Advanced Master's Degree

Senior Management of Corporate Sustainability

AMDSMCS

tech global university

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Advanced Master's Degree
Senior Management of Corporate Sustainability

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

Website: **www.techtitute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-senior-management-corporate-sustainability**

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01

Welcome

The incorporation of Senior Management of Sustainability in a company brings significant benefits. Firstly, this practice ensures that sustainability becomes a core element of business strategy, which not only strengthens the company's reputation, but also contributes to risk mitigation and access to new markets and opportunities. In addition, aligning the company's objectives with ethical and environmental principles promotes a stronger commitment.
For this reason, TECH has conceived this 100% online program, significantly facilitating the learning process, with the participation of a prestigious international expert in sustainability, who will give 10 exclusive and complementary Masterclasses.

Advanced Master's Degree in Senior Management of Corporate Sustainability
TECH Global University

Become an expert in sustainability with TECH! You will have access to a set of 10 Masterclasses, developed by an internationally renowned specialist in this field”

02

Why Study at TECH?

TECH is the world's largest 100% online business school. It is an elite business school, with a model based on the highest academic standards. A world-class center for intensive managerial skills education.

TECH is a university at the forefront of technology, and puts all its resources at the student's disposal to help them achieve entrepreneurial success"

At TECH Global University

Innovation

The university offers an online learning model that balances the latest educational technology with the most rigorous teaching methods. A unique method with the highest international recognition that will provide students with the keys to develop in a rapidly-evolving world, where innovation must be every entrepreneur's focus.

"Microsoft Europe Success Story", for integrating the innovative, interactive multi-video system.

The Highest Standards

Admissions criteria at TECH are not economic. Students don't need to make a large investment to study at this university. However, in order to obtain a qualification from TECH, the student's intelligence and ability will be tested to their limits. The institution's academic standards are exceptionally high...

95% | **of TECH students successfully complete their studies**

Networking

Professionals from countries all over the world attend TECH, allowing students to establish a large network of contacts that may prove useful to them in the future.

+100000
executives prepared each year

+200
different nationalities

Empowerment

Students will grow hand in hand with the best companies and highly regarded and influential professionals. TECH has developed strategic partnerships and a valuable network of contacts with major economic players in 7 continents.

+500 | **collaborative agreements with leading companies**

Talent

This program is a unique initiative to allow students to showcase their talent in the business world. An opportunity that will allow them to voice their concerns and share their business vision.

After completing this program, TECH helps students show the world their talent.

Multicultural Context

While studying at TECH, students will enjoy a unique experience. Study in a multicultural context. In a program with a global vision, through which students can learn about the operating methods in different parts of the world, and gather the latest information that best adapts to their business idea.

TECH students represent more than 200 different nationalities.

Learn with the best

In the classroom, TECH's teaching staff discuss how they have achieved success in their companies, working in a real, lively, and dynamic context. Teachers who are fully committed to offering a quality specialization that will allow students to advance in their career and stand out in the business world.

Teachers representing 20 different nationalities.

At TECH, you will have access to the most rigorous and up-to-date case analyses in academia"

TECH strives for excellence and, to this end, boasts a series of characteristics that make this university unique:

Analysis

TECH explores the student's critical side, their ability to question things, their problem-solving skills, as well as their interpersonal skills.

Academic Excellence

TECH offers students the best online learning methodology. The university combines the Relearning method (postgraduate learning methodology with the best international valuation) with the Case Study. Tradition and vanguard in a difficult balance, and in the context of the most demanding educational itinerary.

Economy of Scale

TECH is the world's largest online university. It currently boasts a portfolio of more than 10,000 university postgraduate programs. And in today's new economy, **volume + technology = a ground-breaking price**. This way, TECH ensures that studying is not as expensive for students as it would be at another university.

03

Why Our Program?

Studying this TECH program means increasing the chances of achieving professional success in senior business management.

It is a challenge that demands effort and dedication, but it opens the door to a promising future. Students will learn from the best teaching staff and with the most flexible and innovative educational methodology.

We have highly qualified teachers and the most complete syllabus on the market, which allows us to offer you education of the highest academic level"

This program will provide you with a multitude of professional and personal advantages, among which we highlight the following:

01

A Strong Boost to Your Career

By studying at TECH, students will be able to take control of their future and develop their full potential. By completing this program, students will acquire the skills required to make a positive change in their career in a short period of time.

70% of students achieve positive career development in less than 2 years.

02

Develop a strategic and global vision of the company

TECH offers an in-depth overview of general management to understand how each decision affects each of the company's different functional fields.

Our global vision of companies will improve your strategic vision.

03

Consolidate the student's senior management skills

Studying at TECH means opening the doors to a wide range of professional opportunities for students to position themselves as senior executives, with a broad vision of the international environment.

You will work on more than 100 real senior management cases.

04

You will take on new responsibilities

The program will cover the latest trends, advances and strategies, so that students can carry out their professional work in a changing environment.

45% of graduates are promoted internally.

05

Access to a powerful network of contacts

TECH connects its students to maximize opportunities. Students with the same concerns and desire to grow. Therefore, partnerships, customers or suppliers can be shared.

You will find a network of contacts that will be instrumental for professional development.

06

Thoroughly develop business projects.

Students will acquire a deep strategic vision that will help them develop their own project, taking into account the different fields in companies.

20% of our students develop their own business idea.

07

Improve *soft skills* and management skills

TECH helps students apply and develop the knowledge they have acquired, while improving their interpersonal skills in order to become leaders who make a difference.

Improve your communication and leadership skills and enhance your career.

08

You will be part of an exclusive community

Students will be part of a community of elite executives, large companies, renowned institutions, and qualified teachers from the most prestigious universities in the world: the TECH Technological University community.

We give you the opportunity to study with a team of world-renowned teachers.

04

Objectives

The Advanced Master's Degree in Senior Management of Corporate Sustainability will provide professionals with the tools and knowledge necessary to lead the integration of sustainability in business management. Therefore, this program will specialize leaders capable of understanding and addressing the environmental, social and ethical challenges of organizations. In addition, through a multidisciplinary approach, graduates will be equipped with strategic skills to make informed decisions that balance financial goals with social and environmental impact.

