

# Advanced Master's Degree Compensation and Benefits Management



## Advanced Master's Degree Compensation and Benefits Management

- » Modality: online
- » Duration: 2 years
- » Certificate: TECH Global University
- » Accreditation: 120 ECTS
- » Schedule: at your own pace
- » Exams: online

Website: [www.techtitute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-compensation-benefits-management](http://www.techtitute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-compensation-benefits-management)

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01

# Introduction to the Program

Effective Compensation and Benefits management is critical to organizational success, as it directly influences employee motivation, productivity and loyalty. As labor expectations evolve, companies must adapt their compensation strategies to meet the changing needs of their workforce. In this context, it is essential that specialists remain at the forefront of the latest innovations in the development of performance-based incentive programs and the use of advanced technologies for compensation administration. That is why TECH has developed a cutting-edge university program focused on the latest advances in Compensation and Benefits Management.





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*Thanks to this 100% online Advanced Master's Degree, you will learn how to design equitable salary and benefits structures”*

Compensation and benefits management is a fundamental pillar of any organization's human resources strategy. Through well-designed compensation policies, companies can not only attract and retain talent, but also foster employee engagement and productivity. However, developing effective and equitable compensation systems requires a deep understanding of the internal and external factors that influence compensation decisions. Therefore, professionals need to manage best practices to improve organizational performance and employee well-being.

With this idea in mind, TECH presents a revolutionary Advanced Master's Degree in Compensation and Benefits Management. Developed by leading experts in the field, the academic program will delve into aspects ranging from the fundamentals of social security or talent development in the digital age to the remuneration of people with disabilities. In this way, students will acquire the necessary skills to design Compensation and Benefits policies that are inclusive, equitable and aligned with the strategic objectives of organizations.

With regard to the methodology of the university degree, TECH uses the revolutionary Relearning educational system. This system is based on the repetition of the key concepts of the syllabus, ensuring that graduates understand the content and that it lingers in their minds. To access the Virtual Campus, all you need is an electronic device connected to the Internet. Therefore, they will be able to enjoy the most complete, up-to-date and dynamic educational resources on the academic market. In addition, it includes some groundbreaking Masterclasses delivered by a renowned International Guest Director.

This **Advanced Master's Degree in Compensation and Benefits Management** contains the most complete and up-to-date educational program on the market. Its most notable features are:

- ♦ The development of case studies presented by experts in Compensation and Benefits Management
- ♦ The graphic, schematic, and practical contents with which they are created, provide scientific and practical information on the disciplines that are essential for professional practice
- ♦ Practical exercises where self-assessment can be used to improve learning
- ♦ Special emphasis on innovative methodologies in Compensation and Benefits Management
- ♦ Theoretical lessons, questions to the expert, debate forums on controversial topics, and individual reflection assignments
- ♦ Content that is accessible from any fixed or portable device with an Internet connection



*A prestigious International Guest Director will deliver intensive Masterclasses that delve into the latest trends in Compensation and Benefits Management”*

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*You will gain an in-depth understanding of how Compensation and Benefits can be used as strategic tools to retain talent”*

The teaching staff includes professionals from the field of Compensation and Benefits Management, who bring their work experience to this program, as well as renowned specialists from leading companies and prestigious universities.

The multimedia content, developed with the latest educational technology, will provide the professional with situated and contextual learning, i.e., a simulated environment that will provide an immersive learning experience designed to prepare for real-life situations.

This program is designed around Problem-Based Learning, whereby the student must try to solve the different professional practice situations that arise throughout the program. For this purpose, the professional will be assisted by an innovative interactive video system created by renowned and experienced experts.

*Study for this qualification at your own pace and without time restrictions thanks to the Relearning system that TECH provides.*

*This is a flexible qualification that fits in with your most demanding daily responsibilities. What are you waiting for to enroll?*



02

# Why Study at TECH?

TECH is the world's largest online university. With an impressive catalog of more than 14,000 university programs available in 11 languages, it is positioned as a leader in employability, with a 99% job placement rate. In addition, it relies on an enormous faculty of more than 6,000 professors of the highest international renown.





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*Study at the world's largest online university and guarantee your professional success. The future starts at TECH”*

**The world's best online university, according to FORBES**

The prestigious Forbes magazine, specialized in business and finance, has highlighted TECH as "the best online university in the world" This is what they have recently stated in an article in their digital edition in which they echo the success story of this institution, "thanks to the academic offer it provides, the selection of its teaching staff, and an innovative learning method oriented to form the professionals of the future".

**Forbes**

The best online university in the world

The most complete **syllabus**

**The most complete syllabuses on the university scene**

TECH offers the most complete syllabuses on the university scene, with programs that cover fundamental concepts and, at the same time, the main scientific advances in their specific scientific areas. In addition, these programs are continuously updated to guarantee students the academic vanguard and the most demanded professional skills. and the most in-demand professional competencies. In this way, the university's qualifications provide its graduates with a significant advantage to propel their careers to success.

**The best top international faculty**

TECH's faculty is made up of more than 6,000 professors of the highest international prestige. Professors, researchers and top executives of multinational companies, including Isaiah Covington, performance coach of the Boston Celtics; Magda Romanska, principal investigator at Harvard MetaLAB; Ignacio Wistumba, chairman of the department of translational molecular pathology at MD Anderson Cancer Center; and D.W. Pine, creative director of TIME magazine, among others.

**TOP**  
international faculty

The most effective methodology

**A unique learning method**

TECH is the first university to use Relearning in all its programs. This is the best online learning methodology, accredited with international teaching quality certifications, provided by prestigious educational agencies. In addition, this innovative academic model is complemented by the "Case Method", thereby configuring a unique online teaching strategy. Innovative teaching resources are also implemented, including detailed videos, infographics and interactive summaries.

**The world's largest online university**

TECH is the world's largest online university. We are the largest educational institution, with the best and widest digital educational catalog, one hundred percent online and covering most areas of knowledge. We offer the largest selection of our own degrees and accredited online undergraduate and postgraduate degrees. In total, more than 14,000 university programs, in ten different languages, making us the largest educational institution in the world.

**World's No.1**  
The World's largest online university

**The official online university of the NBA**

TECH is the official online university of the NBA. Thanks to our agreement with the biggest league in basketball, we offer our students exclusive university programs, as well as a wide variety of educational resources focused on the business of the league and other areas of the sports industry. Each program is made up of a uniquely designed syllabus and features exceptional guest hosts: professionals with a distinguished sports background who will offer their expertise on the most relevant topics.

**Leaders in employability**

TECH has become the leading university in employability. Ninety-nine percent of its students obtain jobs in the academic field they have studied within one year of completing any of the university's programs. A similar number achieve immediate career enhancement. All this thanks to a study methodology that bases its effectiveness on the acquisition of practical skills, which are absolutely necessary for professional development.



**Google Premier Partner**

The American technology giant has awarded TECH the Google Premier Partner badge. This award, which is only available to 3% of the world's companies, highlights the efficient, flexible and tailored experience that this university provides to students. The recognition not only accredits the maximum rigor, performance and investment in TECH's digital infrastructures, but also places this university as one of the world's leading technology companies.



**The top-rated university by its students**

Students have positioned TECH as the world's top-rated university on the main review websites, with a highest rating of 4.9 out of 5, obtained from more than 1,000 reviews. These results consolidate TECH as the benchmark university institution at an international level, reflecting the excellence and positive impact of its educational model.



# 03

# Syllabus

The teaching materials that make up this Advanced Master's Degree have been developed by leading experts in the field of Compensation and Benefits Management. The academic itinerary will delve into areas ranging from workplace management or talent development in the digital age to compensation policy. In this way, graduates will develop advanced skills to develop innovative Compensation and Benefits policies that respond to emerging trends.



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*You will use modern technological tools to significantly optimize Compensation and Benefits administration”*

## Module 1. Leadership, Ethics and Social Responsibility in Companies

- 1.1. Globalization and Governance
  - 1.1.1. Governance and Corporate Governance
  - 1.1.2. The Fundamentals of Corporate Governance in Companies
  - 1.1.3. The Role of the Board of Directors in the Corporate Governance Framework
- 1.2. Leadership
  - 1.2.1. Leadership. A Conceptual Approach
  - 1.2.2. Leadership in Companies
  - 1.2.3. The Importance of Leaders in Business Management
- 1.3. *Cross-Cultural Management*
  - 1.3.1. Cross-Cultural Management Concept
  - 1.3.2. Contributions to Knowledge of National Cultures
  - 1.3.3. Diversity Management
- 1.4. Management and Leadership Development
  - 1.4.1. Concept of Management Development
  - 1.4.2. Concept of Leadership
  - 1.4.3. Leadership Theories
  - 1.4.4. Leadership Styles
  - 1.4.5. Intelligence in Leadership
  - 1.4.6. The Challenges of Today's Leader
- 1.5. Business Ethics
  - 1.5.1. Ethics and Morality
  - 1.5.2. Business Ethics
  - 1.5.3. Leadership and Ethics in Companies
- 1.6. Sustainability
  - 1.6.1. Sustainability and Sustainable Development
  - 1.6.2. The 2030 Agenda
  - 1.6.3. Sustainable Companies
- 1.7. Corporate Social Responsibility
  - 1.7.1. International Dimensions of Corporate Social Responsibility
  - 1.7.2. Implementing Corporate Social Responsibility
  - 1.7.3. The Impact and Measurement of Corporate Social Responsibility

- 1.8. Responsible Management Systems and Tools
  - 1.8.1. CSR: The Corporate Social Responsibility
  - 1.8.2. Essential Aspects for Implementing a Responsible Management Strategy
  - 1.8.3. Steps for the Implementation of a Corporate Social Responsibility Management System
  - 1.8.4. CSR Tools and Standards
- 1.9. Multinationals and Human Rights
  - 1.9.1. Globalization, Multinational Companies and Human Rights
  - 1.9.2. Multinational Corporations and International Law
  - 1.9.3. Legal Instruments for Multinationals in the Area of Human Rights
- 1.10. Legal Environment and Corporate Governance
  - 1.10.1. International Rules on Importation and Exportation
  - 1.10.2. Intellectual and Industrial Property
  - 1.10.3. International Labor Law

## Module 2. Strategic Management and Executive Management

- 2.1. Organizational Analysis and Design
  - 2.1.1. Conceptual Framework
  - 2.1.2. Key Elements in Organizational Design
  - 2.1.3. Basic Organizational Models
  - 2.1.4. Organizational Design: Typologies
- 2.2. Corporate Strategy
  - 2.2.1. Competitive Corporate Strategy
  - 2.2.2. Types of Growth Strategies
  - 2.2.3. Conceptual Framework
- 2.3. Strategic Planning and Strategy Formulation
  - 2.3.1. Conceptual Framework
  - 2.3.2. Elements of Strategic Planning
  - 2.3.3. Strategy Formulation: Strategic Planning Process
- 2.4. Strategic Thinking
  - 2.4.1. The Company as a System
  - 2.4.2. Organization Concept

- 2.5. Financial Diagnosis
  - 2.5.1. Concept of Financial Diagnosis
  - 2.5.2. Stages of Financial Diagnosis
  - 2.5.3. Assessment Methods for Financial Diagnosis
- 2.6. Planning and Strategy
  - 2.6.1. The Plan from a Strategy
  - 2.6.2. Strategic Positioning
  - 2.6.3. Strategy in Companies
- 2.7. Strategy Models and Patterns
  - 2.7.1. Conceptual Framework
  - 2.7.2. Strategic Models
  - 2.7.3. Strategic Patterns: The Five P's of Strategy
- 2.8. Competitive Strategy
  - 2.8.1. Competitive Advantage
  - 2.8.2. Choosing a Competitive Strategy
  - 2.8.3. Strategies based on the Strategic Clock Model
  - 2.8.4. Types of Strategies According to the Industrial Sector Life Cycle
- 2.9. Strategic Management
  - 2.9.1. The Concept of Strategy
  - 2.9.2. The Process of Strategic Management
  - 2.9.3. Approaches in Strategic Management
- 2.10. Strategy Implementation
  - 2.10.1. Indicator Systems and Process Approach
  - 2.10.2. Strategic Map
  - 2.10.3. Strategic Alignment
- 2.11. Executive Management
  - 2.11.1. Conceptual Framework of Executive Management
  - 2.11.2. Executive Management. The Role of the Board of Directors and Corporate Management Tools
- 2.12. Strategic Communication
  - 2.12.1. Interpersonal Communication
  - 2.12.2. Communication Skills and Influence
  - 2.12.3. Internal Communication
  - 2.12.4. Barriers to Business Communication

### Module 3. People and Talent Management

- 3.1. Organizational Behavior
  - 3.1.1. Organizational Behavior. Conceptual Framework
  - 3.1.2. Main Factors of Organizational Behavior
- 3.2. People in Organizations
  - 3.2.1. Quality of Work Life and Psychological Well-Being
  - 3.2.2. Work Teams and Meeting Management
  - 3.2.3. Coaching and Team Management
  - 3.2.4. Managing Equality and Diversity
- 3.3. Strategic People Management
  - 3.3.1. Strategic Human Resources Management
  - 3.3.2. Strategic People Management
- 3.4. Evolution of Resources. An Integrated Vision
  - 3.4.1. The Importance of HR
  - 3.4.2. A New Environment for People Management and Leadership
  - 3.4.3. Strategic HR Management
- 3.5. Selection, Group Dynamics and HR Recruitment
  - 3.5.1. Approach to Recruitment and Selection
  - 3.5.2. Recruitment
  - 3.5.3. The Selection Process
- 3.6. Human Resources Management by Competencies
  - 3.6.1. Analysis of the Potential
  - 3.6.2. Remuneration Policy
  - 3.6.3. Career/Succession Planning
- 3.7. Performance Evaluation and Performance Management
  - 3.7.1. Performance Management
  - 3.7.2. Performance Management: Objectives and Process

