the kind of change AI is bringing.

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MSc Student (2025-2026)



Become a UBI member today

ADMISSION PROCESS

- 1 Online application (free)
- 2 Attend an on-campus or online interview if selected
- 3 Admission offer

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

DEGREE REQUIREMENTS

- An undergraduate degree
- Proof of command of English (usually IELTS 6.0 or TOEFL iBT 72)

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:



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



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.



UBI
BUSINESS
SCHOOL

Shaping Minds for the 21st Century



Apply now or scan the QR code to learn more



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