This 100% online Advanced Master's Degree will foster sustainable innovation in your organization, promoting the adoption of responsible business practices and the creation of shared value"

TECH makes the goals of their students their own goals too. Working together to achieve them

This **Advanced Master's Degree in Senior Management of Corporate Sustainability** will enable students to:

01 Define the latest trends in business management, taking into account the globalized environment that governs senior management criteria

02 Develop the key leadership skills that should define working professionals

03 Delve into the the sustainability criteria set by international standards when developing a business plan

04 Encourage the creation of corporate strategies that set the script for the company to follow in order to be more competitive and achieve its own objectives.

05 Differentiate the skills required to manage business activities strategically

06 Work more effectively, more agile and more aligned with today's new technologies and tools

07 Design innovative strategies and policies to improve management and business efficiency

08 Define the best way to manage the company's human resources, achieving a better performance of the same

09 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

10 Clarify the economic environment in which the company operates and develop appropriate strategies to anticipate changes

11 Be able to manage the company's economic and financial plan

12 Understand the logistic operations that are necessary in the business environment, so as to manage them appropriately

13 Apply information and communication technologies to the different areas of the company

14 Carry out the Marketing strategy that allows to make the product known to potential clients and to generate an adequate image of the company

15 Be able to develop all the phases of a business idea: Design, Feasibility Plan, Execution, Follow-up

16 Establish the appropriate guidelines for the company's adaptation to the changing society

18 Build a plan for the development and improvement of personal and managerial skills

19 Gain an in-depth understanding into business organization and climate change mitigation strategies

17 Propose a dynamic business model that supports its growth in intangible resources

20 Develop a solid understanding of the main energy sources used globally and innovations in the energy industry

21 Gain an in-depth understanding of electrical energy, breaking down the main consuming equipment and its applications

22 Master the most commonly used fuels and fuel consuming equipment

23 Manage both environmental and energy tools

24 Conduct energy audits

25 Conduct environmental impact assessments

26 In-depth breakdown of water and waste management to enable the learner to plan management plans and operational improvements

27 Carry out the calculation of the carbon and water footprint of different facilities

28 Carry out product life cycle analysis

29 Develop a solid understanding of energy and environmental certifications

30 Develop and implement an ISO environmental management system

05

Skills

This academic program will develop key competencies in graduates, providing them with the necessary skills to lead effectively in the sustainable business environment. These competencies include the ability to
to integrate sustainability into strategic decision making, understanding the complexity of environmental and social issues. In addition, participants will acquire analytical skills to assess the impact of business operations on the environment, as well as the ability to develop and implement strategies that promote social responsibility and environmental efficiency.

A 100% online program that will amplify your professional resume with a triple university degree, if you meet the official entry requirements"

01 Resolve business conflicts and problems between workers

02 Apply Lean management methodologies

03 Correctly manage teams to improve productivity and, therefore, the company's profits

04 Exercise economic and financial control of a company

05 Manage tools and methods for the manipulation and better utilization of data, for the delivery of understandable results to the final recipient

06 Control the company's logistics processes, as well as purchasing and procurement

07 Delve into the new business models associated with information systems

08 Implement the keys to successful R+D+I management in organizations

09 Apply the most appropriate strategies to support e-commerce of the company's products

10 Develop and lead marketing plans

11 Develop metrics of goal achievement associated with a digital marketing strategy and analyze them in digital dashboards

12 Focus on innovation in all processes and areas of the company

13 Lead the different projects of the company, from defining when to prioritize and delay their development within an organization

14 Commit to sustainably developing the company, avoiding environmental impacts

15 Know the applicable regulatory framework in reference to energy and environmental management and sustainability

16 Master terminology in the field of energy (generation and consumption), renewable energies and electrical, thermal and lighting installations

17 Accurately conduct energy audits, sustainability certifications, and carbon and water footprint calculations for organizations and/or products

18 Control environmental and energy management processes in any type of organization

19 Recognize the differences and advantages of different energy sources

20 Consider the appropriate uses of electrical energy from the point of view of environmental and energy management

21 Incorporate the consideration of the European energy framework into the management of organizations

22 Know how to apply adaptation strategies to climate change from the point of view of the environmental impact most appropriate to the standard and to the current situation

23 Work to reduce pollution through proper water and waste management

24 Implement energy management systems adapted to ISO 50001:2018 and ISO 50001:2011.

25 Apply ISO 14001 environmental management systems

06

Structure and Content

The study plan will cover the theoretical and practical foundations of sustainability, exploring topics such as business ethics, corporate social responsibility and environmental management. It will also delve into the integration of sustainability into business strategy, addressing environmental and social impact measurement, sustainability reporting and sustainability risk management. Finally, graduates will dive into effective communication and the creation of an organizational culture committed to sustainability.

You will delve into sustainable innovation, responsible supply chain, and sustainable corporate governance What are you waiting for to enroll?"

Syllabus

The Advanced Master's Degree in Senior Management of Corporate Sustainability TECH Global University is an intensive program that prepares students to face challenges and business decisions internationally. Its content is designed to promote the development of managerial skills that enable more rigorous decision-making in uncertain environments.

Throughout 3,600 hours of study, students will analyze a multitude of practical cases through individual work, achieving high quality learning that can be applied to their daily practice. It is, therefore, an authentic immersion in real business situations.

This program deals in depth with the main areas of senior sustainability management and is designed for managers to understand business management from a strategic, international and innovative perspective.

A plan designed for students, focused on their professional improvement and that prepares them to achieve excellence in the field of sustainability management in organizations. A program that understands your needs and those of your company through innovative content based on the latest trends, and supported by the best educational methodology and an exceptional faculty, which will provide you with the competencies to solve critical situations in a creative and efficient way.

This program is developed over 2 years and is divided into 20 modules:

Module 1	Leadership, Ethics and Social Responsibility in Companies
Module 2	Strategic Managementand Executive Management
Module 3	People and Talent Management
Module 4	Economic and Financial Management
Module 5	Operations and Logistics Management
Module 6	Information Systems Management
Module 7	Commercial Management, Strategic Marketing and Corporate Communications
Module 8	Market Research, Advertising and Commercial Management
Module 9	Innovation and Project Management
Module 10	Executive Management

Module 11	Environmental and Energy Management of Organizations
Module 12	Energy sources
Module 13	Electrical energy
Module 14	Energy Management Tools
Module 15	Environmental Impact Assessment and Climate Change Adaptation Strategies
Module 16	Pollution and Water and Waste Management
Module 17	Environmental Management Tools
Module 18	Energy Management Systems
Module 19	Environmental Management systems
Module 20	Management systems audits

Where, When and How is it Taught?

