

Advanced Master's Degree Senior Financial Management

A M D S F M



Advanced Master's Degree Senior Financial Management

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

Website: www.techtute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-senior-financial-management

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01

Introduction

Senior Financial Management is currently facing unprecedented challenges due to rapidly evolving financial markets, digitalization and increasing demands for transparency and corporate responsibility. In this sense, the ability of professionals to adapt to this dynamic environment is critical to achieve professional success. For this reason, TECH is launching an innovative online university program focused on the most recent trends in the field of Senior Financial Management, which will ensure that graduates contribute to the creation of value and sustainability of organizations.



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With this 100% online Advanced Master's Degree, you will execute innovative financial strategies that optimize profitability and operational efficiency”

In a business environment characterized by globalization and economic uncertainty, Senior Financial Management is crucial to ensure the viability and growth of companies. CFOs play a key role in strategic decision making, investment planning, risk management and maximizing shareholder value. Therefore, experts need to incorporate into their practice the most modern techniques to successfully guide organizations towards economic sustainability, using advanced analytical and decision-making tools.

In this context, TECH presents a revolutionary Advanced Master's Degree in Senior Financial Management. Designed by leaders in this field, the academic itinerary will delve into subjects ranging from the fundamentals of executive management or methods to significantly optimize financial accounting to the early identification of risks such as market volatility or currency fluctuations. Graduates will therefore be equipped with the necessary skills to make strategic financial decisions, manage resources efficiently and ensure long-term financial stability.

The methodology of this program reinforces its innovative character. TECH offers a 100% online educational environment, adapted to the needs of professionals who want to advance in their careers. It also employs the Relearning methodology, based on the repetition of key concepts to fix knowledge. In this way, the combination of flexibility and a robust pedagogical approach makes it highly accessible. In addition, experts will have access to a didactic library with a variety of multimedia resources in different formats such as interactive summaries, explanatory videos and infographics. In addition, it includes exhaustive Masterclasses given by a prestigious International Guest Director.

This **Advanced Master's Degree in Senior Financial Management** contains the most complete and up-to-date program on the market. The most important features include:

- The development of practical cases presented by experts in Senior Financial 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 the self-assessment process can be carried out to improve learning
- Its special emphasis on innovative methodologies in financial practice
- 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 renowned International Guest Director will give intensive Masterclasses that will delve into the latest innovations in the field of Senior Financial Management"

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You will be able to manage the company's capital structure, optimizing the mix between debt and equity to maximize financial efficiency”

The teaching staff includes professionals belonging to the field of Finance, who bring to this program the experience of their work, as well as recognized 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.

You will handle advanced techniques such as discounted cash flow analysis to evaluate investment projects.

A syllabus based on the revolutionary Relearning methodology that will allow you to consolidate complex concepts with efficiency and dynamism.



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 has a huge faculty of more than 6,000 professors of the highest international prestige.



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Study at the largest online university in the world and ensure your professional success. The future begins 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
Mejor universidad
online del mundo

Plan
de estudios
más completo

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.

Profesorado
TOP
Internacional

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.

La metodología
más eficaz

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.

nº1
Mundial
Mayor universidad
online del mundo

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 official online university of the NBA

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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."



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.

03 Syllabus

Through this university program, professionals will acquire a comprehensive understanding of the fundamentals of Senior Financial Management. To this end, the curriculum will delve into subjects ranging from the particularities of executive management or sophisticated techniques for market research to the implementation of cutting-edge technological tools for early detection of financial risks.



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You will master international financial regulations, which will allow you to ensure both legal compliance and the implementation of good governance practices”

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 Morals
 - 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: 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. Tools and Standards of Corporate Social Responsibility
- 1.9. Multinationals and Human Rights
 - 1.9.1. Globalization, Multinational Corporations and Human Rights
 - 1.9.2. Multinational Corporations and International Law
 - 1.9.3. Legal Instruments for Multinationals in the Field 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. Strategic Formulation: Process of Strategic Planning
- 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 Management and Human Resources
 - 3.3.2. Strategic People Management
- 3.4. Evolution of Resources. An Integrated Vision
 - 3.4.1. The Importance of Human Resources
 - 3.4.2. A New Environment for People Management and Leadership
 - 3.4.3. Strategic Human Resources Management
- 3.5. Selection, Group Dynamics and Human Resources 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. Management of Training
 - 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 Human Resources
 - 3.12.2. Personal Branding for Human Resources Professionals
- 3.13. Developing High-Performance Teams
 - 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 Health and Safety 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-Cash
 - 3.21.1. Monetary Compensation vs. Non-Cash
 - 3.21.2. Wage Band Models
 - 3.21.3. Non-Cash 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. Results Research
- 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. Capital Budget
 - 4.6.3. The Operating Budget
 - 4.6.5. The Treasury's Budget
 - 4.6.6. Budget Monitoring
- 4.7. Treasury Management
 - 4.7.1. Accounting Working Capital and Required 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. The 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. Money Market
 - 4.15.2. Fixed Income Market
 - 4.15.3. Equity Markets
 - 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. Income Statement Analysis
 - 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
- 5.2. Industrial Organization and Logistics
 - 5.2.1. Industrial Organization 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