- 3.8. Training Management
  - 3.8.1. Learning Theories
  - 3.8.2. Talent Detection and Retention
  - 3.8.3. Gamification and Talent Management
  - 3.8.4. Training and Professional Obsolescence
- 3.9. Talent Management
  - 3.9.1. Keys for Positive Management
  - 3.9.2. Conceptual Origin of Talent and its Implication in the Company
  - 3.9.3. Map of Talent in the Organization
  - 3.9.4. Cost and Added Value
- 3.10. Innovation in Talent and People Management
  - 3.10.1. Strategic Talent Management Models
  - 3.10.2. Talent Identification, Training and Development
  - 3.10.3. Loyalty and Retention
  - 3.10.4. Proactivity and Innovation
- 3.11. Motivation
  - 3.11.1. The Nature of Motivation
  - 3.11.2. Expectations Theory
  - 3.11.3. Needs Theory
  - 3.11.4. Motivation and Financial Compensation
- 3.12. *Employer Branding*
  - 3.12.1. Employer Branding in HR
  - 3.12.2. Personal Branding for HR Professionals
- 3.13. High-Performance Teams Development
  - 3.13.1. High-Performance Teams: Self-Managed Teams
  - 3.13.2. Methodologies for the Management of High-Performance Self-Managed Teams
- 3.14. Management Skills Development
  - 3.14.1. What are Manager Competencies?
  - 3.14.2. Elements of Competencies
  - 3.14.3. Knowledge
  - 3.14.4. Management Skills
  - 3.14.5. Attitudes and Values in Managers
  - 3.14.6. Managerial Skills
- 3.15. Time Management
  - 3.15.1. Benefits
  - 3.15.2. What Can be the Causes of Poor Time Management?
  - 3.15.3. Time
  - 3.15.4. Time Illusions
  - 3.15.5. Attention and Memory
  - 3.15.6. State of Mind
  - 3.15.7. Time Management
  - 3.15.8. Being Proactive
  - 3.15.9. Be Clear About the Objective
  - 3.15.10. Order
  - 3.15.11. Planning
- 3.16. Change Management
  - 3.16.1. Change Management
  - 3.16.2. Type of Change Management Processes
  - 3.16.3. Stages or Phases in the Change Management Process
- 3.17. Negotiation and Conflict Management
  - 3.17.1. Negotiation
  - 3.17.2. Conflict Management
  - 3.17.3. Crisis Management



- 3.18. Executive Communication
  - 3.18.1. Internal and External Communication in the Corporate Environment
  - 3.18.2. Communication Departments
  - 3.18.3. The Person in Charge of Communication of the Company. The Profile of the Dircom
- 3.19. Human Resources Management and Occupational Hazard Prevention Teams
  - 3.19.1. Management of Human Resources and Teams
  - 3.19.2. Occupational Risk Prevention
- 3.20. Productivity, Attraction, Retention and Activation of Talent
  - 3.20.1. Productivity
  - 3.20.2. Talent Attraction and Retention Levers
- 3.21. Monetary Compensation Vs. Non-Monetary
  - 3.21.1. Monetary Vs. Non-Monetary Compensation
  - 3.21.2. Wage Band Models
  - 3.21.3. Non-Monetary Compensation Models
  - 3.21.4. Working Model
  - 3.21.5. Corporate Community
  - 3.21.6. Company Image
  - 3.21.7. Emotional Salary
- 3.22. Innovation in Talent and People Management
  - 3.22.1. Innovation in Organizations
  - 3.22.2. New Challenges in the Human Resources Department
  - 3.22.3. Innovation Management
  - 3.22.4. Tools for Innovation
- 3.23. Knowledge and Talent Management
  - 3.23.1. Knowledge and Talent Management
  - 3.23.2. Knowledge Management Implementation
- 3.24. Transforming Human Resources in the Digital Era
  - 3.24.1. The Socioeconomic Context
  - 3.24.2. New Forms of Corporate Organization
  - 3.24.3. New Methodologies

## Module 4. Economic and Financial Management

- 4.1. Economic Environment
  - 4.1.1. Macroeconomic Environment and the National Financial System
  - 4.1.2. Financial Institutions
  - 4.1.3. Financial Markets
  - 4.1.4. Financial Assets
  - 4.1.5. Other Financial Sector Entities
- 4.2. Company Financing
  - 4.2.1. Sources of Financing
  - 4.2.2. Types of Financing Costs
- 4.3. Executive Accounting
  - 4.3.1. Basic Concepts
  - 4.3.2. The Company's Assets
  - 4.3.3. The Company's Liabilities
  - 4.3.4. The Company's Net Worth
  - 4.3.5. The Income Statement
- 4.4. Management Accounting to Cost Accounting
  - 4.4.1. Elements of Cost Calculation
  - 4.4.2. Expenses in General Accounting and Cost Accounting
  - 4.4.3. Costs Classification
- 4.5. Information Systems and Business Intelligence
  - 4.5.1. Fundamentals and Classification
  - 4.5.2. Cost Allocation Phases and Methods
  - 4.5.3. Choice of Cost Center and Impact
- 4.6. Budget and Management Control
  - 4.6.1. The Budget Model
  - 4.6.2. The Capital Budget
  - 4.6.3. The Operating Budget
  - 4.6.5. Treasury Budget
  - 4.6.6. Budget Monitoring

- 4.7. Treasury Management
  - 4.7.1. Accounting Working Capital and Necessary Working Capital
  - 4.7.2. Calculation of Operating Cash Requirements
  - 4.7.3. Credit Management
- 4.8. Corporate Tax Responsibility
  - 4.8.1. Basic Tax Concepts
  - 4.8.2. Corporate Income Tax
  - 4.8.3. Value Added Tax
  - 4.8.4. Other Taxes Related to Commercial Activity
  - 4.8.5. The Company as a Facilitator of the Work of the State
- 4.9. Corporate Control Systems
  - 4.9.1. Analysis of Financial Statements
  - 4.9.2. The Company's Balance Sheet
  - 4.9.3. The Profit and Loss Statement
  - 4.9.4. The Statement of Cash Flows
  - 4.9.5. Ratio Analysis
- 4.10. Financial Management
  - 4.10.1. The Company's Financial Decisions
  - 4.10.2. Financial Department
  - 4.10.3. Cash Surpluses
  - 4.10.4. Risks Associated with Financial Management
  - 4.10.5. Financial Administration Risk Management
- 4.11. Financial Planning
  - 4.11.1. Definition of Financial Planning
  - 4.11.2. Actions to be Taken in Financial Planning
  - 4.11.3. Creation and Establishment of the Business Strategy
  - 4.11.4. The Cash Flow Table
  - 4.11.5. The Working Capital Table
- 4.12. Corporate Financial Strategy
  - 4.12.1. Corporate Strategy and Sources of Financing
  - 4.12.2. Financial Products for Corporate Financing



- 4.13. Macroeconomic Context
  - 4.13.1. Macroeconomic Context
  - 4.13.2. Relevant Economic Indicators
  - 4.13.3. Mechanisms for the Control of Macroeconomic Magnitudes
  - 4.13.4. Economic Cycles
- 4.14. Strategic Financing
  - 4.14.1. Self-Financing
  - 4.14.2. Increase in Equity
  - 4.14.3. Hybrid Resources
  - 4.14.4. Financing Through Intermediaries
- 4.15. Money and Capital Markets
  - 4.15.1. The Money Market
  - 4.15.2. The Fixed Income Market
  - 4.15.3. The Equity Market
  - 4.15.4. The Foreign Exchange Market
  - 4.15.5. The Derivatives Market
- 4.16. Financial Analysis and Planning
  - 4.16.1. Analysis of the Balance Sheet
  - 4.16.2. Analysis of the Income Statement
  - 4.16.3. Profitability Analysis
- 4.17. Analyzing and Solving Cases/Problems
  - 4.17.1. Financial Information on Industria de Diseño y Textil, S.A. (INDITEX)

## Module 5. Operations and Logistics Management

- 5.1. Operations Direction and Management
  - 5.1.1. The Role of Operations
  - 5.1.2. The Impact of Operations on the Management of Companies
  - 5.1.3. Introduction to Operations Strategy
  - 5.1.4. Operations Management
- 5.2. Industrial Organization and Logistics
  - 5.2.1. Industrial Organization Department
  - 5.2.2. Logistics Department

- 5.3. Structure and Types of Production (MTS, MTO, ATO, ETO...)
  - 5.3.1. Production System
  - 5.3.2. Production Strategy
  - 5.3.3. Inventory Management System
  - 5.3.4. Production Indicators
- 5.4. Structure and Types of Procurement
  - 5.4.1. Function of Procurement
  - 5.4.2. Procurement Management
  - 5.4.3. Types of Purchases
  - 5.4.4. Efficient Purchasing Management of a Company
  - 5.4.5. Stages of the Purchase Decision Process
- 5.5. Economic Control of Purchasing
  - 5.5.1. Economic Influence of Purchases
  - 5.5.2. Cost Centers
  - 5.5.3. Budget
  - 5.5.4. Budgeting vs. Actual Expenditure
  - 5.5.5. Budgetary Control Tools
- 5.6. Warehouse Operations Control
  - 5.6.1. Inventory Control
  - 5.6.2. Location Systems
  - 5.6.3. Stock Management Techniques
  - 5.6.4. Storage Systems
- 5.7. Strategic Purchasing Management
  - 5.7.1. Business Strategy
  - 5.7.2. Strategic Planning
  - 5.7.3. Purchasing Strategies
- 5.8. Typologies of the Supply Chain Management (SCM)
  - 5.8.1. Supply Chain
  - 5.8.2. Benefits of Supply Chain Management
  - 5.8.3. Logistical Management in the Supply Chain

- 5.9. Supply Chain Management
  - 5.9.1. The Concept of Management of the Supply Chain (SCM)
  - 5.9.2. Costs and Efficiency of the Operations Chain
  - 5.9.3. Demand Patterns
  - 5.9.4. Operations Strategy and Change
- 5.10. Interactions Between the SCM and All Other Departments
  - 5.10.1. Interaction of the Supply Chain
  - 5.10.2. Interaction of the Supply Chain. Integration by Parts
  - 5.10.3. Supply Chain Integration Problems
  - 5.10.4. Supply Chain 5.11. Logistics Costs
- 5.11.1. Logistics Costs
- 5.11.2. Problems with Logistics Costs
- 5.11.3. Logistic Costs Optimization
- 5.12. Profitability and Efficiency of Logistics Chains: KPIS
  - 5.12.1. Logistics Chain
  - 5.12.2. Profitability and Efficiency of the Logistics Chain
  - 5.12.3. Indicators of Profitability and Efficiency of the Supply Chain
- 5.13. Process Management
  - 5.13.1. Process Management
  - 5.13.2. Process-Based Approach: Process Mapping
  - 5.13.3. Improvements in Process Management
- 5.14. Distribution and Transportation Logistics
  - 5.14.1. Distribution in the Supply Chain
  - 5.14.2. Transportation Logistics
  - 5.14.3. Geographic Information Systems as a Support for Logistics
- 5.15. Logistics and Customers
  - 5.15.1. Demand Analysis
  - 5.15.2. Demand and Sales Forecast
  - 5.15.3. Sales and Operations Planning
  - 5.15.4. Collaborative Planning, Forecasting and Replenishment Planning (CPFR)

- 5.16. International Logistics
  - 5.16.1. Export and Import Processes
  - 5.16.2. Customs
  - 5.16.3. Methods and Means of International Payment
  - 5.16.4. International Logistics Platforms
- 5.17. Outsourcing of Operations
  - 5.17.1. Operations Management and Outsourcing
  - 5.17.2. Outsourcing Implementation in Logistics Environments
- 5.18. Competitiveness in Operations
  - 5.18.1. Operations Management
  - 5.18.2. Operational Competitiveness
  - 5.18.3. Operations Strategy and Competitive Advantages
- 5.19. Quality Management
  - 5.19.1. Internal and External Customers
  - 5.19.2. Quality Costs
  - 5.19.3. Ongoing Improvement and the Deming Philosophy

## Module 6. Information Systems Management

- 6.1. Technological Environment
  - 6.1.1. Technology and Globalization
  - 6.1.2. Economic Environment and Technology
  - 6.1.3. Technological Environment and its Impact on Companies
- 6.2. Information Systems in Companies
  - 6.2.1. The Evolution of the IT Model
  - 6.2.2. Organization and IT Departments
  - 6.2.3. Information Technology and Economic Environment
- 6.3. Corporate Strategy and Technology Strategy
  - 6.3.1. Creating Value for Customers and Shareholders
  - 6.3.2. Strategic IS/IT Decisions
  - 6.3.3. Corporate Strategy vs Technological and Digital Strategy

- 6.4. Information Systems Management
  - 6.4.1. Corporate Governance of Technology and Information Systems
  - 6.4.2. Management of Information Systems in Companies
  - 6.4.3. Expert Managers in Information Systems: Roles and Functions
- 6.5. Information Technology Strategic Planning
  - 6.5.1. Information Systems and Corporate Strategy
  - 6.5.2. Strategic Planning of Information Systems
  - 6.5.3. Phases of Information Systems Strategic Planning
- 6.6. Information Systems for Decision Making
  - 6.6.1. *Business Intelligence*
  - 6.6.2. *Data Warehouse*
  - 6.6.3. BSC or Balanced Scorecard
- 6.7. Exploring the Information
  - 6.7.1. SQL: Relational Databases. Basic Concepts
  - 6.7.2. Networks and Communications
  - 6.7.3. Operational System: Standardized Data Templates
  - 6.7.4. Strategic System: OLAP, Multidimensional Model and Graphical Dashboards
  - 6.7.5. Strategic DB Analysis and Report Composition
- 6.8. Enterprise Business Intelligence
  - 6.8.1. The World of Data
  - 6.8.2. Relevant Concepts
  - 6.8.3. Main Characteristics
  - 6.8.4. Solutions in Today's Market
  - 6.8.5. Overall Architecture of a BI Solution
  - 6.8.6. Cybersecurity in BI and Data Science
- 6.9. New Business Concept
  - 6.9.1. Why BI?
  - 6.9.2. Obtaining Information
  - 6.9.3. BI in the Different Departments of the Company
  - 6.9.4. Reasons to Invest in BI
- 6.10. BI Tools and Solutions
  - 6.10.1. How to Choose the Best Tool?
  - 6.10.2. Microsoft Power BI, MicroStrategy y Tableau
  - 6.10.3. SAP BI, SAS BI and Qlikview
  - 6.10.4. Prometheus
- 6.11. BI Project Planning and Management
  - 6.11.1. First Steps to Define a BI Project
  - 6.11.2. BI Solution for the Company
  - 6.11.3. Requirements and Objectives
- 6.12. Corporate Management Applications
  - 6.12.1. Information Systems and Corporate Management
  - 6.12.2. Applications for Corporate Management
  - 6.12.3. Enterprise Resource Planning Systems or ERP
- 6.13. Digital Transformation
  - 6.13.1. Conceptual Framework of Digital Transformation
  - 6.13.2. Digital Transformation; Key Elements, Benefits and Drawbacks
  - 6.13.3. Digital Transformation in Companies
- 6.14. Technology and Trends
  - 6.14.1. Main Trends in the Field of Technology that are Changing Business Models
  - 6.14.2. Analysis of the Main Emerging Technologies
- 6.15. IT Outsourcing
  - 6.15.1. Conceptual Framework of Outsourcing
  - 6.15.2. IT Outsourcing and its Impact on the Business.
  - 6.15.3. Keys to Implement Corporate IT Outsourcing Projects