TECH offers the possibility of developing this Advanced Master's Degree in Senior Management of Corporate Sustainability completely online. During the 2 years of the program, students will be able to access all the contents in this program at any time, which will allow them to manage their own study time.

A unique, key, and decisive educational experience to boost your professional development and make the definitive leap.

Module 1. Leadership, Ethics and Social Responsibility in Companies

1.1. Globalization and Governance
1.1.1. Governance and Corporate Governance
1.1.2. The Fundamentals of Corporate Governance in Companies
1.1.3. The Role of the Board of Directors in the Corporate Governance Framework

1.2. Leadership
1.2.1. Leadership A Conceptual Approach
1.2.2. Leadership in Companies
1.2.3. The Importance of Leaders in Business Management

1.3. *Cross Cultural Management*
1.3.1. Cross Cultural Management Concept
1.3.2. Contributions to Knowledge of National Cultures
1.3.3. Diversity Management

1.4. Management and Leadership Development
1.4.1. Concept of Management Development
1.4.2. Concept of Leadership
1.4.3. Leadership Theories
1.4.4. Leadership Styles
1.4.5. Intelligence in Leadership
1.4.6. The Challenges of Today's Leader

1.5. Business Ethics
1.5.1. Ethics and Morality
1.5.2. Business Ethics
1.5.3. Leadership and Ethics in Companies

1.6. Sustainability
1.6.1. Sustainability and Sustainable Development
1.6.2. The 2030 Agenda
1.6.3. Sustainable Companies

1.7. Corporate Social Responsibility
1.7.1. International Dimensions of Corporate Social Responsibility
1.7.2. Implementing Corporate Social Responsibility
1.7.3. The Impact and Measurement of Corporate Social Responsibility

1.8. Responsible Management Systems and Tools
1.8.1. CSR: Corporate Social Responsibility
1.8.2. Essential Aspects for Implementing a Responsible Management Strategy
1.8.3. Steps for the Implementation of a Corporate Social Responsibility Management System
1.8.4. CSR Tools and Standards

1.9. Multinationals and Human Rights
1.9.1. Globalization, Multinational Companies and Human Rights
1.9.2. Multinational Companies vs. International Law
1.9.3. Legal Instruments for Multinationals in the Area of Human Rights

1.10. Legal Environment and Corporate Governance
1.10.1. International Rules on Importation and Exportation
1.10.2. Intellectual and Industrial Property
1.10.3. International Labor Law

Module 2. Strategic Management and Executive Management

2.1. Organizational Analysis and Design
2.1.1. Conceptual Framework
2.1.2. Key Elements in Organizational Design
2.1.3. Basic Organizational Models
2.1.4. Organizational Design: Typologies

2.2. Corporate Strategy
2.2.1. Competitive Corporate Strategy
2.2.2. Types of Growth Strategies
2.2.3. Conceptual Framework

2.3. Strategic Planning and Strategy Formulation
2.3.1. Conceptual Framework
2.3.2. Elements of Strategic Planning
2.3.3. Strategy Formulation: Strategic Planning Process

2.4. Strategic Thinking
2.4.1. The Company as a System
2.4.2. Organization Concept

2.5. Financial Diagnosis
2.5.1. Concept of Financial Diagnosis
2.5.2. Stages of Financial Diagnosis
2.5.3. Assessment Methods for Financial Diagnosis

2.6. Planning and Strategy
2.6.1. The Plan from a Strategy
2.6.2. Strategic Positioning
2.6.3. Strategy in Companies

2.7. Strategy Models and Patterns
2.7.1. Conceptual Framework
2.7.2. Strategic Models
2.7.3. Strategic Patterns: The Five P's of Strategy

2.8. Competitive Strategy
2.8.1. The 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 for Business Communication

Module 3. People and Talent Management

3.1. Organizational Behavior
3.1.1. Organizational Behavior Conceptual Framework
3.1.2. Main Factors of Organizational Behavior

3.2. People in Organizations
3.2.1. Quality of Work Life and Psychological Well-Being
3.2.2. Work Teams and Meeting Management
3.2.3. Coaching and Team Management
3.2.4. Managing Equality and Diversity

3.3. Strategic People Management
3.3.1. Strategic Human Resources Management
3.3.2. Strategic People Management

3.4. Evolution of Resources An Integrated Vision
3.4.1. The Importance of HR
3.4.2. A New Environment for People Management and Leadership
3.4.3. Strategic HR Management

3.5. Selection, Group Dynamics and HR Recruitment
3.5.1. Approach to Recruitment and Selection
3.5.2. Recruitment
3.5.3. The Selection Process

3.6. Human Resources Management by Competencies
3.6.1. Analysis of the Potential
3.6.2. Remuneration Policy
3.6.3. Career/Succession Planning

3.7. Performance Evaluation and Compliance Management
3.7.1. Performance Management
3.7.2. Performance Management: Objectives and Process

3.8. Training Management
3.8.1. Learning Theories
3.8.2. Talent Detection and Retention
3.8.3. Gamification and Talent Management
3.8.4. Training and Professional Obsolescence

3.9. Talent Management
3.9.1. Keys for Positive Management
3.9.2. Conceptual Origin of Talent and its Implication in the Company
3.9.3. Map of Talent in the Organization
3.9.4. Cost and Added Value

3.10. Innovation in Talent and People Management
3.10.1. Strategic Talent Management Models
3.10.2. Identification, Training and Development of Talent
3.10.3. Loyalty and Retention
3.10.4. Proactivity and Innovation

3.11. Motivation
3.11.1. The Nature of Motivation
3.11.2. Expectations Theory
3.11.3. Needs Theory
3.11.4. Motivation and Financial Compensation

3.12. Employer Branding
3.12.1. Employer Branding in HR
3.12.2. Personal Branding for HR Professionals

3.13. 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 Conflicts 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 PRL Teams
3.19.1. Management of Human Resources and Teams
3.19.2. Prevention of Occupational Hazards

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 II
3.22.1. Innovation in Organizations
3.22.2. New Challenges in the Human Resources Department
3.22.3. Innovation Management
3.22.4. Tools for Innovation

3.23. Knowledge and Talent Management
3.23.1. Knowledge and Talent Management
3.23.2. Knowledge Management Implementation