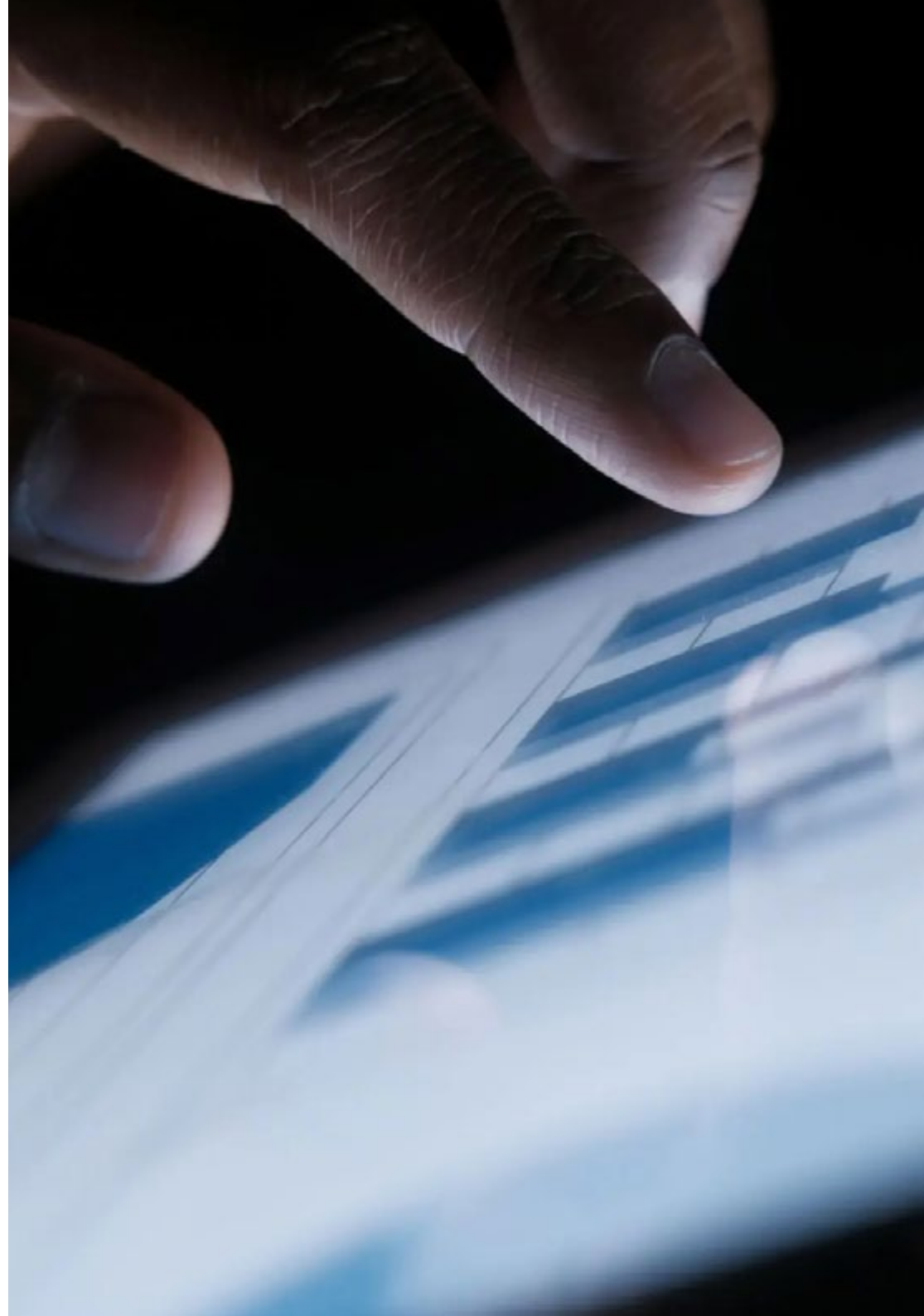
- 5.7. Strategic Purchasing Management
 - 5.7.1. Business Strategy
 - 5.7.2. Strategic Planning
 - 5.7.3. Purchasing Strategies
 - 5.8. Supply Chain Typology
 - 5.8.1. Supply Chain
 - 5.8.2. Benefits of Supply Chain Management
 - 5.8.3. Logistical Management in the Supply Chain
 - 5.9. *Supply Chain Management*
 - 5.9.1. The Concept of Management of the Supply Chain
 - 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. Optimizing Logistic Costs
 - 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 to 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. Participatory planning, forecasting and replenishment
 - 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 Technology Strategic Planning
 - 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. Corporate 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
 - 6.9.4. 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 and 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 or ERP Systems
 - 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 Communications**
- 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. The Basic Elements of Marketing
 - 7.2.3. Marketing Activities in Companies
- 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 in the Face of the Growing Digitalization of the Media
 - 7.5.2. Designing and Creating 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 in Creating 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 Human Resources
 - 7.14.2. Internal Communication Support and Tools
 - 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. Execution Stages in Marketing Research
 - 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. Publicity
 - 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. Operating 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
 - 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. Controlling Commercial Activity
 - 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 Direction and Management
 - 9.5.1. Project Management and Direction: Identification of Opportunities to Develop Corporate Innovation Projects
 - 9.5.2. Main Stages or Phases in the Direction and Management of Innovation Projects
- 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 Equipment
 - 9.7.5. Planning Communications Management
 - 9.7.6. Managing Communications
 - 9.7.7. Monitoring Communications
- 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
 - 9.3.1. Creation of a Startup
 - 9.3.2. Organization and Culture
 - 9.3.3. Top Ten Reasons Why Startups Fail
- 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 CEO and Their 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 Education
 - 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. Management and Leadership Development

- 11.1. People in Organizations
 - 11.1.1. Quality of Work Life and Psychological Well-Being
 - 11.1.2. Work Teams and Meeting Management
 - 11.1.3. Coaching and Team Management
 - 11.1.4. Managing Equality and Diversity
- 11.2. Talent Management
 - 11.2.1. Managing Human Capital
 - 11.2.2. Environment, Strategy and Metrics
 - 11.2.3. Innovation in People Management

- 11.3. Management and Leadership Development
 - 11.3.1. Leadership and Leadership Styles
 - 11.3.2. Motivation
 - 11.3.3. Emotional Intelligence
 - 11.3.4. Skills and Abilities of the Leader 2.0
 - 11.3.5. Efficient Meetings
- 11.4. Change Management
 - 11.4.1. Performance Analysis
 - 11.4.2. Leading Change. Resistance to Change
 - 11.4.3. Managing Change Processes
 - 11.4.4. Managing Multicultural Teams
- 11.5. Strategic Communication
 - 11.5.1. Interpersonal Communication
 - 11.5.2. Communication Skills and Influence
 - 11.5.3. Internal Communication and Comprehensive Communication Plan
 - 11.5.4. Barriers to Business Communication
- 11.6. Negotiation and Conflict Management
 - 11.6.1. Effective Negotiation Techniques
 - 11.6.2. Interpersonal Conflicts
 - 11.6.3. Intercultural Negotiation

Module 12. Marketing Management and Operations

- 12.1. Marketing Management
 - 12.1.1. The Customer Relationship Cycle
 - 12.1.2. Individualization vs. Standardization
 - 12.1.3. CRM Applications and Data Mining
- 12.2. Strategy and Marketing Plan
 - 12.2.1. Market Research
 - 12.2.2. Digital Marketing and Integrated Communications
 - 12.2.3. Mobile Marketing
- 12.3. Customer Relationship Management
 - 12.3.1. Market Selection, Target and Product Positioning
 - 12.3.2. Marketing Plan Creation
 - 12.3.3. Distribution Chain Design and Management