## Module 7. Commercial Management, Strategic Marketing and Corporate Communication

- 7.1. Commercial Management
  - 7.1.1. Conceptual Framework of Commercial Management
  - 7.1.2. Business Strategy and Planning
  - 7.1.3. The Role of Sales Managers
- 7.2. Marketing
  - 7.2.1. The Concept of Marketing
  - 7.2.2. Basic Elements of Marketing
  - 7.2.3. Marketing Activities of the Company
- 7.3. Strategic Marketing Management
  - 7.3.1. The Concept of Strategic Marketing
  - 7.3.2. Concept of Strategic Marketing Planning
  - 7.3.3. Stages in the Process of Strategic Marketing Planning
- 7.4. Digital Marketing and E-commerce
  - 7.4.1. Digital Marketing and E-commerce Objectives
  - 7.4.2. Digital Marketing and Media Used
  - 7.4.3. E-Commerce. General Context
  - 7.4.4. Categories of E-Commerce
  - 7.4.5. Advantages and Disadvantages of E-commerce Versus Traditional Commerce.
- 7.5. Managing Digital Business
  - 7.5.1. Competitive Strategy given the Growing Digitalization of the Media
  - 7.5.2. Design and Creation of a Digital Marketing Plan
  - 7.5.3. ROI Analysis in a Digital Marketing Plan
- 7.6. Digital Marketing to Reinforce a Brand
  - 7.6.1. Online Strategies to Improve Your Brand's Reputation
  - 7.6.2. Branded Content and Storytelling
- 7.7. Digital Marketing Strategy
  - 7.7.1. Defining the Digital Marketing Strategy
  - 7.7.2. Digital Marketing Strategy Tools
- 7.8. Digital Marketing to Attract and Retain Customers
  - 7.8.1. Loyalty and Engagement Strategies through the Internet
  - 7.8.2. *Visitor Relationship Management*
  - 7.8.3. Hypersegmentation
- 7.9. Managing Digital Campaigns
  - 7.9.1. What is a Digital Advertising Campaign?
  - 7.9.2. Steps to Launch an Online Marketing Campaign
  - 7.9.3. Mistakes in Digital Advertising Campaigns
- 7.10. Online Marketing Plan
  - 7.10.1. What is an Online Marketing Plan?
  - 7.10.2. Steps to Create an Online Marketing Plan
  - 7.10.3. Advantages of Having an Online Marketing Plan
- 7.11. Blended Marketing
  - 7.11.1. What is Blended Marketing?
  - 7.11.2. Differences Between Online and Offline Marketing
  - 7.11.3. Aspects to be Taken into Account in the Blended Marketing Strategy
  - 7.11.4. Characteristics of a Blended Marketing Strategy
  - 7.11.5. Recommendations in Blended Marketing
  - 7.11.6. Benefits of Blended Marketing
- 7.12. Sales Strategy
  - 7.12.1. Sales Strategy
  - 7.12.2. Sales Methods
- 7.13. Corporate Communication
  - 7.13.1. Concept
  - 7.13.2. The Importance of Communication in the Organization
  - 7.13.3. Type of Communication in the Organization
  - 7.13.4. Functions of Communication in the Organization
  - 7.13.5. Elements of Communication
  - 7.13.6. Communication Problems
  - 7.13.7. Communication Scenarios

- 7.14. Corporate Communication Strategy
  - 7.14.1. Motivational Programs, Social Action, Participation and Training with HR
  - 7.14.2. Internal Communication Tools and Supports
  - 7.14.3. Internal Communication Plan
- 7.15. Digital Communication and Reputation
  - 7.15.1. Online Reputation
  - 7.15.2. How to Measure Digital Reputation?
  - 7.15.3. Online Reputation Tools
  - 7.15.4. Online Reputation Report
  - 7.15.5. Online Branding

## Module 8. Market Research, Advertising and Commercial Management

- 8.1. Market Research
  - 8.1.1. Marketing Research: Historical Origin
  - 8.1.2. Analysis and Evolution of the Conceptual Framework of Marketing Research
  - 8.1.3. Key Elements and Value Contribution of Market Research
- 8.2. Quantitative Research Methods and Techniques
  - 8.2.1. Sample Size
  - 8.2.2. Sampling
  - 8.2.3. Types of Quantitative Techniques
- 8.3. Qualitative Research Methods and Techniques
  - 8.3.1. Types of Qualitative Research
  - 8.3.2. Qualitative Research Techniques
- 8.4. Market Segmentation
  - 8.4.1. Market Segmentation Concept
  - 8.4.2. Utility and Segmentation Requirements
  - 8.4.3. Consumer Market Segmentation
  - 8.4.4. Industrial Market Segmentation
  - 8.4.5. Segmentation Strategies
  - 8.4.6. Segmentation Based on Marketing Mix Criteria
  - 8.4.7. Market Segmentation Methodology
- 8.5. Research Project Management
  - 8.5.1. Market Research as a Process
  - 8.5.2. Planning Stages in Market Research
  - 8.5.3. Stages of Market Research Implementation
  - 8.5.4. Managing a Research Project
- 8.6. International Market Research
  - 8.6.1. International Market Research
  - 8.6.2. International Market Research Process
  - 8.6.3. The Importance of Secondary Sources in International Market Research
- 8.7. Feasibility Studies
  - 8.7.1. Concept and Usefulness
  - 8.7.2. Outline of a Feasibility Study
  - 8.7.3. Development of a Feasibility Study
- 8.8. Advertising
  - 8.8.1. Historical Background of Advertising
  - 8.8.2. Conceptual Framework of Advertising; Principles, Concept of Briefing and Positioning
  - 8.8.3. Advertising Agencies, Media Agencies and Advertising Professionals
  - 8.8.4. Importance of Advertising in Business
  - 8.8.5. Advertising Trends and Challenges
- 8.9. Developing the Marketing Plan
  - 8.9.1. Marketing Plan Concept
  - 8.9.2. Situation Analysis and Diagnosis
  - 8.9.3. Strategic Marketing Decisions
  - 8.9.4. Operational Marketing Decisions
- 8.10. Promotion and Merchandising Strategies
  - 8.10.1. Integrated Marketing Communication
  - 8.10.2. Advertising Communication Plan
  - 8.10.3. Merchandising as a Communication Technique

- 8.11. Media Planning
  - 8.11.1. Origin and Evolution of Media Planning
  - 8.11.2. Media
  - 8.11.3. Media Plan
- 8.12. Fundamentals of Commercial Management
  - 8.12.1. The Role of Commercial Management
  - 8.12.2. Systems of Analysis of the Company/Market Commercial Competitive Situation
  - 8.12.3. Commercial Planning Systems of the Company
  - 8.12.4. Main Competitive Strategies
- 8.13. Commercial Negotiation
  - 8.13.1. Commercial Negotiation
  - 8.13.2. Psychological Issues in Negotiation
  - 8.13.3. Main Negotiation Methods
  - 8.13.4. The Negotiation Process
- 8.14. Decision-Making in Commercial Management
  - 8.14.1. Commercial Strategy and Competitive Strategy
  - 8.14.2. Decision-Making Models
  - 8.14.3. Decision-Making Analytics and Tools
  - 8.14.4. Human Behavior in Decision Making
- 8.15. Sales Network Management
  - 8.15.1. Sales Management. Sales Management
  - 8.15.2. Networks Serving Commercial Activity
  - 8.15.3. Salesperson Recruitment and Training Policies
  - 8.15.4. Remuneration Systems for Own and External Commercial Networks
  - 8.15.5. Management of the Commercial Process. Control and Assistance to the Work of the Sales Representatives Based on the Information
- 8.16. Implementing the Commercial Function
  - 8.16.1. Recruitment of Own Sales Representatives and Sales Agents
  - 8.16.2. Commercial Activity Control
  - 8.16.3. The Code of Ethics of Sales Personnel
  - 8.16.4. Compliance with Legislation
  - 8.16.5. Generally Accepted Standards of Business Conduct

- 8.17. Key Account Management
  - 8.17.1. Concept of Key Account Management
  - 8.17.2. The Key Account Manager
  - 8.17.3. Key Account Management Strategy
- 8.18. Financial and Budgetary Management
  - 8.18.1. The Break-Even Point
  - 8.18.2. The Sales Budget. Control of Management and of the Annual Sales Plan
  - 8.18.3. Financial Impact of Strategic Sales Decisions
  - 8.18.4. Cycle Management, Turnover, Profitability and Liquidity
  - 8.18.5. Income Statement

## Module 9. Innovation and Project Management

- 9.1. Innovation
  - 9.1.1. Introduction to Innovation
  - 9.1.2. Innovation in the Entrepreneurial Ecosystem
  - 9.1.3. Instruments and Tools for the Business Innovation Process
- 9.2. Innovation Strategy
  - 9.2.1. Strategic Intelligence and Innovation
  - 9.2.2. Innovation from Strategy
- 9.3. Project Management for Startups
  - 9.3.1. Startup Concept
  - 9.3.2. Lean Startup Philosophy
  - 9.3.3. Stages of Startup Development
  - 9.3.4. The Role of a Project Manager in a Startup
- 9.4. Business Model Design and Validation
  - 9.4.1. Conceptual Framework of a Business Model
  - 9.4.2. Business Model Design and Validation
- 9.5. Project Management
  - 9.5.1. Project Management: Identification of Opportunities to Develop Corporate Innovation Projects.
  - 9.5.2. Main Stages or Phases in Innovation Projects Management



- 9.6. Project Change Management: Training Management
  - 9.6.1. Concept of Change Management
  - 9.6.2. The Change Management Process
  - 9.6.3. Change Implementation
- 9.7. Project Communication Management
  - 9.7.1. Project Communications Management
  - 9.7.2. Key Concepts for Project Communications Management
  - 9.7.3. Emerging Trends
  - 9.7.4. Adaptations to the Team
  - 9.7.5. Planning Communications Management
  - 9.7.6. Communications Management
  - 9.7.7. Communications Monitoring
- 9.8. Traditional and Innovative Methodologies
  - 9.8.1. Innovative Methodologies
  - 9.8.2. Basic Principles of Scrum
  - 9.8.3. Differences between the Main Aspects of Scrum and Traditional Methodologies
- 9.9. Creation of a Startup
  - 9.9.1. Creation of a Startup
  - 9.9.2. Organization and Culture
  - 9.9.3. Top Ten Reasons Why Startups Fail
  - 9.9.4. Legal Aspects
- 9.10. Project Risk Management Planning
  - 9.10.1. Risk Planning
  - 9.10.2. Elements for Creating a Risk Management Plan
  - 9.10.3. Tools for Creating a Risk Management Plan
  - 9.10.4. Content of the Risk Management Plan

## Module 10. Executive Management

- 10.1. General Management
  - 10.1.1. The Concept of General Management
  - 10.1.2. The General Manager's Action
  - 10.1.3. The General Director and its Responsibilities
  - 10.1.4. Transforming the Work of Management
- 10.2. Manager Functions. Organizational Culture and Approaches
  - 10.2.1. Manager Functions. Organizational Culture and Approaches
- 10.3. Operations Management
  - 10.3.1. The Importance of Management
  - 10.3.2. Value Chain
  - 10.3.3. Quality Management
- 10.4. Public Speaking and Spokesperson Training
  - 10.4.1. Interpersonal Communication
  - 10.4.2. Communication Skills and Influence
  - 10.4.3. Communication Barriers
- 10.5. Personal and Organizational Communications Tools
  - 10.5.1. Interpersonal Communication
  - 10.5.2. Interpersonal Communication Tools
  - 10.5.3. Communication in the Organization
  - 10.5.4. Tools in the Organization
- 10.6. Communication in Crisis Situations
  - 10.6.1. Crisis
  - 10.6.2. Phases of the Crisis
  - 10.6.3. Messages: Contents and Moments
- 10.7. Preparation of a Crisis Plan
  - 10.7.1. Analysis of Possible Problems
  - 10.7.2. Planning
  - 10.7.3. Adequacy of Personnel

- 10.8. Emotional Intelligence
  - 10.8.1. Emotional Intelligence and Communication
  - 10.8.2. Assertiveness, Empathy and Active Listening
  - 10.8.3. Self-Esteem and Emotional Communication
- 10.9. Personal Branding
  - 10.9.1. Strategies for Personal Brand Development
  - 10.9.2. Personal Branding Laws
  - 10.9.3. Tools for Creating Personal Brands
- 10.10. Leadership and Team Management
  - 10.10.1. Leadership and Leadership Styles
  - 10.10.2. Leader Capabilities and Challenges
  - 10.10.3. Managing Change Processes
  - 10.10.4. Managing Multicultural Teams