3.24. Transforming Human Resources in the Digital Era
3.24.1. The Socioeconomic Context
3.24.2. New Forms of Corporate Organization
3.24.3. New Methodologies

Module 4. Economic and Financial Management

4.1. Economic Environment
4.1.1. Macroeconomic Environment and the National Financial System
4.1.2. Financial Institutions
4.1.3. Financial Markets
4.1.4. Financial Assets
4.1.5. Other Financial Sector Entities

4.2. Company Financing
4.2.1. Sources of Financing
4.2.2. Types of Financing Costs

4.3. Executive Accounting
4.3.1. Basic Concepts
4.3.2. The Company's Assets
4.3.3. The Company's Liabilities
4.3.4. The Company's Net Worth
4.3.5. The Income Statement

4.4. From General Accounting to Cost Accounting
4.4.1. Elements of Cost Calculation
4.4.2. Expenses in General Accounting and Cost Accounting
4.4.3. Costs Classification

4.5. Information Systems and Business Intelligence
4.5.1. Fundamentals and Classification
4.5.2. Cost Allocation Phases and Methods
4.5.3. Choice of Cost Center and Impact

4.6. Budget and Management Control
4.6.1. The Budget Model
4.6.2. The Capital Budget
4.6.3. The Operating Budget
4.6.5. Treasury Budget
4.6.6. Budget Monitoring

4.7. Treasury Management
4.7.1. Accounting Working Capital and Necessary Working Capital
4.7.2. Calculation of Operating Requirements of Funds
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 with the Mercantile Activity
4.8.5. The Company as a Facilitator of the Work of the of the State

4.9. Systems of Control of Enterprises
4.9.1. Analysis of Financial Statements
4.9.2. The Company's Balance Sheet
4.9.3. The Profit and Loss Statement
4.9.4. The Statement of Cash Flows
4.9.5. Ratio Analysis

4.10. Financial Management
4.10.1. The Company's Financial Decisions
4.10.2. Financial Department
4.10.3. Cash Surpluses
4.10.4. Risks Associated with Financial Management
4.10.5. Financial Administration Risk Management

4.11. Financial Planning
4.11.1. Definition of Financial Planning
4.11.2. Actions to be Taken in Financial Planning
4.11.3. Creation and Establishment of the Business Strategy
4.11.4. The Cash Flow Table
4.11.5. The Working Capital Table

4.12. Corporate Financial Strategy
4.12.1. Corporate Strategy and Sources of Financing
4.12.2. Financial Products for Corporate Financing

4.13. Macroeconomic Context
4.13.1. Macroeconomic Context
4.13.2. Relevant Economic Indicators
4.13.3. Mechanisms for Monitoring of Macroeconomic Magnitudes
4.13.4. Economic Cycles

4.14. Strategic Financing
4.14.1. Self-Financing
4.14.2. Increase in Equity
4.14.3. Hybrid Resources
4.14.4. Financing Through Intermediaries

4.15. Money and Capital Markets
4.15.1. The Money Market
4.15.2. The Fixed Income Market
4.15.3. The Equity Market
4.15.4. The Foreign Exchange Market
4.15.5. The Derivatives Market

4.16. Financial Analysis and Planning
4.16.1. Analysis of the Balance Sheet
4.16.2. Analysis of the Income Statement
4.16.3. Profitability Analysis

4.17. Analysis and Resolution of Cases/Problems
4.17.1. Financial Information on Industria de Diseño y Textil, S.A. (INDITEX)

Module 5. Operations and Logistics Management

5.1. Operations Direction and Management
5.1.1. The Role of Operations
5.1.2. The Impact of Operations on the Management of Companies
5.1.3. Introduction to Operations Strategy
5.1.4. Operations Management

5.2. Industrial Organization and Logistics
5.2.1. Industrial Organization Department
5.2.2. Logistics Department

5.3. Structure and Types of Production (MTS, MTO, ATO, ETO, etc)
5.3.1. Production System
5.3.2. Production Strategy
5.3.3. Inventory Management System
5.3.4. Production Indicators

5.4. Structure and Types of Procurement
5.4.1. Function of Procurement
5.4.2. Procurement Management
5.4.3. Types of Purchases
5.4.4. Efficient Purchasing Management of a Company
5.4.5. Stages of the Purchase Decision Process

5.5. Economic Control of Purchasing
5.5.1. Economic Influence of Purchases
5.5.2. Cost Centers
5.5.3. Budget
5.5.4. Budgeting vs. Actual Expenditure
5.5.5. Budgetary Control Tools

5.6. Warehouse Operations Control
5.6.1. Inventory Control
5.6.2. Location Systems
5.6.3. Stock Management Techniques
5.6.4. Storage Systems

5.7. Strategic Purchasing Management
5.7.1. Business Strategy
5.7.2. Strategic Planning
5.7.3. Purchasing Strategies

5.8. Typologies of the Supply Chain (SCM)
5.8.1. Supply Chain
5.8.2. Benefits of Supply Chain Management
5.8.3. Logistical Management in the Supply Chain

5.9. *Supply Chain Management*
5.9.1. The Concept of Management of the Supply Chain (SCM)
5.9.2. Supply Chain Costs and Efficiency
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 and 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 and Replenishment Planning (CPFR)

5.16. International Logistics
5.16.1. Export and Import Processes
5.16.2. Customs
5.16.3. Methods and Means of International Payment
5.16.4. International Logistics Platforms

5.17. Outsourcing of Operations
5.17.1. Operations Management and Outsourcing
5.17.2. Outsourcing Implementation in Logistics Environments

5.18. Competitiveness in Operations
5.18.1. Operations Management
5.18.2. Operational Competitiveness
5.18.3. Operations Strategy and Competitive Advantages

5.19. Quality Management
5.19.1. Internal and External Customers
5.19.2. Quality Costs
5.19.3. Ongoing Improvement and the Deming Philosophy

Module 6. Information Systems Management

6.1. Technological Environment
6.1.1. Technology and Globalization
6.1.2. Economic Environment and Technology
6.1.3. Technological Environment and its Impact on Companies

6.2. Information Systems and Technologies in the Enterprise
6.2.1. The Evolution of the IT Model
6.2.2. Organization and IT Departments
6.2.3. Information Technology and Economic Environment

6.3. Corporate Strategy and Technology Strategy
6.3.1. Creating Value for Customers and Shareholders
6.3.2. Strategic IS/IT Decisions
6.3.3. Corporate Strategy vs Technological and Digital Strategy