- 12.4. Internationalization Strategies and Global Marketing
 - 12.4.1. The Customer Relationship Cycle
 - 12.4.2. Individualization vs. Standardization
 - 12.4.3. CRM Applications and Data Mining
- 12.5. Commercial and Sales Management
 - 12.5.1. Sales Campaign Planning
 - 12.5.2. Commercial and Sales Team Organization
 - 12.5.3. Salesperson Recruitment and Training Policies
- 12.6. Supply Chain Management
 - 12.6.1. Costs and Efficiency of the Operations Chain
 - 12.6.2. Change in Demand Patterns
 - 12.6.3. Change in Operations Strategy
 - 12.6.4. Logistical Processes
- 12.7. Competing through Operations
 - 12.7.1. Innovation in Operations as a Competitive Advantage in the Company
 - 12.7.2. Emerging Technologies and Sciences
 - 12.7.3. Information Systems in Operations
- 12.8. Business Information Systems
 - 12.8.1. Project Management
 - 12.8.2. Social Media Management and Digital Business
 - 12.8.3. Business Intelligence

Module 13. Financial Accounting

- 13.1. Financial Accounts: Components and Formulation
 - 13.1.1. Balance Sheet, Income Statement and Financial Statement Notes
 - 13.1.2. Statement of Changes in Equity
 - 13.1.3. Cash Flow Statement
 - 13.1.4. Financial Annual Accounts Formulation Rules
 - 13.1.5. Financial Statement Templates
- 13.2. Assessment Criteria
 - 13.2.1. Historical Cost
 - 13.2.2. Fair Value
 - 13.2.3. Net Realizable Value

- 13.2.4. Utilization Value
- 13.2.5. Book or Carrying Value
- 13.2.6. Creative Accounting
- 13.3. Property, Plant and Equipment and Intangible Assets
 - 13.3.1. Regulations and Method of Acquisition
 - 13.3.2. Amortization
 - 13.3.3. Impairment or Disposal Losses
 - 13.3.4. Real Estate Investments
- 13.4. Financial Instruments
 - 13.4.1. Financial Assets
 - 13.4.2. Financial Liabilities
 - 13.4.3. Risk Assessment, Identification and Management
 - 13.4.4. Hedging and Trading
 - 13.4.5. Equity Instruments Accounting
- 13.5. Equity Study and Valuation
 - 13.5.1. Equity on the Balance Sheet
 - 13.5.2. Grants, Donations and Legacies
 - 13.5.3. Equity and Adjustments for Changes in Value
- 13.6. Restructuring Operations
 - 13.6.1. Mergers
 - 13.6.2. Demergers
 - 13.6.3. Non-Monetary Contributions
 - 13.6.4. Value Exchanges
- 13.7. Income Tax
 - 13.7.1. Corporate Income Tax Structure
 - 13.7.2. Calculation and Recording of the Accrued Corporate Income Tax Expense
 - 13.7.3. Permanent and Temporary Differences
- 13.8. Foreign Currency Accounting
 - 13.8.1. Functional and Presentation Currency
 - 13.8.2. Valuation of Monetary and Non-Monetary Items
 - 13.8.3. Temporary Transaction Differences in Foreign Currencies

Module 14. Executive Accounting

- 14.1. Fundamentals of Management Accounting
 - 14.1.1. Management Accounting Objectives
 - 14.1.2. Qualitative Characteristics of Accounting Information
 - 14.1.3. Management Accounting Evolution
- 14.2. Management Accounting to Cost Accounting
 - 14.2.1. Elements of Cost Calculation
 - 14.2.2. Stock in General Accounting and Cost Accounting
 - 14.2.3. Expense in General Accounting and Cost Accounting
 - 14.2.4. Costs Classification
- 14.3. Cost-Volume of Operations-Benefit Analysis
 - 14.3.1. Characteristics and Assumptions of the Cost-Volume-Profit Method
 - 14.3.2. Break-Even Point
 - 14.3.3. Safety Margin
 - 14.3.4. Uncertainty Situations in the Cost-Volume-Profit Analysis
- 14.4. Information Systems and Business Intelligence
 - 14.4.1. Fundamentals and Classification
 - 14.4.2. Cost Allocation Phases and Methods
 - 14.4.3. Choice of Cost Center and Impact
- 14.5. Direct Costing
 - 14.5.1. Analytical Results of Direct Costing as a Management Tool
 - 14.5.2. Fixed and Variable Costs: Classification
 - 14.5.3. Semi-Gross Margin for Productivity Study
 - 14.5.4. Analytical Balance Sheet Study
- 14.6. Budget Control
 - 14.6.1. Budget Planning and Control
 - 14.6.2. Operational Budgets
 - 14.6.3. Budgeting Methods
 - 14.6.4. Budget Control and Deviations
- 14.7. Standard Costs
 - 14.7.1. Definition and Types of Standard Costs
 - 14.7.2. Flexible Budgeting of Indirect Costs
 - 14.7.3. Total Cost Center and Full Costs Model
 - 14.7.4. Variances in Standard Costs Approach

- 14.8. Decision-Making in Management Accounting
 - 14.8.1. Organization of Production and Costs for Decision Making
 - 14.8.2. Analysis of Economic-Financial Statements and Their Impact on Business Decisions
 - 14.8.3. Financial Information for Decision-Making in the Short and Long Term
 - 14.8.4. Dealing with Uncertainty in Decision-Making
 - 14.8.5. Planning and Cost Analysis for Competitive Advantage

Module 15. Strategic Planning and Management Control

- 15.1. Management Control
 - 15.1.1. Financial Policy and Growth
 - 15.1.2. Information as a Management Control Tool
 - 15.1.3. Management Control as a Planning and Management System
 - 15.1.4. Functions of the Controller
 - 15.1.5. Scope of Management Control
- 15.2. Financial Information and Management Decisions
 - 15.2.1. Financial or Legal Accounting
 - 15.2.2. Analytical or Cost Accounting
 - 15.2.3. Control Accounting
- 15.3. Treasury Management
 - 15.3.1. Accounting Working Capital and Required Working Capital
 - 15.3.2. Calculation of Operating Cash Requirements
 - 15.3.3. Credit Management
 - 15.3.4. Management of Funds, Wealth and Family Offices
- 15.4. Cash Management
 - 15.4.1. Bank Financing of Working Capital
 - 15.4.2. Treasury Department Organization
 - 15.4.3. Centralized Treasury Management
- 15.5. Planning and Control of Responsibility Centers
 - 15.5.1. Design of a Management Control System
 - 15.5.2. Management Control Deviations
- 15.6. The Process of Strategic Formulation and Planning
 - 15.6.1. Formulation and Content of the Strategic Plan
 - 15.6.2. Balanced Scorecard
 - 15.6.3. Terminology and Basic Concepts