## Module 11. Labor Relations Theory

- 11.1. History of Labor Relations
  - 11.1.1. Conceptual Framework and Definition (Basic Concepts of Employment, Work)
  - 11.1.2. Historical Evolution of Labor Relations
  - 11.1.3. Society of Knowledge in the 21st Century
- 11.2. Evolution of the Forms of Work
  - 11.2.1. Labor Relations and Labor Markets
  - 11.2.2. The Theory of Labor Market Segmentation and its Practices
- 11.3. Socialism - Communism in Labor Relations
  - 11.3.1. Conceptual Framework of Socialism and Communism
  - 11.3.2. Brief Historical Description
  - 11.2.3. Labor Relations under the Communist Political Framework
  - 11.3.4. Labor Relations under the Socialist Political Framework
- 11.4. Liberalism - Capitalism in Labor Relations
  - 11.4.1. Concept of Liberalism vs. Capitalism
  - 11.4.2. Capitalism Throughout the History of the Economy
  - 11.4.3. Labor Relations under the Prism of Economic Capitalism
- 11.5. Trade Union Law
  - 11.5.1. Trade Unionism
  - 11.5.2. Fundamentals of Trade Union Law
  - 11.5.3. The Role of Collective Bargaining
- 11.6. Employee Representation
  - 11.6.1. Concept
  - 11.6.2. Negotiation
- 11.7. Institutionalism and Pluralism
  - 11.7.1. Conceptualization and Framing within the Theories of the State
  - 11.7.2. Institutionalism
  - 11.7.9. Pluralism
- 11.8. Corporatism
  - 11.8.1. Conceptualization
  - 11.8.2. Types of Corporatism in the International Scene
- 11.9. Social Policies in the International Sphere
  - 11.9.1. Social Policies (Convergences and Divergences)
  - 11.9.2. Intervention Models
  - 11.9.3. The Welfare State

**Module 12. Organizational Design**

- 12.1. Fundamentals of Organizational Structure
  - 12.1.1. Introduction to the Organizational Structure
  - 12.1.2. Basic Principles of Organization
- 12.2. Organizational Design Criteria
  - 12.2.1. Workplace Organization
  - 12.2.2. Chain of Command Management
  - 12.2.3. Centralization and Decentralization Mechanisms
  - 12.2.4. Process Formalization Procedures
- 12.3. Components of Organizational Structure
  - 12.3.1. Functional Organization Charts
  - 12.3.2. Matrix Organization Charts
- 12.4. Job Assessment
  - 12.4.1. Quantitative Analyses of Job Assessment
  - 12.4.2. Qualitative Analyses of Job Assessment
- 12.5. Organizational Management by Processes
  - 12.5.1. Integrated Process Management in the Organization
- 12.6. Competency Management
  - 12.6.1. Introduction to Professional Competencies: Definition of Competency
  - 12.6.2. Competency-Based Management Mechanisms
- 12.7. New Forms of Organization
  - 12.7.1. Organization by Projects
  - 12.7.2. Flat Organizations
- 12.8. Collaborative Workspaces
  - 12.8.1. Collaborative Workspace Design
  - 12.8.2. Productivity Measurement Systems in Collaborative Workspaces
- 12.9. Organization of Self-Managed Teams
  - 12.9.1. Characteristics of a Self-Managed Team
  - 12.9.2. Self-Managed Team Management Methodologies
- 12.10. Communication as an Organizational Tool Management
  - 12.10.1. Communication as an Element in Organizational Relationships
  - 12.10.2. Communication Management in Organizations

**Module 13. Performance Management and Compensation Policy**

- 13.1. Introduction to Performance Management and Management by Objectives
  - 13.1.1. The Impact of the Digital Era on Professional Performance
  - 13.1.2. Digital Transformation in Companies
  - 13.1.3. New HR Policies in the Digital Era
  - 13.1.4. New Work Environments
  - 13.1.5. Performance Assessment: What Is It and What Is It for?
  - 13.1.6. Performance Evaluation Models
- 13.2. The Performance Management Cycle
  - 13.2.1. New Work Environments
  - 13.2.2. Phases of the Performance Management Cycle
  - 13.2.3. Models in Work Systems
- 13.3. Performance Planning
  - 13.3.1. Initial Design of the Performance Evaluation: Company Analysis
  - 13.3.2. Setting Individual and Group Objectives
  - 13.3.4. Performance Metrics
  - 13.3.4. Competency-based Evaluation Systems
- 13.4. Performance Monitoring
  - 13.4.1. Management of the Corporate Talent Map
  - 13.4.2. Individual and Group Action Plan Follow-up Mechanisms: Observation, Coaching and Feedback Techniques
  - 13.4.3. Recognition Programs
- 13.5. Performance Assessment
  - 13.5.1. Key Points in Performance Appraisal: Objectives, Competencies and Project/Team
  - 13.5.2. Definition of Evaluation Scales and Parameters of Excellence
  - 13.5.3. The Application of the Assessment
- 13.6. Underperformance Management
  - 13.6.1. Observation Techniques
  - 13.6.2. Incentive Motivation and Coaching Methodologies

- 13.6.3. Recovery Plan
- 13.7. Remuneration Policy
  - 13.7.1. Regulation of Work and Remuneration
  - 13.7.2. Establishment of the General Compensation System
  - 13.7.3. Variable Remuneration
  - 13.7.4. Control Systems
- 13.8. Legal and Labor Aspects of Remuneration
  - 13.8.1. Legal Framework
  - 13.8.2. Application
- 13.9. Annual Planning of Performance Plans
  - 13.8.1. Design and Development of an Annual Performance Plan
  - 13.8.2. Result Analysis
- 13.9. Additional Compensation Aspects
  - 13.9.1. Pension Plans
  - 13.9.2. Other Special Situations

## Module 14. Talent Development in the Digital Age

- 14.1. Digital Transformation in Talent Management
  - 14.1.1. Challenges of New Human Resources Communication Management in the Digital Age
  - 14.1.2. Talent in the 21st Century. Motivational Designs and Learning Agility
  - 14.1.3. Change Management in the Digital Age
- 14.2. Managing Human Capital
  - 14.2.1. Human Capital Concept
  - 14.2.2. Management Strategy
- 14.3. Innovation and Talent Management
  - 14.3.1. Contextualization of Talent
  - 14.3.2. Process of Talent Management
- 14.4. Knowledge and Talent Management
  - 14.4.1. Attitudes, Values and Beliefs
  - 14.4.2. Engagement Management and Corporate Culture

- 14.5. Digital Strategies in HR
  - 14.5.1. Employer Branding in HR
  - 14.5.2. Personal Branding for HR Professionals
  - 14.5.3. Networking and Social Media
- 14.6. Work Performance Management in Digital Ecosystems
  - 14.6.1. Competencies 3.0. to Work in the Digital Age
  - 14.6.2. Digital Project Management
  - 14.6.3. Coordination of Virtual Work Teams
  - 14.6.4. Growth Management: Leading Competent Teams
  - 14.6.5. Mentoring and Collaborative Learning
- 14.7. Motivation in the Digital Era
  - 14.7.1. Motivation and Job Satisfaction, Contextualization
  - 14.7.2. New Work Motivation Systems: Gamification
- 14.8. Compensation and Non-Economic Benefits
  - 14.8.1. Basic Aspects of Remuneration Policies
  - 14.8.2. Remuneration in Kind Systems
- 14.9. Incentives and Profit Sharing
  - 14.9.1. Contextualization
  - 14.9.2. Types of Profit Sharing
  - 14.9.3. Monitoring and Measurement of Satisfaction
- 14.10. Environment and Metric Strategy
  - 14.10.1. Contextualization
  - 14.10.2. Measurement and Monitoring

## Module 15. Work Environment Management I

- 15.1. Introduction to Work Environment Management
  - 15.1.1. Organizational Culture, Leadership and Conflict
  - 15.1.2. Basic Elements of Organizational Culture
  - 15.1.3. Conflicts: Concepts and Types
  - 15.1.4. Relationship Between Culture and Leadership

- 15.2. Introduction to the Prevention of Occupational Risks
  - 15.2.1. Introduction to Work Health and Safety
  - 15.2.2. Introduction to Ergonomics in the Workplace
  - 15.2.3. Introduction to the Prevention of Psychosocial Risks
- 15.3. Environmental Conditions for People with Disabilities
  - 15.3.1. NOM -030- SSA3-2013
  - 15.3.2. Types of Disabilities
  - 15.3.3. Correct Adaptation of the Work Place
- 15.4. Gender Equality of the Organization
  - 15.4.1. Actions for Effective Equality Between Men and Women in the Field of Employment
- 15.5. Job Placement Management
  - 15.5.1. Personnel Selection
  - 15.5.2. Internal Selection Processes
  - 15.5.3. External Selection Processes
- 15.6. Business Conduct and Ethics
  - 15.6.1. The Concept of Social Responsibility
  - 15.6.2. Ethical Principles that should Guide the Management of Companies
  - 15.6.3. Corporate Social Responsibility
  - 15.6.4. Corporate Social Responsibility and Responsible Marketing
- 15.7. Work Environment
  - 15.7.1. The Environment in Organizations: Concept of Work Environment
  - 15.7.2. Work Climate Dimensions
  - 15.7.3. Measurement of the Work Environment
  - 15.7.4. Qualitative Measuring Tools for the Work Environment: SWOT and PESTEL
- 15.8. Deterioration of the Working Environment
  - 15.8.1. Psychosocial Risks: Burnout and Mobbing
  - 15.8.2. Absenteeism
- 15.9. Work Environment Improvement Plan
  - 15.9.1. Primary, Secondary and Tertiary Prevention
  - 15.9.2. Crisis Intervention
  - 15.9.3. Essential Criteria for an Action Plan

## Module 16. Management and Administration of In-Company Training

- 16.1. In-Company Training
  - 16.1.1. Training Concept, Objectives and Actors
  - 16.1.2. Training as an Element of Business Strategy
- 16.2. Training Planning
  - 16.2.1. Element of Training Planning
  - 16.2.2. Budget Management
- 16.3. Assessment of Training Needs
  - 16.3.1. Training Needs Analysis TNA
  - 16.3.2. Techniques and Data Collection
  - 16.3.3. Analysis and Valuation
- 16.4. Training Methods
  - 16.4.1. In-Office Training
  - 16.4.2. Out-of-Office Training
  - 16.4.3. Training in Digital Environments: e-Learning
  - 16.4.4. Blended Training
- 16.5. Design and Programming of Training Activities
  - 16.5.1. Concept of Design and Programming of Training Activities
  - 16.5.2. Definition of the Objective and Contents of the Training Activities
  - 16.5.3. Methodology of Teaching in Training Activities
- 16.6. The Dual Education System
  - 16.6.1. Origin of Dual Training and Reference Countries
  - 16.6.2. Labor Aspects of the Dual Training Context
  - 16.6.3. Training Aspects of the Dual Training Context
  - 16.6.4. Perspectives and Evolution of Dual Training
- 16.7. The Cost of Training in the Organization
  - 16.7.1. Direct Training Costs
  - 16.7.2. Indirect Training Costs
  - 16.7.3. The Economic Impact of Proper Training in the Company

- 16.8. In-House Training Inspections and Audits
  - 16.8.1. Government Inspections
  - 16.8.2. External Audits
  - 16.8.3. Risks in Case of Non-Compliance
- 16.9. Highly Specialized Training
  - 16.9.1. High-Risk Positions
  - 16.9.2. Special Training Programs

## Module 17. Remuneration as a Strategic Tool

- 17.1. Remuneration as an Organizational Management Tool
  - 17.1.1. Remuneration Objectives
  - 17.1.2. Benefits of Remuneration
  - 17.1.3. Remuneration Policy Design
  - 17.1.4. Remuneration Policy Implementation
- 17.2. Remuneration Processes
  - 17.2.1. Design and Processes Involved
  - 17.2.2. Job Description and Appraisal, Equity, Remuneration Structure, Performance
- 17.3. The Overall Remuneration System as a Determining Factor in the Company
  - 17.3.1. Total Remuneration Objectives
  - 17.3.2. Extrinsic, Intrinsic and Emotional Remuneration
  - 17.3.3. Talent Retention
  - 17.3.4. Employee Attraction and Loyalty
- 17.4. Remuneration System
  - 17.4.1. Fixed Remuneration
  - 17.4.2. Variable Remuneration
  - 17.4.3. Remuneration in Kind and Flexible Remuneration
  - 17.4.4. Emotional Remuneration
- 17.5. The compensation and Benefits Function and Human Resources Management
  - 17.5.1. The Challenges of Human Resources Management: Compensation and Benefits
  - 17.5.2. The Human Resources Management and its Relation to Other HR Functions Related to Employee Compensation
  - 17.5.3. Relations between the HR Department and Other Related Departments within the Company that Influence Employee Compensation

- 17.6. Remuneration Management Determining Factors
  - 17.6.1. External: Labor Market, Competition, Legal Regulations
  - 17.6.2. Internal: Industry, Culture, Staffing Profile
  - 17.6.3. Rewarding Performance
- 17.7. The Remuneration Market: Features and Standard Practices
  - 17.7.1. By Concept
  - 17.7.2. By Country
  - 17.7.3. By Organizational Levels
- 17.8. The Future of Remuneration
  - 17.8.1. Keeping the Company Competitive in the Labor Market: Key Points
  - 17.8.2. How Companies can Motivate Future Employee Performance: Tools to be Used
  - 17.8.3. Increased Company Visibility: Measurements
- 17.9. Remuneration from a Strategic Perspective
  - 17.9.1. Remuneration Strategies
  - 17.9.2. Strategic Benefits of Remuneration
  - 17.9.3. Formative Benefits of Remuneration
- 17.10. Benefits of Remuneration Management
  - 17.10.1. Remuneration Management
  - 17.10.2. Advantages and Benefits of Remuneration Management
  - 17.10.3. Inconveniences of Remuneration Management

## Module 18. Job Evaluation and Remuneration

- 18.1. Job Analysis and Description
  - 18.1.1. Job Analysis
  - 18.1.2. Job Description
  - 18.1.3. Planning Job Analysis and Job Descriptions within the Company
- 18.2. Job Assessment
  - 18.2.1. Fundamental questions for Job Assessment
  - 18.2.2. Information Gathering Process
  - 18.2.3. Data Procurement Process
  - 18.2.4. Data Interpretation Process