6.4. Information Systems Management
6.4.1. Corporate Governance of Technology and Information Systems
6.4.2. Management of Information Systems in Companies
6.4.3. Expert Managers in Information Systems: Roles and Functions

6.5. Information Technology Strategic Planning
6.5.1. Information Systems and Corporate Strategy
6.5.2. Strategic Planning of Information Systems
6.5.3. Phases of Information Systems Strategic Planning

6.6. Information Systems for Decision-Making
6.6.1. *Business Intelligence*
6.6.2. *Data Warehouse*
6.6.3. BSC or Balanced Scorecard

6.7. Exploring the Information
6.7.1. SQL: Relational Databases. Basic Concepts
6.7.2. Networks and Communications
6.7.3. Operational System: Standardized Data Models
6.7.4. Strategic System: OLAP, Multidimensional Model and Graphical Dashboards
6. 7.5. Strategic DB Analysis and Report Composition

6.8. Enterprise Business Intelligence
6.8.1. The World of Data
6.8.2. Relevant Concepts
6.8.3. Main Characteristics
6.8.4. Solutions in Today's Market
6.8.5. Overall Architecture of a BI Solution
6.8.6. Cybersecurity in BI and Data Science

6.9. New Business Concept
6.9.1. Why BI
6.9.2. Obtaining Information
6.9.3. BI in the Different Departments of the Company
6.9.4. Reasons to Invest in BI

6.10. BI Tools and Solutions
6.10.1. How to Choose the Best Tool?
6.10.2. Microsoft Power BI, MicroStrategy y Tableau
6.10.3. SAP BI, SAS BI and Qlikview
6.10.4. Prometheus

6.11. BI Project Planning and Management
6.11.1. First Steps to Define a BI Project
6.11.2. BI Solution for the Company
6.11.3. Requirements and Objectives

6.12. Corporate Management Applications
6.12.1. Information Systems and Corporate Management
6.12.2. Applications for Corporate Management
6.12.3. Enterprise Resource Planning 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 Communication

7.1. Commercial Management
7.1.1. Conceptual Framework of Commercial Management
7.1.2. Business Strategy and Planning
7.1.3. The Role of Sales Managers

7.2. Marketing
7.2.1. The Concept of Marketing
7.2.2. Basic Elements of Marketing
7.2.3. Marketing Activities of the Company

7.3. Strategic Marketing Management
7.3.1. The Concept of Strategic Marketing
7.3.2. Concept of Strategic Marketing Planning
7.3.3. Stages in the Process of Strategic Marketing Planning

7.4. Digital Marketing and E-Commerce
7.4.1. Digital Marketing and E-Commerce Objectives
7.4.2. Digital Marketing and Media Used
7.4.3. E-Commerce General Context
7.4.4. Categories of E-Commerce
7.4.5. Advantages and Disadvantages of E-Commerce Versus Traditional Commerce

7.5. *Managing Digital Business*
7.5.1. Competitive Strategy in the Face of the Growing Digitalization of the Media
7.5.2. Design and Creation of a Digital Marketing Plan
7.5.3. ROI Analysis in a Digital Marketing Plan

7.6. Digital Marketing to Reinforce the Brand
7.6.1. Online Strategies to Improve Your Brand's Reputation
7.6.2. Branded Content and Storytelling

7.7. Digital Marketing Strategy
7.7.1. Defining the Digital Marketing Strategy
7.7.2. Digital Marketing Strategy Tools

7.8. Digital Marketing to Attract and Retain Customers
7.8.1. Loyalty and Engagement Strategies Through the Internet
7.8.2. *Visitor Relationship Management*
7.8.3. Hypersegmentation

7.9. Managing Digital Campaigns
7.9.1. What is a Digital Advertising Campaign?
7.9.2. Steps to Launch an Online Marketing Campaign
7.9.3. Mistakes in Digital Advertising Campaigns

7.10. Online Marketing Plan
7.10.1. What is an Online Marketing Plan?
7.10.2. Steps to Create an Online Marketing Plan
7.10.3. Advantages of Having an Online Marketing Plan

7.11. Blended Marketing
7.11.1. What is Blended Marketing?
7.11.2. Differences Between Online and Offline Marketing
7.11.3. Aspects to be Taken into Account in the Blended Marketing Strategy
7.11.4. Characteristics of a Blended Marketing Strategy
7.11.5. Recommendations in Blended Marketing
7.11.6. Benefits of Blended Marketing

7.12. Sales Strategy
7.12.1. Sales Strategy
7.12.2. Sales Methods

7.13. Corporate Communication
7.13.1 Concept
7.13.2 The Importance of Communication in the Organization
7.13.3 Type of Communication in the Organization
7.13.4 Functions of Communication in the Organization
7.13.5 Components of Communication
7.13.6 Communication Problems
7.13.7 Communication Scenarios

7.14. Corporate Communication Strategy
7.14.1. Motivational Programs, Social Action, Participation and Training with HR
7.14.2. Internal Communication Tools and Supports
7.14.3. Internal Communication Plan

7.15. Digital Communication and Reputation
7.15.1. Online Reputation
7.15.2. How to Measure Digital Reputation?
7.15.3. Online Reputation Tools
7.15.4. Online Reputation Report
7.15.5. Online Branding

Module 8. Market Research, Advertising and Commercial Management

8.1. Market Research
8.1.1. Marketing Research: Historical Origin
8.1.2. Analysis and Evolution of the Conceptual Framework of Marketing Research
8.1.3. Key Elements and Value Contribution of Market Research

8.2. Quantitative Research Methods and Techniques
8.2.1. Sample Size
8.2.2. Sampling
8.2.3. Types of Quantitative Techniques

8.3. Qualitative Research Methods and Techniques
8.3.1. Types of Qualitative Research
8.3.2. Qualitative Research Techniques

8.4. Market Segmentation
8.4.1. Market Segmentation Concept
8.4.2. Utility and Segmentation Requirements
8.4.3. Consumer Market Segmentation
8.4.4. Industrial Market Segmentation
8.4.5. Segmentation Strategies
8.4.6. Segmentation Based on Marketing - Mix Criteria
8.4.7. Market Segmentation Methodology

8.5. Research Project Management
8.5.1. Market Research as a Process
8.5.2. Planning Stages in Market Research
8.5.3. Stages of Market Research Implementation
8.5.4. Managing a Research Project