- 15.7. Organizational Planning
 - 15.7.1. Business Units and Transfer Pricing
 - 15.7.2. Manufacturing, Production, Support and Sales Centers
 - 15.7.3. Roles and Responsibilities of the MBA in Financial Management (CFO, Chief Financial Officer)
- 15.8. Indicators as a Control Tool
 - 15.8.1. Control Panel
 - 15.8.2. Number and Format of Indicators
 - 15.8.3. Strategic Planning

Module 16. Banking and Financial Markets

- 16.1. The Economic Environment and Financial Markets
 - 16.1.1. Measuring Financial Activity
 - 16.1.2. Main Financial Aggregates
 - 16.1.3. Markets and the Control of Financial Flows
 - 16.1.4. The Current Financial Crisis
- 16.2. Banking Management
 - 16.2.1. Securitizations
 - 16.2.2. Derivatives and Structured Products
 - 16.2.3. Syndicated Financing
 - 16.2.4. Study of the Profitability Obtained
- 16.3. Financial Instruments and Markets
 - 16.3.1. Fixed Income. Valuation and Pricing
 - 16.3.2. Equities
 - 16.3.3. Derivatives
 - 16.3.4. Investment Funds
- 16.4. Financial Analysis and Planning
 - 16.4.1. Analysis of the Balance Sheet
 - 16.4.2. Income Statement Analysis
 - 16.4.3. Profitability Analysis
- 16.5. Financial Products
 - 16.5.1. Public and Mixed Fixed Income Assets
 - 16.5.2. Equity Assets
 - 16.5.3. Derivative Financial Products
 - 16.5.4. Structured Financial Products

- 16.6. Collective Investment
 - 16.6.1. Collective Investment Financial Products
 - 16.6.2. International Collective Investment
- 16.7. Portfolio Management
 - 16.7.1. Portfolio Theory
 - 16.7.2. Fixed Income and Equity Management Styles
 - 16.7.3. Mixed Portfolio Management Styles
 - 16.7.4. Asset Allocation Techniques
- 16.8. Private Banking
 - 16.8.1. Private Banking or Wealth Management
 - 16.8.2. Retail and Institutional Investment
 - 16.8.3. Differential Assets and Structures

Module 17. Financial Risk and Corporate Finance

- 17.1. Financial Management and Corporate Finance
 - 17.1.1. Business Management and Value Creation
 - 17.1.2. Capital Structure and Financial Leverage
 - 17.1.3. Weighted Average Cost of Capital
 - 17.1.4. Capital Asset Pricing Model and Other Models
- 17.2. Company Valuation Methods
 - 17.2.1. Dividend Discount
 - 17.2.2. Flow Discounting
 - 17.2.3. Comparable Multiples
- 17.3. Corporate Operations
 - 17.3.1. Mergers
 - 17.3.2. Acquisition
 - 17.3.3. Mergers and Acquisitions
 - 17.3.4. Tax Regime for Restructuring Operations
- 17.4. Studying Other Types of Companies
 - 17.4.1. Unlisted Companies
 - 17.4.2. SMEs
 - 17.4.3. Family Businesses
 - 17.4.4. Foundations and Non-Profit Organizations
 - 17.4.5. Social Economy Enterprise

- 17.5. Strategy and Risk Control
 - 17.5.1. Management Control Systems
 - 17.5.2. Risks and Internal Control
 - 17.5.3. Review and Audit of the Control System
 - 17.5.4. Financial Risk Management
- 17.6. Risk, Profitability and Indebtedness
 - 17.6.1. Economic Profitability and Financial Profitability
 - 17.6.2. Financial Profitability and Indebtedness
 - 17.6.3. Risk and Profitability
- 17.7. Sources of Financing
 - 17.7.1. Bank Financing
 - 17.7.2. Issuance of Debentures and Securitization of Assets
 - 17.7.3. Private Equity and Venture Capital
 - 17.7.4. Subsidies and Fiscal Support
- 17.8. Corporate Transactions and Bankruptcy
 - 17.8.1. Declaration of Bankruptcy and its Effects
 - 17.8.2. Settlement and Liquidation Phases
 - 17.8.3. International Tender
 - 17.8.4. Scoring the Tender
 - 17.8.5. Conclusion and Reopening of the Tender

Module 18. Feasibility of the Investment Projects

- 18.1. Investments in a Company
 - 18.1.1. Concept and Classification
 - 18.1.2. Stages in Investment Project Analysis
 - 18.1.3. Investment as a Financial Operation
- 18.2. Economic Valuation Methods
 - 18.2.1. Recovery Period
 - 18.2.2. Total and Average Cash Flow per Committed Monetary Unit
 - 18.2.3. Net Present Value and Internal Rate of Return
 - 18.2.4. Discounted Payback Period and Rate of Return
 - 18.2.5. Expected NPV Return

- 18.3. Cost of Capital
 - 18.3.1. Cost of Borrowed Resources
 - 18.3.2. Cost of Preferred Stock
 - 18.3.3. Cost of Equity Calculation
 - 18.3.4. Calculation of the Total Cost of Capital
- 18.4. Investment Diagnosis, Planning and Control
 - 18.4.1. Financial Planning
 - 18.4.2. Real Estate Planning
 - 18.4.3. Tax Planning
- 18.5. Technical Analysis and Fundamental Analysis
 - 18.5.1. Definition and Scope of Application
 - 18.5.2. Study of Graphs and Trends
 - 18.5.3. Sector and Stock Market Research in Fundamental Analysis
 - 18.5.4. Ratios and Fundamental Analysis
- 18.6. Investment Analysis in a Risky Environment
 - 18.6.1. Discount Rate Adjustment
 - 18.6.2. Reduction of Cash Flows to Certainty Conditions
 - 18.6.3. Scenario Simulation
- 18.7. Cash Flows in Investment Projects
 - 18.7.1. Financial Modeling
 - 18.7.2. Discounted Cash Flows
 - 18.7.3. Analysis of Working Capital Cash Flows
 - 18.7.4. Taxes and Inflation
- 18.8. Stock Markets
 - 18.8.1. Companies' Access to the Stock Exchange
 - 18.8.2. International Stock Exchanges Operation
 - 18.8.3. Stock Market Indexes

Module 19. Ethical-Legal-Fiscal

- 19.1. Corporate Practice
 - 19.1.1. Structural Corporate Modifications
 - 19.1.2. Dissolution, Liquidation and Insolvency Proceedings
 - 19.1.3. General Meeting and Board of Directors