- 18.3. Assessment Methods
  - 18.3.1. Qualitative Methods
  - 18.3.2. Quantitative Methods
  - 18.3.3. Comparison of Qualitative and Quantitative Methods: Advantages and Disadvantages
- 18.4. Job Catalog
  - 18.4.1. Job Specifications
  - 18.4.2. Substantial and Required Characteristics of the Job
  - 18.4.3. Template Planning
- 18.5. Qualitative Methods: Grading
  - 18.5.1. Previous Classification Required: Key Points
  - 18.5.2. Ranking Method
  - 18.5.3. Job Evaluation
- 18.6. Quantitative methods (I): Factor Comparison
  - 18.6.1. Factored Points Method: Key Points
  - 18.6.2. Keyword Selection
  - 18.6.3. Selection and Definition of Remuneration Factors
- 18.7. Quantitative Methods (II): Scoring Factors
  - 18.7.1. Assessment Factors
  - 18.7.2. Responsibility
  - 18.7.3. Effort Groups
- 18.8. Application of Job Evaluation in Human Resources Management
  - 18.8.1. Training Plan to be Implemented within the Company
  - 18.8.2. Employee Development
  - 18.8.3. Internal Communication in the Company
- 18.9. Application of Job Evaluation in the Remuneration Policy
  - 18.9.1. Objectives of Job Evaluation
  - 18.9.2. Requirements Covered by Job Evaluation
  - 18.9.3. Job Evaluation Procedures
- 18.10. Changes in the HR Environment
  - 18.10.1. Economic Changes
  - 18.10.2. Social Changes
  - 18.10.3. Organizational Changes

## Module 19. Salary Structure

- 19.1. Designing the Salary Structure
  - 19.1.1. Salary Structure
  - 19.1.2. Criteria for Determining the Salary Structure
  - 19.1.3. Factors in Determining the Salary Structure
- 19.2. Types and Approaches to Salary Structure
  - 19.2.1. Types of Salary Structure and Comparison
  - 19.2.2. Approaches to Salary Structure within the Company
  - 19.2.3. Salary Range: Key Points
- 19.3. Remuneration Policies (I)
  - 19.3.1. Level
  - 19.3.2. Bandwidth: Overlap
  - 19.3.3. Depth of Remuneration
  - 19.3.4. Band Position and Situation
- 19.4. Remuneration Policies (II)
  - 19.4.1. Cost of Equity
  - 19.4.2. Equity Map
  - 19.4.3. Gender Wage Analysis
  - 19.4.4. Salary Range
- 19.5. Internal and External Equity
  - 19.5.1. Internal and External Equity Delimitation
  - 19.5.2. Remuneration Studies and their Interpretation
  - 19.5.3. Remuneration Bands
- 19.6. Maintenance of the Salary Structure in the Long Term
  - 19.6.1. Equal Pay
  - 19.6.2. Rotation
  - 19.6.3. Absenteeism
- 19.7. The Remuneration Budget
  - 19.7.1. Annual Salary Increases: Objectives to be Met
  - 19.7.2. Necessary Supplements to be Considered in Remuneration

- 19.8. Wage Protection
  - 19.8.1. Against the Employer
  - 19.8.2. Against the Employee's Creditors
  - 19.8.3. Against the Employer's Creditors

## Module 20. Remuneration and its Regulatory Framework

- 20.1. Salary
  - 20.1.1. Salaries
  - 20.1.2. Salary Breakup: Basic Salary and Salary Supplements
  - 20.1.3. Time, Place and Method of Wage Payment
- 20.2. Working Time: Breaks that can be Counted as Working Time
  - 20.2.1. Weekly Rest
  - 20.2.2. Time, Place and Method of Wage Payment
  - 20.2.3. Vacations
- 20.3. Non-Salary or Extra-Salary Payments
  - 20.3.1. Non-Wage Payments
  - 20.3.2. Indemnifications
- 20.4. Salary Structure (I): Base Salary and Salary Supplements
  - 20.4.1. Base Salary
  - 20.4.2. Basic Salary Supplements to be Included in the Employee's Payment
  - 20.4.3. Personal Circumstances of the Employee to be Taken into Account for the Payment of the Base Salary and Wage Supplements
- 20.5. Salary Structure (II): Extraordinary Bonuses
  - 20.5.1. Extraordinary Bonuses
  - 20.5.2. Extraordinary Payments: How, When and Why are they Paid. Calculation and Accrual
  - 20.5.3. Specific Jurisprudence to be taken into Account
- 20.6. Guiding Principles for Salaries
  - 20.6.1. Equal Pay and Non-Discrimination. Wage Gap
  - 20.6.2. Salary Absorption and Compensation
  - 20.6.3. Employers Allow the Most Beneficial Working Conditions

- 20.7. Wage Adjustment: Individual and Collective
  - 20.7.1. Substantial Modification of Individual Working Conditions
  - 20.7.2. Substantial Modification of Collective Working Conditions
  - 20.7.3. Possibilities of Reducing the Remuneration System
- 20.8. Deductions (I): Social Security Contributions
  - 20.8.1. Mandatory Contributions Key Points
  - 20.8.2. General Social Security Regime for Employees and Assimilated Workers
  - 20.8.3. Special Social Security Regimes Established for Certain Activities
- 20.9. Deductions (II): Income Taxes to Take into Account
  - 20.9.1. Key to Take into Account in relation to Income Tax
  - 20.9.2. Salary Structure and Retention Rate
  - 20.9.3. Income Tax Management

## Module 21. Variable Remuneration

- 21.1. Variable Remuneration
  - 21.1.1. Corporate Considerations for Variable Remuneration
  - 21.1.2. Advantages of Establishing a Variable Remuneration System within the Company
  - 21.1.3. Drawbacks of Establishing a Variable Remuneration System within the Company
- 21.2. Design of a Variable Remuneration System in the Company
  - 21.2.1. Improved Employee Performance
  - 21.2.2. Increased Revenues for the Company
  - 21.2.3. Economic Losses: Possible Consequences
- 21.3. Types and Forms of Variable Remuneration (I): Equity-Based
  - 21.3.1. Incentives. Current Market Practices
  - 21.3.2. Short-Term Performance-Linked Bonuses and Remuneration
  - 21.3.3. Premiums and their Corporate Connection
- 21.4. Types and Forms of Variable Remuneration (II): Non-Equity Based
  - 21.4.1. Barriers in Variable Remuneration Implementation: Main Drawbacks
  - 21.4.2. Traditional Non-Equity-Linked Variable Remuneration Models
  - 21.4.3. Financing the Variable Remuneration System



- 21.5. Management by Objectives
  - 21.5.1. Management by Objectives: Key Criteria and Framework
  - 21.5.2. Advantages of Management by Objectives: Business Strategy Alignment
  - 21.5.3. Effective Measurement of Business Objectives
- 21.6. Distribution Criteria
  - 21.6.1. Reference Criteria
  - 21.6.2. Fixing a Reward Ceiling
  - 21.6.3. Fixing the Standard Reward
- 21.7. Labor Incentives for Improved Productivity
  - 21.7.1. Types of Production Incentive Programs and Appropriate Uses
  - 21.7.2. Business Objective and Techniques for Incentives to Motivate the Workforce
  - 21.7.3. Noteworthy Positive Incentives
- 21.8. Commercial Incentives
  - 21.8.1. Motivating the Sales Team
  - 21.8.2. Salary-Only Remuneration Plan
  - 21.8.3. Commissions
- 21.9. Workload
  - 21.9.1. Measurement and Evaluation of Workload
  - 21.9.2. Physical Load Fundamental Aspects
  - 21.9.3. Mental Load: Fundamental Aspects
- 21.10. Tax Incentives as a Factor in Business Growth
  - 21.10.1. Internal Factors
  - 21.10.2. External Factors
  - 21.10.3. Tax Incentives for SMEs
- 22.2. Types and Forms of Remuneration in Kind
  - 22.2.1. Services
  - 22.2.2. Goods
  - 22.2.3. Cash
- 22.3. Social Benefits as an Element of Remuneration
  - 22.3.1. Principle of Fair Remuneration
  - 22.3.2. Examples of Benefits: Transportation, Company Shares, Restaurant Vouchers, Health Insurance, Accommodation
  - 22.3.3. Other Noteworthy Rewards
- 22.4. Taxation of Social Benefits
  - 22.4.1. Main Principles for the Taxation of Social Benefits
  - 22.4.2. Legal Limits to the Taxation of Social Benefits
  - 22.4.3. Stock Options: Special Features
- 22.5. Bonus
  - 22.5.1. Forms of Bonus in the Market
  - 22.5.2. Bonus Structure: Particularities
  - 22.5.3. Prevention Bonus
- 22.6. Medical Insurance
  - 22.6.1. Health Insurance Stand Out Aspects
  - 22.6.2. Taxation Applicable to Health Insurance
  - 22.6.3. Benefits of Including Health Insurance in the Company's Payroll
- 22.7. Transportation Assistance
  - 22.7.1. Key Points on Transportation Assistance
  - 22.7.2. Taxation Applicable to Transport Assistance
  - 22.7.3. Benefits of including Transportation Assistance in Payroll
- 22.8. Award of Company Shares
  - 22.8.1. Key Points on Awarding Shares to Employees
  - 22.8.2. Taxation Applicable to Awarding Shares
  - 22.8.3. Benefits of including Awarding Shares in Pay
- 22.9. Provision of Property
  - 22.9.1. Company Car (Taxation and Benefits)
  - 22.9.2. Company Equipment (Taxation and Benefits)
  - 22.9.3. Other Provisions of Property

## Module 22. Remuneration in Kind

- 22.1. Remuneration in Kind
  - 22.1.1. Remuneration in Kind as a Key Remuneration Mechanism: Advantages
  - 22.1.2. Valuation and Maximums of Remuneration in Kind
  - 22.1.3. Tax Benefits of Remuneration in Kind

## Module 23. Flexible Remuneration

- 23.1. Flexible Remuneration
  - 23.1.1. Main Considerations for Flexible Remuneration
  - 23.1.2. The Importance of Establishing a Flexible Remuneration System in the Company
  - 23.1.3. Benefits for Employees
- 23.2. Types and Forms of Flexible Remuneration
  - 23.2.1. Important Social Benefits
  - 23.2.2. Advantages of Establishing Flexible Remuneration
  - 23.2.3. Disadvantages of Establishing a Flexible Remuneration System
- 23.3. Implementation of a Flexible Remuneration System
  - 23.3.1. Corporate Design of a Flexible Remuneration System
  - 23.3.2. Implantation Stages: Pros and Cons
  - 23.3.3. Communication of the Flexible Remuneration System
- 23.4. Contractual Novation
  - 23.4.1. Contractual Novation
  - 23.4.2. Requirements for Contractual Novation
  - 23.4.3. The Need for Contractual Novation in the Company
- 23.5. Payroll Simulation with Flexible Remuneration
  - 23.5.1. Items to be Included in a Payroll with Flexible Remuneration: Comparison
  - 23.5.2. Simulated Payroll with Flexible Remuneration: Comparison
- 23.6. Main Consequences: Impact on Attracting and Retaining Talent
  - 23.6.1. Attraction of Workers
  - 23.6.2. Talent Loyalty
  - 23.6.3. Talent Retention
- 23.7. Talent Loyalty
  - 23.7.1. Continuing Improvement
  - 23.7.2. Professional Development
  - 23.7.3. Internal Promotion
- 23.8. Talent Retention
  - 23.8.1. Talent Retention
  - 23.8.2. Talent Retention Strategies
  - 23.8.3. Key Considerations for Talent Retention in the Company

- 23.9. Strategy for Retaining Talent
  - 23.9.1. Techniques for Attracting, Developing and Retaining Talent in the Company
  - 23.9.2. Talent Retention Strategy in the Company
  - 23.9.3. Talent Development in the Company
- 23.10. Talent Transformation
  - 23.10.1. Continuing Education
  - 23.10.2. Motivation
  - 23.10.3. *Networking*

## Module 24. Emotional Remuneration

- 24.1. The Emotional Contract
  - 24.1.1. The Emotional Contract
  - 24.1.2. Main Corporate Interests in the Emotional Contract
  - 24.1.3. Form and Expression of the Emotional Contract
- 24.2. Remuneration as a Motivational Factor
  - 24.2.1. The Importance of Remuneration as a Positive Motivational Factor
  - 24.2.2. Entrepreneurial Spirit: How Can This Factor be Strengthened by the Company
- 24.3. Remuneration as a Change Lever
  - 24.3.1. Flexible Hours
  - 24.3.2. Telework
  - 24.3.3. Legal and Professional Advice
- 24.4. Reputation and Employer Branding
  - 24.4.1. Motivation Indicators: Main Characteristics
  - 24.4.2. Employer Reputation as an Indicator of Motivation
  - 24.4.3. Brand as an Indicator of Motivation
  - 24.4.4. Assumption of Motivation
- 24.5. Employee Journey and Moments of Truth
  - 24.5.1. The Employee Journey
  - 24.5.2. Moments of Truth: Work Tool
  - 24.5.3. Main Factor to Consider: The Worker

- 24.6. Types and Forms of Emotional Remuneration
  - 24.6.1. Types and Forms of Emotional Remuneration
  - 24.6.2. Staff Turnover
  - 24.6.3. Personal Satisfaction
- 24.7. Emotional Salary (I)
  - 24.7.1. Intensive Workday during the Summer Months
  - 24.7.2. Flexible Hours
  - 24.7.3. Career Plans
- 24.8. Emotional Salary (II)
  - 24.8.1. Telework
  - 24.8.2. Assessment
  - 24.8.3. *Empowerment*
- 24.9. Emotional Salary (III)
  - 24.9.1. Internal Development within the Company
  - 24.9.2. Personnel Policies: Strategies
  - 24.9.3. SWOT Matrix (SWOT) of Emotional Wages
- 24.10. Emotional Salary (IV)
  - 24.10.1. Day Care Centers
  - 24.10.2. Preparation for Removal
  - 24.10.3. The "Christmas Bonus" in Some Countries