8.6. International Market Research
8.6.1. International Market Research
8.6.2. International Market Research Process
8.6.3. The Importance of Secondary Sources in International Market Research

8.7. Feasibility Studies
8.7.1. Concept and Usefulness
8.7.2. Outline of a Feasibility Study
8.7.3. Development of a Feasibility Study

8.8. 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. Operational Marketing Decisions

8.10. *Promotion and Merchandising* Strategies
8.10.1. Integrated Marketing Communication
8.10.2. Advertising Communication Plan
8.10.3. Merchandising as a Communication Technique

8.11. Media Planning
8.11.1. Origin and Evolution of Media Planning
8.11.2. Media
8.11.3. Media Plan

8.12. Fundamentals of Commercial Management
8.12.1. The Role of Commercial Management
8.12.2. Systems of Analysis of the Company/Market Commercial Competitive Situation
8.12.3. Commercial Planning Systems of the Company
8.12.4. Main Competitive Strategies

8.13. Commercial Negotiation
8.13.1. Commercial Negotiation
8.13.2. Psychological Issues in Negotiation
8.13.3. Main Negotiation Methods
8.13.4. The Negotiation Process

8.14. Decision-Making in Commercial Management
8.14.1. Commercial Strategy and Competitive Strategy
8.14.2. Decision Making Models
8.14.3. Decision-Making Analytics and Tools
8.14.4. Human Behavior in Decision Making

8.15. Leadership and Management of the Sales Network
8.15.1. Sales Management Sales Management
8.15.2. Networks Serving Commercial Activity
8.15.3. Salesperson Recruitment and Training Policies
8.15.4. Remuneration Systems for Own and External Commercial Networks
8.15.5. Management of the Commercial Process Control and Assistance to the Work of the Sales Representatives Based on the Information

8.16. Implementing the Commercial Function
8.16.1. Recruitment of Own Sales Representatives and Sales Agents
8.16.2. 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 Management
9.5.1. Project Management: 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. Manage 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
9.9.1. Creation of a Startup
9.9.2. Organization and Culture
9.9.3. Top Ten Reasons Why Startups Fail
9.9.4. Legal Aspects

9.10. Project Risk Management Planning
9.10.1. Risk Planning
9.10.2. Elements for Creating a Risk Management Plan
9.10.3. Tools for Creating a Risk Management Plan
9.10.4. Content of the Risk Management Plan

Module 10. Executive Management

10.1. General Management
10.1.1. The Concept of General Management
10.1.2. The General Manager's Action
10.1.3. The 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 to Develop Personal Branding
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. Environmental and Energy Management of Organizations

11.1. Organizational and Business Fundamentals
11.1.1. Organizational Management
11.1.2. Types and Structure of an Organization
11.1.3. Standardization of Business Management

11.2. Sustainable Development: Business and the Environment
11.2.1. Sustainable Development Objectives and Goals
11.2.2. Economic Activity and its Impact on the Environment
11.2.3. Corporate Social Responsibility

11.3. Environmental and Energy Issues. Scope and Current Framework
11.3.1. Main Current Environmental Problems: Waste, Water, Food
11.3.2. Energy Issues Demand, Consumption and Source Distributions
11.3.3. Current Energy Projections

11.4. European Summits and the Paris Agreement
11.4.1. EU Climate Targets
11.4.2. European Summits
11.4.3. The Paris Agreement

11.5. The 2030 Agenda and the Sustainable Development Goals
11.5.1. The 2030 Agenda: Background, Approval Process and Content
11.5.2. The 17 Sustainable Development Goals (SDGs)
11.5.3. SDG Compass Guide

11.6. Circular Economy
11.6.1. The Circular Economy
11.6.2. Legislation and Strategies to Support the Circular Economy
11.6.3. Circular Economy System Diagrams

11.7. Sustainability Reports
11.7.1. Communication of Social Responsibility Management
11.7.2. The Process of Preparing a Sustainability Report according to GRI

Module 12. Energy sources

12.1. Fossil Fuels
12.1.1. Coal
12.1.2. Natural Gas
12.1.3. Oil

12.2. Electricity
12.2.1. Electricity
12.2.2. Electricity Generation
12.2.3. Uses of Electricity

12.3. Nuclear Energy
12.3.1. Nuclear Energy
12.3.2. Nuclear Power Plants
12.3.3. Environmental Opportunities
12.3.4. Environmental Risks
12.3.5. Nuclear Waste Treatment

12.4. Solar Energy
12.4.1. Electricity Generation
12.4.2. Thermal Generation
12.4.3. Solar Power Plants
12.4.4. Risks and Opportunities

12.5. Wind Energy
12.5.1. Wind Farms
12.5.2. Advantages and Disadvantages
12.5.3. Microgeneration

12.6. Biomass
12.6.1. Thermochemical and Biochemical Methods
12.6.2. The Biomass Market
12.6.3. Advantages and Disadvantages

12.7. Geothermal Energy
12.7.1. Geothermal Deposits
12.7.2. Electricity Generation
12.7.3. Advantages and Disadvantages

12.8. Other Renewable Energies
12.8.1. Hydraulic Energy
12.8.2. Tidal Energy
12.8.3. Wave Energy

12.9. Energy Sources in Development
12.9.1. Green Hydrogen
12.9.2. Tidal Energy
12.9.3. Biogas and Biomethane

12.10. Energy Sources for Mobility
12.10.1. Electric Vehicles
12.10.2. CNG Vehicles
12.10.3. Other Alternatives for Sustainable Mobility

Module 13. Electrical energy

13.1. Electrical Energy: Voltage, Current, Power and Energy
13.1.1. Voltage and Current
13.1.2. Active, Reactive and Apparent Energy
13.1.3. Electrical Power. Load Curves

13.2. Energy Transformation
13.2.1. Power Transformers
13.2.2. Electricity Transportation
13.2.3. Electricity Distribution

13.3. Electrical Energy Consuming Systems: Electric Motors
13.3.1. Applications, Pumps, Fans and Compressors
13.3.2. Frequency Inverters
13.3.3. Motor-Based Consumer Systems: Heat Pump Air Conditioning