- 19.2. Tax Practice
 - 19.2.1. Analysis of Corporate Tax Obligations
 - 19.2.2. General Tax Legal Framework
 - 19.2.3. Reports on the Review of Administrative Acts
- 19.3. Labor Relations Practice
 - 19.3.1. Hiring Policy and Compensation Policy
 - 19.3.2. Corporate Restructuring and Succession
 - 19.3.3. Redundancies and Compensation
 - 19.3.4. Social and Labor Non-Compliance
 - 19.3.5. Collective Bargaining
- 19.4. Corporate Income Tax
 - 19.4.1. Applicable Regulations
 - 19.4.2. Discrepancies Between Accounting and Tax Regulations
 - 19.4.3. Special Regimes
- 19.5. Value Added Tax
 - 19.5.1. Applicable Regulations
 - 19.5.2. Place of Realization of the Taxable Event, Accrual and Taxable Base
 - 19.5.3. Tax Rates
 - 19.5.4. Special Regimes
- 19.6. Responsible Finance and Investment
 - 19.6.1. *Financial Inclusion*
 - 19.6.2. Sustainability and Responsibility of the Financial Manager
 - 19.6.3. Transparency in Information
 - 19.6.4. Finance and Responsible Investment
 - 19.6.5. Social Economy, Cooperativity and Corporate Social Responsibility
- 19.7. Business Ethics
 - 19.7.1. Ethical Conduct in the Company
 - 19.7.2. Deontology and Ethical Codes
 - 19.7.3. Fraud and Conflicts of Interest
- 19.8. Legal Environment and Corporate Governance
 - 19.8.1. International Rules on Importation and Exportation
 - 19.8.2. Intellectual and Industrial Property
 - 19.8.3. International Labor Law

Module 20. International Finance

- 20.1. Business & International Strategy
 - 20.1.1. Internationalization
 - 20.1.2. Globalization
 - 20.1.3. Growth & Development in Emerging Markets
 - 20.1.4. International Monetary System
- 20.2. Foreign Exchange Market
 - 20.2.1. Foreign Exchange Transactions
 - 20.2.2. The Forward Foreign Exchange Market
 - 20.2.3. Derivative Instruments for Hedging Exchange Rate and Interest Rate Risks
 - 20.2.4. Currency Appreciation and Depreciation
- 20.3. International Payment and Collection Methods
 - 20.3.1. Bills, Personal Check and Bank Check
 - 20.3.2. Transfer, Payment Order and Remittance
 - 20.3.3. Documentary Clauses and Credits
 - 20.3.4. Factoring, International Swap and Other Means
- 20.4. Financing Operations in International Markets
 - 20.4.1. Incoterms
 - 20.4.2. Derivative Instruments to Hedge Possible Fluctuations in the Price of Raw Materials
 - 20.4.3. Export Credits With Official Support
 - 20.4.4. Hedging with Swap Contracts
 - 20.4.5. The OECD Consensus
- 20.5. International Financial Institutions
 - 20.5.1. The Fund for the Internationalization of the Company
 - 20.5.2. The World Bank Group
 - 20.5.3. The Inter-American Development Bank
 - 20.5.4. Caribbean Development Bank
- 20.6. Formation of Exchange Rates
 - 20.6.1. Interest Rate Parity Theory
 - 20.6.2. Theory of Exchange Rate Expectations
 - 20.6.3. Purchasing Power Parity (PPP) Theory
 - 20.6.4. Capital Market Balance

- 20.7. Debt Conversion Programs
 - 20.7.1. Legal Framework
 - 20.7.2. Operation
 - 20.7.3. Conversion of Debt into Public Investments
 - 20.7.4. Conversion of Debt into Private Investments
- 20.8. International Stock Market
 - 20.8.1. Wall Street Market (New York)
 - 20.8.2. Gold Market
 - 20.8.3. World External Debt
 - 20.8.4. Paris Club
 - 20.8.5. ADR and GDR Securities Market

Module 21. *Startup Creation and Financing*

- 21.1. Creation of a Startup
 - 21.1.1. From the Idea to the Business Model
 - 21.1.2. Partners
 - 21.1.3. Legal Considerations
 - 21.1.4. Organization and Culture
 - 21.1.5. Capital, Risk and Entrepreneurial Management
- 21.2. Startup Financial Management and Administration
 - 21.2.1. Introduction to Financial Management in Startup Companies
 - 21.2.2. Financial Metrics for Startups
 - 21.2.3. Financial Planning: Projection Models and Their Interpretation
 - 21.2.4. Valuation Methods
 - 21.2.5. Legal Aspects
- 21.3. The Business Plan
 - 21.3.1. Content
 - 21.3.2. Introduction
 - 21.3.3. SWOT
 - 21.3.4. The Canvas Model
- 21.4. Growth Phases in Startup Companies
 - 21.4.1. Seed Phase
 - 21.4.2. Startup Phase
 - 21.4.3. Growth Phase
 - 21.4.4. Consolidation Phase

- 21.5. Financing Startups
 - 21.5.1. Bank Financing
 - 21.5.2. Subsidies
 - 21.5.3. Seed Capital and Accelerators. Business Angels.
 - 21.5.4. Venture Capital. IPO
 - 21.5.5. Public to Private Partnership
- 21.6. National and International Venture Capital and Seed Capital Entities
 - 21.6.1. International Venture Capital Entities
 - 21.6.2. Private Investors: Caixa Capital Risc. Bstartup
 - 21.6.3. FOND-ICO Global
 - 21.6.4. Accelerators: Wayra, Lanzadera and Plug & Play



Download all the contents of this Advanced Master's Degree, such as specialized readings or explanatory videos, even after you have completed the program. Enroll now!"

04

Teaching Objectives

Through TECH's Advanced Master's Degree in Senior Financial Management, professionals will design and execute economic strategies aligned with corporate objectives. At the same time, they will optimize resource management through the most cutting-edge techniques of budget analysis and control. In tune with this, students will implement emerging technologies such as Big Data to support strategic decision making and identify potential financial risks with immediacy.