## Module 25. Remuneration of Expatriate Workers

- 25.1. Management of Expatriate Workers
  - 25.1.1. The Importance of Expatriate Workers within the Company
  - 25.1.2. Expatriate Remuneration Management
  - 25.1.3. Common Problems and Solutions in Expatriate Management for the HR Department
- 25.2. Remuneration of Expatriate Workers
  - 25.2.1. Remuneration Model for Expatriates
  - 25.2.2. Wage Payment: Source/Destination/Split Payroll
  - 25.2.3. Payroll Management: Payment Currency, Currency Conversion
  - 25.2.4. Balance Sheet
  - 25.2.5. Main Remuneration Systems: Tax Equalization and Tax Protection
  - 25.2.6. Management of Expatriate Taxation
- 25.3. Approaches to Remuneration of Expatriate Workers
  - 25.3.1. Contractual Relationship between the Expatriate and the Company
  - 25.3.2. Applicable Tax Legislation in Country of Origin/Destination Country
  - 25.3.3. Social Security Country in Country of Origin/Destination Country
- 25.4. Types of Expatriation
  - 25.4.1. Short or Long-Term Expatriation: Main Differences and Practical Application
  - 25.4.2. International Geographic Mobility: Key Points
  - 25.4.3. Practical Aspects of Employee Relocation (Temporary and Permanent)
- 25.5. Law Applicable to the Employment Contract
  - 25.5.1. Latin America
  - 25.5.2. Europe
  - 25.5.3. Rest of the World
- 25.6. Jurisdiction
  - 25.6.1. Minimum Rights for Expatriate Workers
  - 25.6.2. Relocation to a European Union Member State/Non-European Union Country
  - 25.6.3. Conditions Agreed Upon between the Employer and the Worker on the Posting
- 25.7. Transfer Procedure
  - 25.7.1. Obligations of the Employer
  - 25.7.2. Workers' Rights
  - 25.7.3. Salary in Case of Dismissal
- 25.8. Benefits for Expatriate Workers
  - 25.8.1. Expatriate Benefits: Reflection on their Payment

## Module 26. Remuneration of People with Disabilities

- 26.1. Disability
  - 26.1.1. Disability Determination
  - 26.1.2. Key Aspects of Disability
  - 26.1.3. Key Aspects Established by the World Health Organization
- 26.2. Job Differences
  - 26.2.1. Job Determination
  - 26.2.2. Negative Discrimination: Evolution
  - 26.2.3. Positive Discrimination: Evolution
- 26.3. Low Labor Market Participation
  - 26.3.1. Labor Market Developments
- 26.4. Salaries
  - 26.4.1. Salary Payments
  - 26.4.2. Salary Differences
- 26.5. Flexible Remuneration
  - 26.5.1. Flexible Remuneration
  - 26.5.2. Benefits for Employees
  - 26.5.3. Reasons to implement a Flexible Remuneration Model
- 26.6. Variable Remuneration
  - 26.6.1. Variable Remuneration
  - 26.6.2. Advantages of Variable Remuneration
  - 26.6.3. Drawbacks of Variable Remuneration
- 26.7. Remuneration in Kind
  - 26.7.1. Remuneration in Kind
  - 26.7.2. Advantages of Remuneration in Kind
  - 26.7.3. Legal Texts
- 26.8. Taxation
  - 26.8.1. Main Differences in Remuneration Systems
  - 26.8.2. Key Points





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*You will access a learning system based on repetition, with a natural and progressive teaching throughout the entire syllabus”*

04

# Teaching Objectives

After completing this Advanced Master's Degree in Compensation and Benefits Management, professionals will acquire comprehensive and up-to-date knowledge of compensation and benefits management in modern companies. Students will be able to design competitive remuneration programs, implement talent retention strategies and ensure compliance with labor regulations. They will therefore be prepared to lead effective human resources policies in highly competitive business environments.



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*You will integrate Social Responsibility practices into Compensation and Benefits policies, contributing to the well-being of the community”*



## General Objectives

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- Define the latest trends in business management, taking into account the globalized environment that governs senior management criteria
- Design innovative strategies and policies to improve management and business efficiency
- Gain knowledge about the evolution of People Management, especially in the business environment
- Participate in the understanding of the organizations' management of the importance of effective personnel management
- Use the methodology, tools and material resources adapted to personnel selection
- Knowledge of the functioning of contracting procedures and Social Security
- Know how to strategically manage the Human Resources department
- Examine time and personal energy management with the use of new technologies







## Specific Objectives

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### **Module 1. Leadership, Ethics and Social Responsibility in Companies**

- ♦ Develop ethical leadership skills that integrate principles of social responsibility into business decision making
- ♦ Gain skills in the implementation of social responsibility policies that generate a positive impact on the community and the environment

### **Module 2. Strategic Management and Executive Management**

- ♦ Delve into the formulation and execution of effective business strategies
- ♦ Acquire skills in the management of executive teams to improve organizational performance

### **Module 3. People and Talent Management**

- ♦ Delve into the effective management of human talent, focusing on the attraction, development and retention of key employees
- ♦ Be able to create and manage high-performance teams aligned with organizational objectives

### **Module 4. Economic and Financial Management**

- ♦ Handle innovative tools for strategic financial decision making that optimizes resources and ensures the profitability of the company
- ♦ Learn to prepare and manage budgets, financial reports and the feasibility analysis of projects

### **Module 5. Operations and Logistics Management**

- ♦ Develop skills in the planning, coordination and control of logistical operations within the supply chain
- ♦ Optimize operational processes and reduce costs associated with business logistics

### **Module 6. Information Systems Management**

- ♦ Optimize the management of information systems to improve organizational efficiency
- ♦ Develop skills to make decisions about the implementation of information systems aligned with business objectives

### **Module 7. Commercial Management, Strategic Marketing and Corporate Communications**

- ♦ Learn how to create and execute commercial and marketing strategies that align the business offer with market demands
- ♦ Develop skills in the management of corporate communication to strengthen brand image

### **Module 8. Market Research, Advertising and Commercial Management**

- ♦ Master the use of tools and methodologies to carry out market research that identifies business opportunities
- ♦ Manage effective advertising campaigns and make strategic decisions in commercial management

### **Module 9. Innovation and Project Management**

- ♦ Foster the ability to manage innovative projects that add value and differentiate the company in the market
- ♦ Develop skills in the planning, execution and control of projects with a focus on innovation and sustainability

### **Module 10. Executive Management**

- ♦ Acquire skills to lead management teams in dynamic and globalized business environments
- ♦ Learn to make strategic decisions that optimize resources and improve organizational performance

### **Module 11. Labor Relations Theory**

- ♦ Analyze the fundamental principles and theories of labor relations and their impact on organizations
- ♦ Examine the dynamics between employers and employees, and how these influence the work environment and productivity

### **Module 12. Organizational Design**

- ♦ Design efficient organizational structures that support the strategic objectives of the company
- ♦ Develop skills to implement organizational changes that optimize human and material resources

### **Module 13. Performance Management and Compensation Policy**

- ♦ Apply tools and methods to effectively measure and manage employee performance
- ♦ Establish feedback systems that promote continuous improvement in work performance

### **Module 14. Talent Development in the Digital Age**

- ♦ Create strategies for the identification, retention and development of talent in a digital context
- ♦ Implement professional development programs adapted to the technological and digital needs of the market

### **Module 15. Work Environment Management I**

- ♦ Delve into the internal and external factors that influence the work environment and their impact on employee well-being
- ♦ Develop policies to foster a positive, inclusive and productive work environment

### **Module 16. Management and Management of In-Company Training**

- ♦ Acquire skills in the planning, implementation and assessment of qualification programs in the company
- ♦ Establish learning and development strategies that support the professional growth of employees and organizational success



#### **Module 17. Remuneration as a Strategic Tool**

- ♦ Analyze how remuneration can be used as a tool to attract, motivate and retain talent within the organization
- ♦ Develop remuneration policies that promote a balance between organizational objectives and employee expectations

#### **Module 18. Job Evaluation and Remuneration**

- ♦ Apply job evaluation methods to determine the internal equity and external competitiveness of salaries
- ♦ Analyze the different approaches to establishing compensation based on position and associated responsibilities

#### **Module 19. Salary Structure**

- ♦ Understand the principles and practices related to salary structure in organizations
- ♦ Assess the impact of salary structure on employee motivation, performance and retention

#### **Module 20. Remuneration and its Regulatory Framework**

- ♦ Analyze the laws and regulations that govern remuneration policies in different labor contexts
- ♦ Apply legal principles in the development of compensation and benefits plans to ensure compliance

**Module 21. Variable Remuneration**

- ♦ Establish variable remuneration systems that incentivize the individual and collective performance of employees
- ♦ Develop bonus and commission programs that align with the organization's objectives

**Module 22. Remuneration in Kind**

- ♦ Analyze the advantages and disadvantages of offering payment in kind as part of a compensation package
- ♦ Develop and manage non-salary benefits that improve the well-being of employees and the competitiveness of the company

**Module 23. Flexible Remuneration**

- ♦ Create flexible remuneration programs that allow employees to personalize their compensation package
- ♦ Implement flexible remuneration models that meet the needs and expectations of diverse talent

**Module 24. Emotional Remuneration**

- ♦ Analyze how emotional and psychological rewards can complement monetary compensation to improve motivation and commitment
- ♦ Foster an organizational culture based on emotional well-being and work-life balance





#### **Module 25. Remuneration of Expatriate Workers**

- ◆ Establish compensation policies and practices for expatriate workers that ensure their adaptation and motivation abroad
- ◆ Analyze the challenges and opportunities associated with compensating employees who work in other countries

#### **Module 26. Remuneration of People with Disabilities**

- ◆ Develop inclusive remuneration policies to guarantee equal pay for people with disabilities
- ◆ Establish remuneration systems that acknowledge the skills and potential of employees with disabilities, guaranteeing their full integration

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*Do you want to lead and transform Compensation and Benefits Management? TECH will encourage you to meet your objectives and grow professionally”*

05

# Career Opportunities

After completing this Advanced Master's Degree in Compensation and Benefits Management, professionals will have an in-depth knowledge of the most effective strategies for designing and managing compensation packages that attract and retain talent. In addition, graduates will be able to implement benefits programs that align organizational objectives with employee needs, promoting a satisfying and competitive work environment. In this way, experts will expand their professional opportunities and take on specialized roles such as Compensation and Benefits Manager, Human Resources Consultant or Human Talent Manager.



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*You will advise organizations on how to optimize their compensation protocols, benefits and employee retention strategies”*

### Graduate Profile

Graduates of this university degree are highly trained professionals in designing and managing compensation strategies that attract and retain talent. They have a deep knowledge of labor regulations, salary market analysis and benefits programs. In addition, they are prepared to implement equitable policies, collaborate with human resources teams and act as strategic advisors, promoting a competitive and satisfying work environment for all employees.

*You will carry out exhaustive salary market analyses to make recommendations that improve the remuneration policies of institutions.*

- ♦ **Salary Analysis and Benchmarking:** Professionals develop skills to analyze and evaluate salary structures, using advanced methodologies and benchmarking tools to guarantee the fairness and competitiveness of compensation within the organization.
- ♦ **Benefits Management:** A key competence is the ability to design, implement and manage benefits programs that meet the needs of employees, promoting their well-being, satisfaction and long-term loyalty.
- ♦ **Talent Retention Strategies:** Graduates acquire the ability to develop and implement effective strategies to retain key talent, aligning compensation and benefits policies with the company's strategic objectives and employee expectations.
- ♦ **Effective Negotiation and Communication:** It is essential that professionals have negotiation skills and communicate clearly when interacting with different stakeholders, including employees, managers and benefits service providers, ensuring mutually beneficial agreements.







After completing the Advanced Master's Degree, you will be able to apply your knowledge and skills in the following positions:

- 1. Compensation and Benefits Manager:** Professional responsible for designing, implementing and managing compensation and benefits programs that attract and retain talent within the organization
- 2. Human Resources Consultant:** Expert in advising companies on optimizing their compensation policies, benefits and employee retention strategies
- 3. Human Talent Manager:** Responsible for overseeing all areas of human resources, including compensation management, benefits and talent development within the company
- 4. Compensation Specialist:** Professional dedicated to the analysis and structuring of salaries and benefits packages, ensuring competitiveness and equity
- 5. Compensation Analyst:** Responsible for conducting salary market research, analyzing compensation data and making recommendations to improve the company's remuneration policies
- 6. Corporate Benefits Manager:** Responsible for administering and optimizing employee benefits programs, including insurance, retirement plans and other work incentives
- 7. Compensation Coordinator:** Professional who coordinates activities related to compensation and benefits, ensuring the correct implementation of established policies
- 8. Occupational Wellbeing Manager:** Responsible for developing and implementing programs that promote the physical and mental wellbeing of employees, integrating benefits that improve the quality of working life
- 9. Organizational Development Manager:** Professional who leads organizational development initiatives, aligning compensation and benefits strategies with growth objectives and corporate culture
- 10. Compensation Systems Administrator:** Responsible for managing the technological platforms used to administer compensation and benefits programs, guaranteeing their efficiency and accuracy

06

# Study Methodology

TECH is the world's first university to combine the **case study** methodology with **Relearning**, a 100% online learning system based on guided repetition.

This disruptive pedagogical strategy has been conceived to offer professionals the opportunity to update their knowledge and develop their skills in an intensive and rigorous way. A learning model that places students at the center of the educational process giving them the leading role, adapting to their needs and leaving aside more conventional methodologies.