13.4. Other Electricity Consuming Systems
13.4.1. Joule Effect
13.4.2. Lighting
13.4.3. Direct Current Powered Systems

13.5. Electricity Billing
13.5.1. Legislation
13.5.2. Electricity Rates
13.5.3. Electricity Billing Term

13.6. Units of Measurement of Fuel Consumption and their Transformation into Energy Units
13.6.1. Energy Produced by Heat of Combustion: HHV and LLV
13.6.2. Volumetric Measurements of Combustible Liquids
13.6.3. Volumetric Measurements of Fuel Gases Establishment and Calculation of Normal Conditions

13.7. Combustion Systems and Fuel Elements
13.7.1. Combustion Efficiency
13.7.2. Burners
13.7.3. Heat Transfer

13.8. Boilers
13.8.1. Calculation of Boiler Efficiency by Direct and Indirect Method
13.8.2. Types of Heat Transfer Fluids
13.8.3. Steam Boilers

13.9. Other Fuel-Consuming Equipment
13.9.1. Ovens
13.9.2. Engines
13.9.3. Generating Sets

13.10. Fuel Billing
13.10.1. Legislation
13.10.2. Natural Gas Rates
13.10.3. Natural Gas Billing Terms

Module 14. Energy Management Tools

14.1. Energy Regulatory Framework
14.1.1. European Energy Efficiency Directive
14.1.2. Main Energy Regulations

14.2. Regulatory Inspections
14.2.1. Air Conditioning Inspections
14.2.2. High/Low Voltage Inspections
14.2.3. Other Regulatory Inspections

14.3. Energy Audits
14.3.1. Conducting an Energy Audit Identification of Improvement Opportunities

14.4. Energy Simulation tools
14.4.1. Light Simulations
14.4.2. Air Conditioning Simulations
14.4.3. Building Energy Demand Simulations

14.5. Supply Management: Monitoring
14.5.1. Types of Monitoring
14.5.2. Energy Management Platforms
14.5.3. Fundamental Equipment

14.6. Energy Services
14.6.1. Energy Services
14.6.2. Energy Service Companies
14.6.3. Types of Contracts

14.7. IPMVP
14.7.1. Calculating Savings Avoided Cost and Standardized Savings Models
14.7.2. Options A, B, C and D
14.7.3. Establishing Baselines

14.8. Energy Efficiency Master Plans
14.8.1. Methodology for Preparing a Master Plan
14.8.2. Management Models
14.8.3. Energy Efficiency within a Master Plan

14.9. Asset Management
14.9.1. What is Asset Management?
14.9.2. ISO 55001 Asset Management
14.9.4. Benefits of Implementing Asset Management

14.10. Grants and Subsidies
14.10.1. European Grants and Subsidies

Module 15. Environmental Impact Assessment and Climate Change Adaptation Strategies

15.1. Business Strategies for Climate Change
15.1.1. Greenhouse Effect and Climate Change Causes and Consequences
15.1.2. Climate Change Projections
15.1.3. Corporate Action against Climate Change Roadmap for the Integration of Climate Change in Companies

15.2. Identification and Classification of Environmental Factors
15.2.1. Environmental Catalog Environmental Variables
15.2.2. Search for Environmental Information and Inventory
15.2.3. Inventory Valuation

15.3. Evaluation and Assessment of the Environmental Impacts of a Project
15.3.1. Environmental Analysis of a Project
15.3.2. Pre-Operational Status
15.3.3. Construction, Operation and Abandonment Phase
15.3.4. Quantitative Methods

15.4. Preventive and Corrective Measures
14.4.1. Preventative Actions
14.4.2. Corrective Actions
14.4.3. Compensatory Actions

15.5. Environmental Monitoring Program
15.5.1. EMP
15.5.2. Objectives and Structure of an EMP
15.5.3. Phases in the Development of an EMP

15.6. Strategic Environmental Assessment
15.6.1. European Regulatory Context (Directive 2001/42/EC)
15.6.2. Modalities for Integrating the Environmental Dimension
15.6.3. Environmental Assessment in the Phases of the Program

15.7. Analysis of Climate Change Risks and Opportunities
15.7.1. Regulations related to Environmental Risks
15.7.2. Environmental Risk Analysis and Assessment
15.7.3. Risk Management

15.8. Development of Climate Change Adaptation Plans for Organizations
15.8.1. Adaptation to Climate Change
15.8.2. Climate Change Vulnerability Assessment
15.8.3. Methodology for Prioritizing Climate Change Adaptation Measures

Module 16. Pollution and Water and Waste Management

16.1. Water Management and Pollution
16.1.1. Water Management
16.1.2. Water Cycle
16.1.3. Water Diagnostics
16.1.4. Wastewater Characterization
16.1.5. DWTP, WTP and WWTP: Definition and Typical Operating Diagrams

16.2. Distribution of Water Uses and Demand
16.2.1. Demand Management
16.2.2. Types of Uses or Demands
16.2.3. Supply. Supply Ratios
16.2.4. Cost of Water and the Energy Derived from Water Heating for DHW

16.3. Measures for Efficient Water Use and Management
16.3.1. 'Ecological' Criteria Consumption Factor, Ecological Correction Factor and Efficiency Level
16.3.2. From Resolution MAH/1603/2003 to the OGUEA
16.3.3. Facility Management and Optimization

16.4. Sustainable Water Management Plan
16.4.1. Origin of the Sustainable Water Plan Purpose and Scope
16.4.2. Parts to Include in an ESMP
16.4.3. Organization and Programming
16.4.4. ESMP Implementation
16.4.5. Checks and Corrective Actions

16.5. Solid Waste Management
15.5.1. Residue and By-Product
15.5.2. Types of Waste
15.5.3. Stages of Waste Management

16.6. Waste Regulatory Framework
16.6.1. EU Waste Management Strategies
16.6.2. Future Waste Management Policy

16.7. Municipal and Industrial Solid Waste
16.7.1. MSW Production
16.7.2. MSW Management Systems
16.7.3. Industrial Waste Characterization and Classification
16.7.4. Industrial Waste Management Systems

16.8. Waste-to-Energy Valuation
16.8.1. Valuation Methods
16.8.2. Valuation Feasibility
16.8.3. Recovery Techniques

16.9. *Zero Waste*
16.9.1. Zero Waste
16.9.2. Zero Waste Methodology and Requirements
16.9.3. The 5 Rs: Reject, Reduce, Reuse, Reincorporate and Recycle