“

You will have a holistic understanding of the workings of international financial markets and currency management to operate successfully in a globalized environment”



General Objectives

- ♦ Define the latest trends in business management, taking into account the globalized environment that governs senior management criteria
- ♦ Develop the key leadership skills that should define working professionals
- ♦ Design innovative strategies and policies to improve management and business efficiency
- ♦ Understand the best way to manage the company's human resources, getting greater performance from employees that, in turn, increases the company's profits
- ♦ Acquire the communication skills that a business leader needs in order to ensure that their message is heard and understood by the members of their community
- ♦ Understand the economic environment in which the company operates and develop appropriate strategies to anticipate changes
- ♦ Be able to manage the company's economic and financial plan
- ♦ Understand the logistic operations that are necessary in the business environment in order to develop an adequate management of these operations
- ♦ Be able to apply information and communication technologies to the different areas within a company
- ♦ Carry out the marketing strategy that allows us to make our product known to our potential clients and to generate a suitable image of our company
- ♦ Be able to develop all the phases of a business idea: design, feasibility plan, execution, monitoring...
- ♦ Acquire leadership skills essential for managing teams in the field of finance
- ♦ Develop competencies to design financial strategies aligned with the company's strategy
- ♦ Develop strategies to make decisions investment and financing in a complex and unstable environment, evaluating their impact on the company
- ♦ Develop the ability to detect, analyze and problem solving
- ♦ Explain the company from a global point of view, as well as the responsibility and the new role of CFOs
- ♦ Develop the essential skills to strategically manage the company's financial activity
- ♦ Design innovative strategies and policies to improve management and financial efficiency
- ♦ Formulate and implement financial policies to adequately manage cash flow, investments and tax planning as growth strategies to adapt the company to changes in the national and international environment
- ♦ Obtain in-depth knowledge in accounting, both financial and managerial
- ♦ Understand the financial risks associated with certain transactions
- ♦ Carry out competitive strategies to meet the entity's objectives



Specific Objectives

Module 1. Leadership, Ethics and Social Responsibility in Companies

- ◆ Develop ethical leadership skills that integrate social responsibility and sustainability practices into business strategy
- ◆ Make decisions that promote social well-being, respect for the environment and long-term value creation for all stakeholders

Module 2. Strategic Management and Executive Management

- ◆ Specialize in the formulation and execution of business strategies that guarantee sustainable growth and competitiveness in dynamic markets
- ◆ Acquire competencies in the management of executive teams, leading the transformation of the organization to adapt to the challenges of the global environment

Module 3. People and Talent Management

- ◆ Provide tools for human talent management, from attracting to retaining the best professionals
- ◆ Design human resources strategies that align personnel competencies with the company's strategic objectives

Module 4. Economic and Financial Management

- ◆ Delve into strategic financial decision making to maximize profitability and minimize risks in the company
- ◆ Develop skills in financial planning, budget control and investment management at the organizational level

Module 5. Operations and Logistics Management

- ◆ Delve into the efficient management of operations and logistics, optimizing the supply chain to reduce costs and improve productivity
- ◆ Specialize in the implementation of operational processes that align business strategy with market demand



Module 6. Information Systems Management

- ♦ Delve into the integration and management of information systems within the company, improving operational efficiency and data-driven decision making
- ♦ Develop skills to apply technological solutions that optimize processes and ensure market competitiveness

Module 7. Commercial Management, Strategic Marketing and Corporate Communications

- ♦ Delve into the creation of commercial and marketing strategies that increase brand visibility and optimize customer relations
- ♦ Examine the management of corporate communication to strengthen the company's identity and reputation in the marketplace

Module 8. Market Research, Advertising and Commercial Management

- ♦ Master market research techniques to identify business opportunities and develop effective advertising strategies
- ♦ Obtain skills to manage commercial activity, optimizing advertising campaigns and ensuring the achievement of objectives

Module 9. Innovation and Project Management

- ♦ Develop skills in the management of innovative projects, managing change and continuous adaptation to new trends and technologies
- ♦ Specialize in the planning, execution and evaluation of innovation projects that generate long-term value for the organization

Module 10. Executive Management

- ♦ Specialize in the development of management skills to lead teams, make strategic decisions and manage organizational performance
- ♦ Be able to create a culture of innovation, responsibility and commitment that optimizes the company's results

Module 11. Management and Leadership Development

- ♦ Develop skills in effective leadership, focusing on decision making, team management and interpersonal communication
- ♦ Delve into key management skills to motivate, inspire and lead teams towards the achievement of organizational objectives

Module 12. Marketing Management and Operations

- ♦ Delve into the integration of marketing strategies with company operations, optimizing processes to improve efficiency and business performance
- ♦ Gain skills to lead marketing teams, identify market opportunities and manage the implementation of successful campaigns

Module 13. Financial Accounting

- ♦ Have a holistic understanding of financial accounting to improve business decision making-
- ♦ Specialize in the preparation and analysis of financial statements, including balance sheet, income statement and cash flow, to assess the financial health of the company

Module 14. Executive Accounting

- ♦ Address the use of managerial accounting for strategic decision making within the company
- ♦ Develop skills to interpret financial and operational information in a way that supports the planning, control and management of the organization's resources

Module 15. Strategic Planning and Management Control

- ♦ Delve into the formulation and implementation of corporate strategies for the growth and sustainability of the company
- ♦ Manage management control tools to measure organizational performance and ensure compliance with strategic objectives

Module 16. Banking and Financial Markets

- ♦ Have a solid understanding of banking systems and financial markets, focusing on the role of banks and financial instruments
- ♦ Be able to analyze financial markets, identify investment opportunities, and understand the dynamics of global financial institutions

Module 17. Financial Risk and Corporate Finance

- ♦ Develop skills to identify, measure and manage financial risks within the organization
- ♦ Train in strategic financial decision making to help mitigate risks and optimize shareholder value

Module 18. Feasibility of the Investment Projects

- ♦ Train in the analysis of the financial and economic viability of investment projects
- ♦ Obtain skills to evaluate the return on investment and make informed decisions on the allocation of resources in strategic projects

Module 19. Ethical-Legal-Fiscal

- ♦ Delve into the ethical principles and legal and tax regulations governing the operation of companies
- ♦ Implement business practices that ensure compliance with tax laws and regulations, promoting transparency and ethics in management

Module 20. International Finance

- ♦ Delve into financial management in the global context, addressing the particularities of international markets, foreign exchange and global fiscal policies
- ♦ Explore financial decision making that takes into account the risks and opportunities arising from the globalization of financial markets

Module 21. Start-Up and Financing

- ♦ Develop skills in the creation and management of startups, from the conception of the idea to its implementation and expansion in the market
- ♦ Train in the different sources of funding for startups, including angel investors, venture capital and crowdfunding, to ensure success in obtaining resources for new ventures

05

Career Opportunities

Upon completion of this Advanced Master's Degree in Senior Financial Management, professionals will have a solid understanding of the most effective financial strategies to manage and optimize organizational resources. In addition, graduates will design and implement financial plans that facilitate informed decision making and the economic sustainability of companies. They will also develop skills in risk analysis, investments and international markets. In this way, experts will enhance their career prospects and take on specialized roles as CFO.