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*TECH will prepare you to face new challenges in uncertain environments and achieve success in your career”*

## The student: the priority of all TECH programs

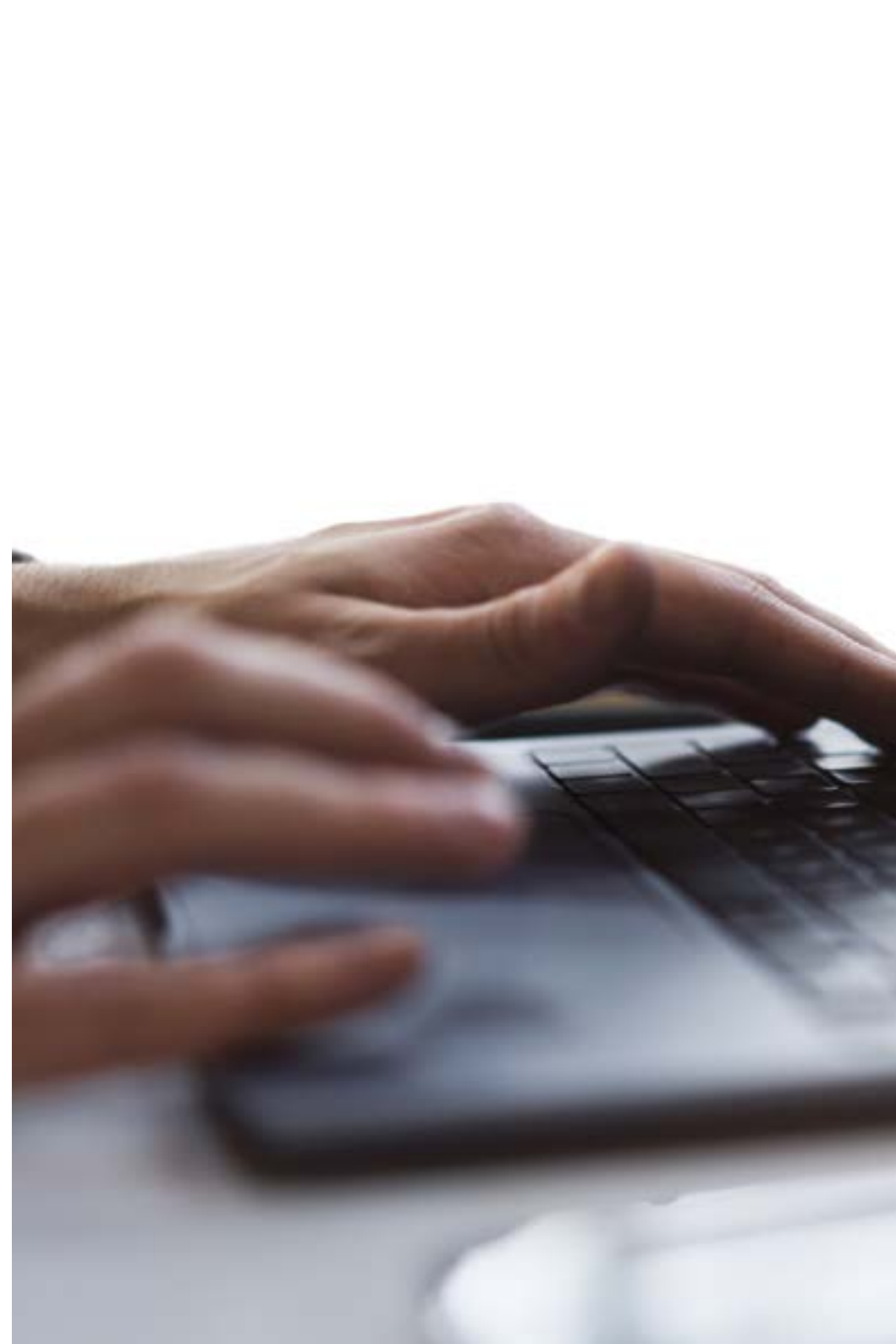
In TECH's study methodology, the student is the main protagonist.

The teaching tools of each program have been selected taking into account the demands of time, availability and academic rigor that, today, not only students demand but also the most competitive positions in the market.

With TECH's asynchronous educational model, it is students who choose the time they dedicate to study, how they decide to establish their routines, and all this from the comfort of the electronic device of their choice. The student will not have to participate in live classes, which in many cases they will not be able to attend. The learning activities will be done when it is convenient for them. They can always decide when and from where they want to study.

“

*At TECH you will NOT have live classes  
(which you might not be able to attend)”*



### The most comprehensive study plans at the international level

TECH is distinguished by offering the most complete academic itineraries on the university scene. This comprehensiveness is achieved through the creation of syllabi that not only cover the essential knowledge, but also the most recent innovations in each area.

By being constantly up to date, these programs allow students to keep up with market changes and acquire the skills most valued by employers. In this way, those who complete their studies at TECH receive a comprehensive education that provides them with a notable competitive advantage to further their careers.

And what's more, they will be able to do so from any device, pc, tablet or smartphone.

“

*TECH's model is asynchronous, so it allows you to study with your pc, tablet or your smartphone wherever you want, whenever you want and for as long as you want”*

## Case Studies and Case Method

The case method has been the learning system most used by the world's best business schools. Developed in 1912 so that law students would not only learn the law based on theoretical content, its function was also to present them with real complex situations. In this way, they could make informed decisions and value judgments about how to resolve them. In 1924, Harvard adopted it as a standard teaching method.

With this teaching model, it is students themselves who build their professional competence through strategies such as Learning by Doing or Design Thinking, used by other renowned institutions such as Yale or Stanford.

This action-oriented method will be applied throughout the entire academic itinerary that the student undertakes with TECH. Students will be confronted with multiple real-life situations and will have to integrate knowledge, research, discuss and defend their ideas and decisions. All this with the premise of answering the question of how they would act when facing specific events of complexity in their daily work.



## Relearning Methodology

At TECH, case studies are enhanced with the best 100% online teaching method: Relearning.

This method breaks with traditional teaching techniques to put the student at the center of the equation, providing the best content in different formats. In this way, it manages to review and reiterate the key concepts of each subject and learn to apply them in a real context.

In the same line, and according to multiple scientific researches, reiteration is the best way to learn. For this reason, TECH offers between 8 and 16 repetitions of each key concept within the same lesson, presented in a different way, with the objective of ensuring that the knowledge is completely consolidated during the study process.

*Relearning will allow you to learn with less effort and better performance, involving you more in your specialization, developing a critical mindset, defending arguments, and contrasting opinions: a direct equation to success.*



## A 100% online Virtual Campus with the best teaching resources

In order to apply its methodology effectively, TECH focuses on providing graduates with teaching materials in different formats: texts, interactive videos, illustrations and knowledge maps, among others. All of them are designed by qualified teachers who focus their work on combining real cases with the resolution of complex situations through simulation, the study of contexts applied to each professional career and learning based on repetition, through audios, presentations, animations, images, etc.

The latest scientific evidence in the field of Neuroscience points to the importance of taking into account the place and context where the content is accessed before starting a new learning process. Being able to adjust these variables in a personalized way helps people to remember and store knowledge in the hippocampus to retain it in the long term. This is a model called Neurocognitive context-dependent e-learning that is consciously applied in this university qualification.

In order to facilitate tutor-student contact as much as possible, you will have a wide range of communication possibilities, both in real time and delayed (internal messaging, telephone answering service, email contact with the technical secretary, chat and videoconferences).

Likewise, this very complete Virtual Campus will allow TECH students to organize their study schedules according to their personal availability or work obligations. In this way, they will have global control of the academic content and teaching tools, based on their fast-paced professional update.



*The online study mode of this program will allow you to organize your time and learning pace, adapting it to your schedule”*

### The effectiveness of the method is justified by four fundamental achievements:

1. Students who follow this method not only achieve the assimilation of concepts, but also a development of their mental capacity, through exercises that assess real situations and the application of knowledge.
2. Learning is solidly translated into practical skills that allow the student to better integrate into the real world.
3. Ideas and concepts are understood more efficiently, given that the example situations are based on real-life.
4. Students like to feel that the effort they put into their studies is worthwhile. This then translates into a greater interest in learning and more time dedicated to working on the course.



## The university methodology top-rated by its students

The results of this innovative teaching model can be seen in the overall satisfaction levels of TECH graduates.

The students' assessment of the teaching quality, the quality of the materials, the structure of the program and its objectives is excellent. Not surprisingly, the institution became the top-rated university by its students according to the global score index, obtaining a 4.9 out of 5.

*Access the study contents from any device with an Internet connection (computer, tablet, smartphone) thanks to the fact that TECH is at the forefront of technology and teaching.*

*You will be able to learn with the advantages that come with having access to simulated learning environments and the learning by observation approach, that is, Learning from an expert.*



As such, the best educational materials, thoroughly prepared, will be available in this program:



#### Study Material

All teaching material is produced by the specialists who teach the course, specifically for the course, so that the teaching content is highly specific and precise.

This content is then adapted in an audiovisual format that will create our way of working online, with the latest techniques that allow us to offer you high quality in all of the material that we provide you with.



#### Practicing Skills and Abilities

You will carry out activities to develop specific competencies and skills in each thematic field. Exercises and activities to acquire and develop the skills and abilities that a specialist needs to develop within the framework of the globalization we live in.



#### Interactive Summaries

We present the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".



#### Additional Reading

Recent articles, consensus documents, international guides... In our virtual library you will have access to everything you need to complete your education.





**Case Studies**

Students will complete a selection of the best case studies in the field. Cases that are presented, analyzed, and supervised by the best specialists in the world.



**Testing & Retesting**

We periodically assess and re-assess your knowledge throughout the program. We do this on 3 of the 4 levels of Miller's Pyramid.



**Classes**

There is scientific evidence suggesting that observing third-party experts can be useful.  
Learning from an expert strengthens knowledge and memory, and generates confidence for future difficult decisions.



**Quick Action Guides**

TECH offers the most relevant contents of the course in the form of worksheets or quick action guides. A synthetic, practical and effective way to help students progress in their learning.



07

# Teaching Staff

TECH's teaching premise is to offer the most comprehensive and up-to-date university degrees on the educational market, which is why it goes to great lengths to select its teaching staff. As a result, for the delivery of this Advanced Master's Degree, it has secured the services of the best specialists in the field of Compensation and Benefits Management. In this way, they have produced a range of teaching materials that stand out for their excellent quality and for meeting the demands of the current labor market. Graduates will therefore be immersed in a high-intensity experience that will improve their job prospects.





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*You will have access to a syllabus designed by true leaders in Compensation and Benefits Management"*

## International Guest Director

With over 20 years of experience in designing and leading global **talent acquisition teams**, Jennifer Dove is an expert in **recruitment** and **technology strategy**. Throughout her career, she has held senior positions in several technology organizations within *Fortune 50* companies such as **NBCUniversal** and **Comcast**. Her track record has allowed her to excel in competitive, high-growth environments. As **Vice President of Talent Acquisition** at **Mastercard**, she is responsible for overseeing talent onboarding strategy and execution, collaborating with business leaders and HR managers to meet operational and strategic hiring objectives. In particular, she aims to **build diverse, inclusive and high-performing teams** that drive innovation and growth of the company's products and services. In addition, she is adept at using tools to attract and retain the best people from around the world. She is also responsible for **amplifying Mastercard's employer brand** and value proposition through publications, events and social media. Jennifer Dove has demonstrated her commitment to continuous professional development by actively participating in networks of **Human Resources** professionals and contributing to the onboarding of numerous employees at different companies. After earning her bachelor's degree in Organizational Communication from the University of **Miami**, she has held senior recruiting positions at companies in a variety of fields. On the other hand, she has been recognized for her ability to lead organizational transformations, **integrate technologies** in **recruitment processes** and develop leadership programs that prepare institutions for future challenges. She has also successfully implemented **occupational wellness** programs that have significantly increased employee satisfaction and retention.



## Ms. Dove, Jennifer

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- Vice President of Talent Acquisition at Mastercard, New York, United States
- Director of Talent Acquisition, NBCUniversal Media, New York, United States
- Head of Recruitment at Comcast
- Director of Recruiting at Rite Hire Advisory, New York, United States
- Executive Vice President of the Sales Division at Ardor NY Real Estate
- Director of Recruitment at Valerie August & Associates
- Account Executive at BNC
- Account Executive at Vault
- Degree in Organizational Communication from the University of Miami

“

*Thanks to TECH you will be able to learn with the best professionals in the world"*

## International Guest Director

A technology leader with decades of experience in major technology multinationals, Rick Gauthier has developed prominently in the field of clouds services and end-to-end process improvement. He has been recognized as a leader and manager of highly efficient teams, showing a natural talent for ensuring a high level of engagement among his employees. He possesses innate gifts in strategy and executive innovation, developing new ideas and backing his success with quality data. His background at Amazon has allowed him to manage and integrate the company's IT services in the United States. At Microsoft he has led a team of 104 people, responsible for providing corporate-wide IT infrastructure and supporting product engineering departments across the company.

This experience has allowed him to stand out as a high-impact manager with remarkable abilities to increase efficiency, productivity and overall customer satisfaction.





## Mr. Gauthier, Rick

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- Regional IT Director at Amazon, Seattle, USA
- Senior Program Manager at Amazon
- Vice President of Wimmer Solutions
- Senior Director of Productive Engineering Services at Microsoft
- Degree in Cybersecurity from Western Governors University
- Technical Certificate in *Commercial Diving* from Divers Institute of Technology
- Degree in Environmental Studies from The Evergreen State College

“

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## International Guest Director

Romi Arman is a renowned international expert with more than two decades of experience in **Digital Transformation, Marketing, Strategy and Consulting**. Through that extended trajectory, he has taken different risks and is a permanent **advocate for innovation and change** in the business environment. With that expertise, he has collaborated with CEOs and corporate organizations from all over the world, pushing them to move away from traditional business models. In this way, he has helped companies such as Shell Energy become **true market leaders**, focused on their **customers** and the **digital world**. The strategies designed by Arman have a latent impact, as they have enabled several corporations to **improve the experiences of consumers, staff and shareholders** alike. The success of this expert is quantifiable through tangible metrics such as **CSAT, employee engagement** in the institutions where he has practiced and the growth of the **EBITDA financial indicator** in each of them. Also, in his professional career, he has nurtured and **led high-performance teams** that have even received awards for their **transformational potential**. With Shell, specifically, the executive has always set out to overcome three challenges: **meeting customers' complex decarbonization demands supporting a "cost-effective decarbonization"** and **overhauling a fragmented data, digital and technology landscape**. As such, his efforts have shown that in order to achieve sustainable success, it is essential to start from the needs of consumers and lay the foundations for the transformation of processes, data, technology and culture. In addition, the executive stands out for his mastery of the **business applications** of Artificial Intelligence, a subject in which he holds a postgraduate degree from the London Business School. At the same time, he has accumulated experience in **IoT and Salesforce**.



## Mr. Arman, Romi

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- *Digital* Transformation Director (CDO) at Shell Energy Corporation, London, United Kingdom
- Global Director of E-Commerce and Customer Service at Shell Energy Corporation
- National Key Account Manager (OEM and automotive retailers) for Shell in Kuala Lumpur, Malaysia
- Senior Management Consultant (Financial Services Sector) for Accenture based in Singapore
- Bachelor's Degree from the University of Leeds Postgraduate Degree in Business Applications of AI for Senior Executives from London Business School
- CCXP Customer Experience Professional Certification
- IMD Executive *Digital* Transformation Course

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## International Guest Director

Manuel Arens is an experienced data management professional and leader of a highly qualified team. In fact, Arens holds the position of **global purchasing manager** in Google's Technical Infrastructure and Data Center division, where he has spent most of his professional career. Based in Mountain View, California, he has provided solutions for the tech giant's operational challenges, such as **master data integrity, vendor data updates** and **vendor prioritization**. He has led data center supply chain planning and vendor risk assessment, generating process and workflow management improvements that have resulted in significant cost savings. With more than a decade of work providing *digital* solutions and leadership for companies in diverse industries, he has extensive experience in all aspects of strategic solution delivery, including **marketing, media analytics, measurement and attribution**. In fact, he has received a number of accolades for his work, including the **BIM Leadership Award**, the **Search Leadership Award**, the **Lead Generation Export Program Award** and the **Export Lead Generation Program Award** and the **EMEA Best Sales Model Award**. Arens also served as **Sales Manager** in Dublin, Ireland. In this role, he built a team of 4 to 14 members over three years and led the sales team to achieve results and collaborate well with each other and cross-functional teams. He also served as **Senior Industry Analyst**, Hamburg, Germany, creating storylines for over 150 clients using internal and third party tools to support analysis. He developed and wrote in-depth reports to demonstrate his mastery of the subject matter, including understanding the **macroeconomic** and **political/regulatory factors** affecting technology adoption and diffusion. He has also led teams at companies such as **Eaton, Airbus** and **Siemens**, where he gained valuable account management and supply chain experience. He is particularly noted for continually exceeding expectations by **building valuable customer relationships** and working seamlessly with people at all levels of an organization, including stakeholders, management, team members and customers. His data-driven approach and ability to develop innovative and scalable solutions to industry challenges have made him a prominent leader in his field.



## Mr. Arens, Manuel

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- ♦ Global Procurement Manager at Google, California, United States  
Senior Manager, B2B Analytics and Technology at Google, United States
- ♦ Sales Director - Google, Ireland
- ♦ Senior Industry Analyst at Google, Germany
- ♦ Accounts Manager - Google, Ireland
- ♦ Accounts Payable at Eaton, United Kingdom
- ♦ Supply Chain Manager at Airbus, Germany

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## International Guest Director

Andrea La Sala is an experienced Marketing executive whose projects have had a significant impact on the Fashion environment. Throughout his successful career he has developed different tasks related to Product, Merchandising and Communication. All this, linked to prestigious brands such as Giorgio Armani, Dolce&Gabbana, Calvin Klein, among others. The results of this high-profile international executive have been linked to his proven ability to synthesize information in clear frameworks and execute concrete actions aligned to specific business objectives. In addition, he is recognized for his proactivity and adaptation to fast-paced work rhythms. To all this, this expert adds a strong commercial awareness, market vision and a genuine passion for products. As Global Brand and Merchandising Director at Giorgio Armani, he has overseen a variety of marketing strategies for apparel and accessories. His tactics have also focused on the retail environment and consumer needs and behavior. In this role, La Sala has also been responsible for shaping the marketing of products in different markets, acting as team leader in the Design, Communication and Sales departments. On the other hand, in companies such as Calvin Klein or Gruppo Coin, he has undertaken projects to boost the structure, and development of different collections. He has been in charge of creating effective calendars for buying and selling campaigns. He has also been in charge of the terms, costs, processes and delivery times of different operations. These experiences have made Andrea La Sala one of the main and most qualified corporate leaders in Fashion and Luxury. A high managerial capacity with which he has managed to effectively implement the positive positioning of different brands and redefine their key performance indicators (KPIs).



## Mr. La Sala, Andrea

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- ♦ Global Brand & Merchandising Director Armani Exchange at Giorgio Armani, Milan, Italy
- ♦ Merchandising Director at Calvin Klein
- ♦ Brand Manager at Gruppo Coin
- ♦ Brand Manager at Dolce&Gabbana
- ♦ Brand Manager at Sergio Tacchini S.p.A.
- ♦ Market Analyst at Fastweb
- ♦ Degree in Business and Economics at the University of Eastern Piedmont

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## International Guest Director

Mick Gram is synonymous with innovation and excellence in the field of **Business Intelligence** internationally. His successful career is linked to leadership positions in multinationals such as **Walmart** and **Red Bull**. Likewise, this expert stands out for his vision to **identify emerging technologies** that, in the long term, achieve an everlasting impact in the corporate environment. On the other hand, the executive is considered a **pioneer in the use of data visualization techniques** that simplified complex sets, making them accessible and facilitating decision making. This ability became the pillar of his professional profile, transforming him into a desired asset for many organizations that bet on gathering information and generating concrete actions from them. One of his most outstanding projects in recent years has been the Walmart Data Café platform, the largest of its kind in the world that is anchored in the cloud aimed at *Big Data* analysis. In addition, he has held the position of Director of *Business Intelligence* at Red Bull, covering areas such as Sales, Distribution, Marketing and Supply Chain Operations. His team was recently recognized for its constant innovation regarding the use of Walmart Luminare's new API for Shopper and Channel insights.

As for his training, the executive has several Masters and postgraduate studies at prestigious centers such as the University of Berkeley, in the United States, and the University of Copenhagen, in Denmark. Through this continuous updating, the expert has attained cutting-edge competencies. Thereby, he has come to be considered a born leader of the new global economy, centered on the drive for data and its infinite possibilities.





## Mr. Gram, Mick

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- ♦ Director of Business Intelligence and Analytics at Red Bull, Los Angeles, United States
- ♦ Business Intelligence Solutions Architect for Walmart Data Cafe
- ♦ Independent Business Intelligence and Data Science Consultant
- ♦ Director of Business Intelligence at Capgemini
- ♦ Senior Analyst at Nordea
- ♦ Senior Business Intelligence Consultant at SAS
- ♦ Executive Education in AI and Machine Learning at UC Berkeley College of Engineering
- ♦ Executive MBA in e-commerce at the University of Copenhagen
- ♦ B.Sc. and M.Sc. in Mathematics and Statistics at the University of Copenhagen

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## International Guest Director

Scott Stevenson is a distinguished expert in the **Digital Marketing** sector who, for more than 19 years, has been linked to one of the most powerful companies in the entertainment industry, **Warner Bros. Discovery**. In this role, he has played a crucial role in **overseeing logistics** and **creative workflows** across a variety of *digital* platforms, including social media, search, display and linear media. This executive's leadership has been crucial in driving paid media **production strategies**, resulting in a marked **improvement** in his company's **conversion rates**. At the same time, he has assumed other roles, such as Director of Marketing Services and Traffic Manager at the same multinational during his former management. Stevenson has also been involved in the global distribution of video games and **digital property campaigns**. He was also responsible for introducing operational strategies related to the formation, completion and delivery of sound and image content for **television commercials** and *trailers*. On the other hand, the expert holds a Bachelor's Degree in Telecommunications from the University of Florida and a Master's Degree in Creative Writing from the University of California, which demonstrates his skills in **communication** and **storytelling**. In addition, he has participated at Harvard University's School of Professional Development in cutting-edge programs on the use of **Artificial Intelligence in business**.. Therefore, his professional profile stands as one of the most relevant in the current field of **Marketing** and *Digital Media*.



## Mr. Stevenson, Scott

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- Director of *Digital* Marketing at Warner Bros. Discovery, Burbank, United States
- Traffic Manager at Warner Bros. Entertainment.
- Master's Degree in Creative Writing from the University of California
- Bachelor's Degree in Telecommunications from the University of Florida

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## International Guest Director

Awarded with the "International Content Marketing Awards" for her creativity, leadership and quality of her informative contents, Wendy Thole-Muir is a recognized **Communication Director** highly specialized in the field of **Reputation Management**.

In this sense, she has developed a solid professional career of more than two decades in this field, which has led her to be part of prestigious international reference entities such as **Coca-Cola**. Her role involves the supervision and management of corporate communication, as well as the control of the organizational image. Among her main contributions, she has led the implementation of the Yammer **internal interaction platform**. Thanks to this, employees increased their commitment to the brand and created a community that significantly improved the transmission of information. On the other hand, she has been in charge of managing the communication of the companies' **strategic investments** in different African countries. An example of this is that she has managed dialogues around significant investments in Kenya, demonstrating the commitment of the entities to the economic and social development of the country. At the same time, she has achieved numerous **recognitions** for her ability to manage the perception of the firms in all the markets in which it operates. In this way, she has ensured that companies maintain a high profile and consumers associate them with high quality. In addition, in her firm commitment to excellence, she has actively participated in renowned global **Congresses and Symposiums** with the objective of helping information professionals to stay at the forefront of the most sophisticated techniques to **develop successful strategic communication plans**. In this way, she has helped numerous experts to anticipate institutional crisis situations and to manage adverse events in an effective manner.



## Ms. Thole-Muir, Wendy

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- ♦ Director of Strategic Communications and Corporate Reputation at Coca-Cola, South Africa
- ♦ Head of Corporate Reputation and Communications at ABI at SABMiller de Lovania, Belgium
- ♦ Communications Consultant at ABI, Belgium
- ♦ Reputation and Communications Consultant at Third Door in Gauteng, South Africa
- ♦ Master's Degree in Social Behavioral Studies, University of South Africa
- ♦ Master's Degree in Sociology and Psychology, University of South Africa
- ♦ Bachelor's Degree in Political Science and Industrial Sociology from the University of KwaZulu-Natal
- ♦ Bachelor's Degree in Psychology from the University of South Africa

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## International Guest Director

Gina Cruceru is a true eminence in the field of **administrative leadership** and **Human Resources management**. For more than 15 years she has been involved in organizational transformation projects in various industrial sectors. In addition, the professionals under her care have achieved very high levels of business commitment through their productive functions. Since the beginning of her career, this expert has been involved in the dynamic environment of **Fast Moving Consumer Goods (FMCG)**, **energy** and **oil & gas**. The experiences acquired in these fields have provided her with advanced theoretical and practical skills which, in turn, have enabled her to work as **Deputy Human Resources Director** at the prestigious **KMG International Group (Rompetrol)**. In that position she has specialized in the search for mechanisms to **achieve objectives** and **maximize the performance of workers**. Specifically from the Rompetrol community, Cruceru has implemented programs to improve people management processes. In particular, she has deployed initiatives related to **career performance management**, **recruitment and selection**, **training and development**, **labor relations**, **employer branding** and others. With almost 6,000 employees of multiple nationalities under her responsibility, she has promoted work strategies that encompass different disciplines, integrating various departments and technical activities. She holds a **Master's Degree in Business Communication and Human Resources** from the University of Bucharest and a Bachelor's Degree in **Philosophy and European Studies**. Thanks to her first professional experiences, she has been involved with multinationals such as **Phillip Morris Romania**. At the same time, she has coordinated the platforms **Together We Grow People** and **Fuel People Passions** that are committed to creating balanced work environments, where the leaders of the future can develop naturally.



## Ms. Cruceru, Gina

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- Human Resources Director at Rompetrol Group KMG International, Bucharest, Romania
- Human Resources Specialist at Phillip Morris Romania
- Master's Degree in Business Communication and Human Resources from the University of Bucharest
- Degree in Philosophy and European Studies at the University of Bucharest  
Manager

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## Professors

### Mr. López Martínez, Alberto

- ♦ Expert legal advisor in labor and commercial matters
- ♦ External legal counsel of the Guardianship Unit of the Generalitat Valenciana
- ♦ Legal Advisor to the Risk Department of several international business groups
- ♦ Legal Advisor of the Espaiverd Business Group
- ♦ External lawyer in charge of the labor management of Fissa Finalidad Social SL.
- ♦ Attorney at Law at López y Hernández Attorneys & Consultants
- ♦ Attorney at Law at Norvamed Asesores y Consultores
- ♦ Law Degree from the University of Alicante
- ♦ Title of Compliance Officer by Fundesem Business School
- ♦ Specialization in Labor Law by the Provincial Bar Association of Alicante







**Ms. Marín Paniagua, Débora**

- ♦ Lawyer in the Labor Law Department of Gesad Marín
- ♦ Labor Lawyer in Javier Beltrán Abogados
- ♦ Lawyer at Ceca Magán Abogados
- ♦ Degree in Law, University of Alicante
- ♦ Postgraduate degree in Practical Legal Knowledge in the International Business Context
- ♦ Postgraduate degree in Labor Law and Human Resources Area
- ♦ Master's Degree in Labor and Employment Consulting by Fundesem Business School
- ♦ Master's Degree in International Advocacy from the Higher Institute of Law and Economics

08

# Certificate

The Advanced Master's Degree in Compensation and Benefits Management guarantees students, in addition to the most rigorous and up-to-date education, access to an Advanced Master's Degree diploma issued by TECH Global University.



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*Successfully complete this program and receive your university qualification without having to travel or fill out laborious paperwork”*

This private qualification will allow you to obtain a **Advanced Master's Degree in Compensation and Benefits Management** endorsed by **TECH Global University**, the world's largest online university.

**TECH Global University** is an official European University publicly recognized by the Government of Andorra ([official bulletin](#)). Andorra is part of the European Higher Education Area (EHEA) since 2003. The EHEA is an initiative promoted by the European Union that aims to organize the international training framework and harmonize the higher education systems of the member countries of this space. The project promotes common values, the implementation of collaborative tools and strengthening its quality assurance mechanisms to enhance collaboration and mobility among students, researchers and academics.

This **TECH Global University** private qualification is a European program of continuing education and professional updating that guarantees the acquisition of competencies in its area of knowledge, providing a high curricular value to the student who completes the program.

Title: **Advanced Master's Degree in Compensation and Benefits Management**

Modality: **online**

Duration: **2 years**

Accreditation: **120 ECTS**



\*Apostille Convention. In the event that the student wishes to have their paper diploma issued with an apostille, TECH Global University will make the necessary arrangements to obtain it, at an additional cost.



## Advanced Master's Degree Compensation and Benefits Management

- » Modality: online
- » Duration: 2 years
- » Certificate: TECH Global University
- » Accreditation: 120 ECTS
- » Schedule: at your own pace
- » Exams: online

# Advanced Master's Degree Compensation and Benefits Management