“

You will oversee long-term financial plans that align the company's resources with its strategic objectives, ensuring sustainability and economic growth”

Graduate Profile

Graduates of the Advanced Master's Degree in Senior Financial Management are highly qualified to manage the finances of organizations, addressing economic challenges and optimizing resources. They have a deep knowledge of financial strategies, risk analysis, investments and international markets. In addition, you are prepared to design and implement customized financial plans, collaborate with multidisciplinary teams and promote both sustainability and economic growth of the company.

You will analyze economic trends and their impact on financial markets, helping companies adapt to financial changes successfully.

- ♦ **Project and Time Management:** A crucial skill is the ability to efficiently manage financial resources and time, including budget planning, investment optimization and coordination of financial projects to maximize the profitability and sustainability of the organization
- ♦ **Critical Thinking and Problem Solving:** Professionals develop the ability to apply critical thinking to analyze complex financial situations, identify risks and opportunities, and generate innovative solutions that drive the growth and economic stability of the company
- ♦ **Digital Competence in Finance:** In the current context, it is essential for professionals to handle advanced digital tools for financial management, from financial analysis and modeling software to investment management platforms and emerging technologies such as blockchain and digital finance
- ♦ **Financial Risk Management:** Professionals are trained to identify, evaluate and mitigate financial risks, implementing effective strategies to protect the company's assets and ensure its long-term economic stability.



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

- 1. Chief Financial Officer:** Expert in the management and direction of a company's finances, overseeing budgets, investments and financial strategies to ensure the economic health of the organization.
- 2. Investment Analyst:** Professional in charge of evaluating investment opportunities, analyzing financial markets and advising on portfolio management to maximize returns.
- 3. Risk Manager:** Responsible for identifying, assessing and mitigating financial risks that may affect the company, implementing strategies to protect assets and ensure economic stability.
- 4. Financial Consultant:** Specialist who provides advice to companies and individuals on financial planning, investments, debt management and optimization of resources to achieve their economic objectives.
- 5. Financial Auditor:** Professional in charge of reviewing and verifying the accuracy of a company's financial records, ensuring compliance with regulations and accounting standards.
- 6. Treasury Manager:** Responsible for managing the company's daily liquidity and finances, optimizing cash flow and overseeing banking and financial operations.
- 7. Corporate Finance Specialist:** Professional focused on corporate finance, including mergers, acquisitions, financial restructurings and strategizing for corporate growth.
- 8. Financial Economist:** Analyzes economic trends and their impact on financial markets, developing strategies that help companies adapt to economic changes and take advantage of growth opportunities.
- 9. Fund Manager:** Manages investment funds, making decisions on where and how to invest clients' capital to maximize returns and minimize risks.
- 10. Director of Financial Planning:** Develops and oversees long-term financial plans that align the company's resources with its strategic objectives, ensuring sustainability and economic growth.



You will be in charge of managing the daily liquidity and finances of companies, optimizing cash flow significantly”

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.



“

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

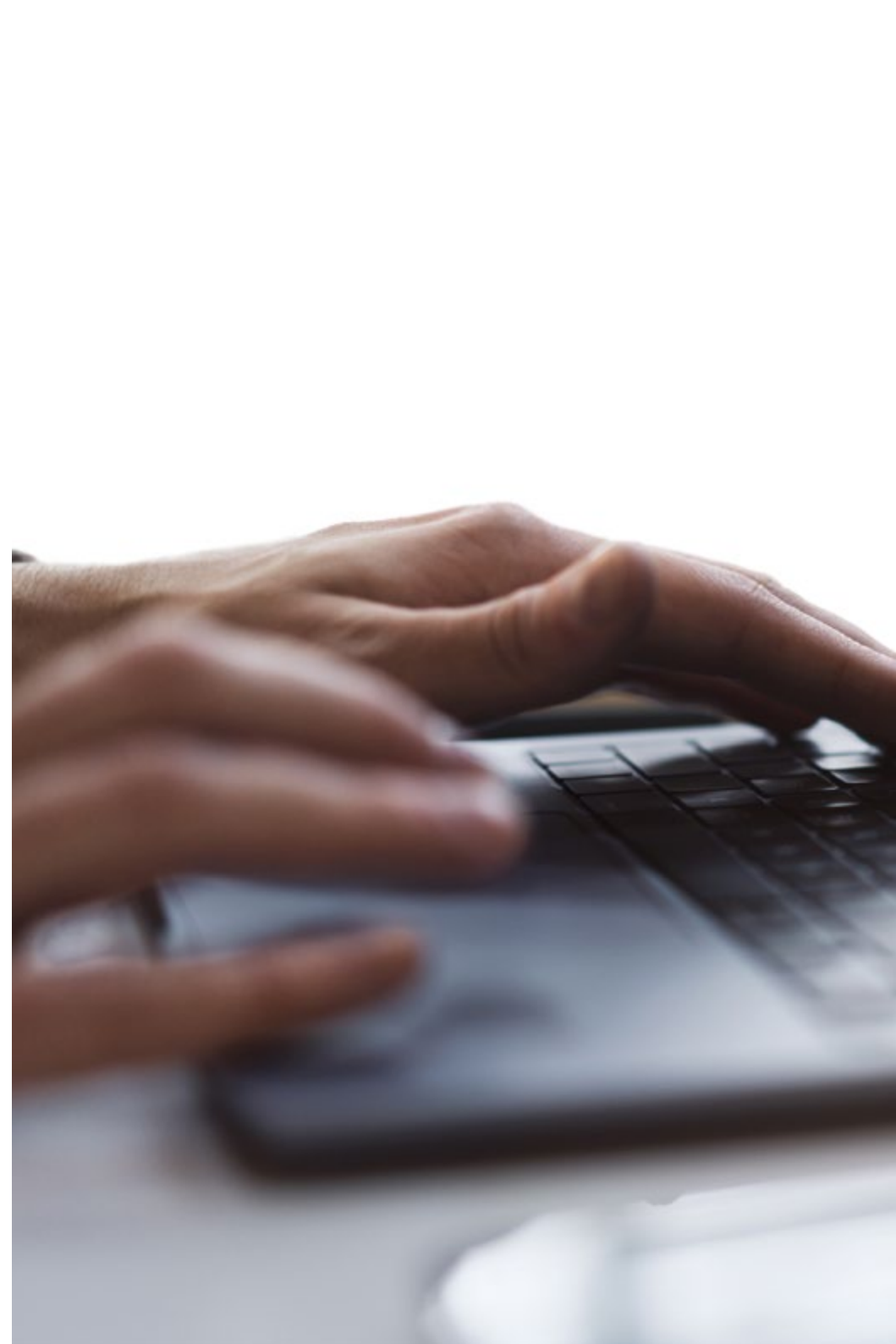
In TECH's study methodology, the student is the main protagonist.

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 quality of teaching, quality of materials, course structure and objectives is excellent. Not surprisingly, the institution became the best rated university by its students on the Global Score review platform, 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 priority is to make available to everyone the most comprehensive and renewed university programs on the academic scene. For this reason, it carries out a rigorous process to constitute its respective teaching staffs. As a result, this Advanced Master's Degree has the participation of recognized experts in the field of Senior Financial Management. These professionals stand out for their extensive work experience, where they have designed and implemented cutting-edge solutions to ensure the profitability and sustainability of companies in the long term. Undoubtedly, this is an endorsement for the graduates, who will enjoy an immersive experience that will increase their professional horizons.



“

The diversity of talents of the teaching staff, highly qualified in Senior Financial Management, will generate a dynamic learning environment”

International Guest Director

Erdi Karaca is a prominent leader in **banking** and **financial product** development, specialized in **digital strategies**, **data** and **Artificial Intelligence**. With a focus on creating innovative solutions, he has contributed to the advancement of **digital banking** and the implementation of **emerging technologies** in the **financial sector**. In fact, his interests include the integration of **AI** to improve **customer experience** and the optimization of **banking processes**, as well as the design of strategies for **banking products**.

Throughout his career, he has held leadership positions in global institutions such as **HSBC Kinetic**, where he has worked as **Head of Mobile Banking** and **Co-Head of Corporate Banking**, where he has led teams in the development of **HSBC Kinetic** and **mobile services** for **corporate banking** in the **United Kingdom**. In addition, his management has focused on the creation of innovative **digital products**, such as **payment solutions**, **cards**, **loans** and **financial management tools**. He has also been **Head of Banking and Beyond Banking**, where he has overseen projects that have transformed **SME banking** through **digital products**.

Internationally, Erdi Karaca has been recognized for his ability to lead complex teams and develop strategies that have driven innovation in **digital banking**. He has led global programs that have promoted **smart banking** and **technology** integration in diverse markets. His work has been instrumental in the implementation of **AI-driven smart banking solutions** and in the management of **financial products** for business customers globally. He has also contributed to the **research** of multiple products for the financial sector, publishing **articles** on the implementation of **AI** in **banking**, as well as presenting his work at **international conferences**.



Mr. Karaca, Erdi

- Head of Mobile Banking at HSBC Kinetic, London, United Kingdom
- Co-Head of Corporate Banking at HSBC Kinetic
- Head of Banking and Beyond Banking at HSBC Kinetic
- CDO (Chief Data Officer) of Global Commercial Banking at HSBC Kinetic
- Innovation, Strategy and Innovation in Commercial Banking at NatWest Group
- Digital Strategy and Product Development Manager at NatWest Group
- Master's Degree in Business from Oxford University
- Course in Artificial Intelligence: Implications for Business Strategy from the MIT Sloan School of Management
- Master's Degree in International Politics from the University of Surrey
- Bachelor's Degree in Social Sciences from Oxford Technical College

“

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

International Guest Director

With over 20 years of experience in designing and leading global **talent acquisition teams**, Jennifer Dove is an expert in **technology recruitment** and **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 HR 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 is now a graduate of the University of Miami.

On the other hand, it has been recognized for its ability to lead organizational transformations, **integrate technologies** into **recruitment processes** and develop leadership programs that prepare institutions for future challenges. She has also successfully implemented **wellness programs** that have significantly increased employee satisfaction and retention.



Ms. Dove, Jennifer

- Vice President of Talent Acquisition at Mastercard, New York, United States
- Director of Talent Acquisition at NBCUniversal, New York, USA
- Head of Recruitment at Comcast
- Director of Recruiting at Rite Hire Advisory, New York, USA
- 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

“

TECH has a distinguished and specialized group of International Guest Directors, with important leadership roles in the leading companies in the global market”

International Guest Director

A technology leader with decades of experience in major technology multinationals, Rick Gauthier has developed prominently in the field of cloud 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 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

- Regional IT Director at Amazon, Seattle, United States
- 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

“

Internationally renowned experts will provide you with a holistic review of today's most important innovations in the management and business world”

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. Therefore, 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

- ♦ Digital Transformation Director (CDO) at Shell Energy Corporation, London, UK
- ♦ 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
- ♦ Graduate of the University of Leeds
- ♦ Graduate Diploma in Business Applications of AI for Senior Executives from London Business School
- ♦ CCXP Customer Experience Professional Certification
- ♦ IMD Executive Digital Transformation Course



Take the opportunity to learn about the latest advances in this field in order to apply it to your daily practice"

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**, in 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

- Global Procurement Manager at Google, Mountain View, USA
- Senior Manager, B2B Analytics and Technology, Google, USA
- Sales Director at Google, Ireland
- Senior Industry Analyst at Google, Germany
- Accounts Manager at Google, Ireland
- Accounts Payable at Eaton, UK
- 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 of 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 adaptability 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 commercialization of products in different markets, acting as team leader in the Design, Communication and Sales departments..

Furthermore, in companies such as Calvin Klein or Gruppo Coin, he has undertaken projects to boost the structure, and development of different collections. In turn, 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

- ♦ 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 from 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. Because of this, 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

- ♦ Director of Business Intelligence and Analytics at Red Bull, Los Angeles, United States
- ♦ Business Intelligence Solutions Architect for Walmart Data Café
- ♦ 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
- ♦ Bachelor's and Master's Degree 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 fundamental role in **overseeing logistics** and **creative workflows** across various digital platforms, including social media, search, display and linear media.

This executive's leadership has been crucial in driving in **production strategies** in **paid media**, resulting in a **marked improvement** which has resulted in **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**.

In addition, he 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 proficiency 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

- 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

- ♦ 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 of Arts in Political Science and Industrial Sociology from the University of KwaZulu-Natal, South Africa
- ♦ Bachelor of Arts in Psychology from the University of South Africa

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Management



Dr. Domingo Folgado, Javier

- ♦ Head of Corporate Development & Investor Relations at White Investing
- ♦ Founding Director of Relianze
- ♦ Head of the Analysis Department at Aznar Patrimonio
- ♦ Founding Partner at Finance Business School
- ♦ Head of Private Banking at Degroof Petercam
- ♦ Doctorate in Advanced Mathematics Applied to Economics from UNED
- ♦ Bachelor's Degree in Economics and Business Administration from the University of Valencia
- ♦ Master's Degree in Portfolio Management from the Institute of Advanced Finance



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