Module 17. Environmental Management Tools

17.1. Carbon Markets
17.1.1. KP Flexibility Mechanisms
17.1.2. CAP and Trade and Carbon Funds Schemes
17.1.3. Voluntary Carbon Markets

17.2. Organizational Carbon Footprint
17.2.1. Methodological Reference Standards
17.2.2. Scopes for Organizational Carbon Footprint
17.2.3. Calculation Process

17.3. Product and Event Carbon Footprint
17.3.1. Methodological Reference Standards
17.3.2. Scopes for Product Carbon Footprint
17.3.3. Scopes for Carbon Footprint of Events

17.4. Climate Change Mitigation Tools
17.4.1. Reduction and Limitation of Emissions
17.4.2. Emissions Offsets
17.4.3. Business Benefits Certifications

17.5. Water Footprint
17.5.1. Stages and Units
17.5.2. Differentiation of Water for Calculations
17.5.3. The Water Footprint for Companies

17.6. Life Cycle Analysis
17.6.1. Differentiation of Approaches
17.6.2. LCA Process
17.6.3. Software Tools for LCA

17.7. Eco-Design and Eco-Labeling
17.7.1. Eco-Design Standardization
17.7.2. Types of Eco-Labeling
17.7.3. Eco-Labeling Process

17.8. LEED and BREEAM
17.8.1. The Value of Sustainable Building Certification
17.8.2. Approaches to Both Certifications
17.8.3. Technical Comparison between the Two Certifications

17.9. Other Sustainable Building Certifications
17.9.1. *Passive House*
17.9.2. *Well*
17.9.3. VERDE (Building Reference Efficiency Evaluation)

17.10. Energy Certification of Buildings
17.10.1. Energy Efficiency in Buildings
17.10.2. Technical Conditions and Procedures
17.10.3. Main Calculation Programs

Module 18. Energy Management Systems

18.1. Management Systems: ISO 50001
18.1.1. Reference Standard and Other Associated Standards
18.1.2. Approach to Energy Performance
18.1.3. Correspondence between ISO 50001:2018 and ISO 50001:2011

18.2. Organizational Context and Leadership
18.2.1. Scope
18.2.2. Energy Policy
18.2.3. Stakeholder Identification and Risk/ Opportunity Assessment

18.3. Energy Review
18.3.1. Identification of Energy Sources
18.3.2. Determination of Significant Energy Uses
18.3.3. Identification of Variables and Static Factors
18.3.4. Calculation of Energy Performance
18.3.5. Estimation of Future Consumption
18.3.6. Identification of Improvement Opportunities

18.4. Baseline and Energy Performance Indicators
18.4.1. Establishment of the Reference Period
18.4.2. Establishment of Energy Performance Indicators
18.4.3. Monitoring of Consumption, Baselines and Indicators

18.5. Support
18.5.1. Training Needs within the SGEn
18.5.2. Communications within the SGEn
18.5.3. Documentation Control

18.6. Operation: Maintenance and Operations
18.6.1. Establishing the Most Efficient Operating Criteria
18.6.2. Establishing the Most Efficient Maintenance Ranges
18.6.3. Energy Savings from Predictive Maintenance

18.7. Operation: Design of Efficient Facilities
18.7.1. Purchases of Energy Consuming Equipment
18.7.2. Design of New Thermal Installations
18.7.3. Design of New Lighting Installations

18.8. Performance Evaluation
18.8.1. Evaluation of Compliance with Legal Requirements
18.8.2. Internal Audit as a Fundamental Tool
18.8.3. Management Review Objectives and Points to Be Addressed

18.9. Improvement
18.9.1. Non-Conformities and Corrective Actions
18.9.2. Continuous Improvement of the SGEn
18.9.3. Continuous Improvement of Energy Performance

18.10. Energy Efficiency Awareness
18.10.1. Facility Users as Key SGEn Personnel
18.10.2. Awareness Campaign Models
18.10.3. Case Study

Module 19. Environmental Management Systems

19.1. Management Systems: ISO 14001
19.1.1. Environmental Management Systems
19.1.2. Benefits of the Environmental Management System
19.1.3. EMS Implementation Phases

19.2. Organizational Context and Leadership
19.2.1. Understanding of the Organization, its Context and Stakeholders
19.2.2. Scope of the System
19.2.3. Environmental Policy
19.2.4. Roles and Responsibilities

19.3. Planning: Environmental Aspects and Impacts
19.3.1. Environmental Aspects and Impacts: Cause- Effect Relationship
19.3.2. Identification of Environmental Aspects
19.3.3. Evaluation of Environmental Aspects

19.4. Planning: Objectives, Risks and Opportunities
19.4.1. Actions to Address Risks and Opportunities
19.4.2. Legal Requirements
19.4.3. Environmental Objectives and Planning to Achieve Them

19.5. Support: Resources, Competence and Awareness
19.5.1. Resources
19.5.2. Competition
19.5.3. Awareness

19.6. Support: Documented Communication and Information
19.6.1. Internal and External Environmental Communication
19.6.2. Documented Information
19.6.3. Documentation Control

19.7. Operation
19.7.1. Operational Planning and Control
19.7.2. Life Cycle Analysis Perspective
19.7.3. Emergency Preparedness and Response

19.8. Performance Evaluation
19.8.1. Monitoring, Measurement, Analysis and Evaluation
19.8.2. Internal Auditing
19.8.3. Management Review

19.9. Improvement
19.9.1. Non-Conformities and Corrective Actions
19.9.2. Continuous EMS Improvement
19.9.3. Continuous Environmental Performance Improvement

19.10. Transition from 14001 to EMAS
19.10.1. The EMAS Regulation
19.10.2. Transition from ISO 14001 to EMAS
19.10.3. ISO 14001 vs EMAS

Module 20. Management Systems Audits

20.1. Management System Audits
20.1.1. Management System Audit Characteristics
20.1.2. Types of Management System Audits
20.1.3. Management System Auditing Principles

20.2. Standards and Organizations Involved
20.2.1. Actors and Organizations Involved
20.2.2. Certification Process
20.2.3. UNE- EN ISO 19011

20.3. Audit Program Management
20.3.1. Audit Programs
20.3.2. Establishing the Objectives of Audit Programs
20.3.3. Audit Program Risks and Opportunities

20.4. Conducting an Audit
20.4.1. Audit Start and Preparation of Activities
20.4.2. Conducting Audit Activities
20.4.3. Conclusions and Audit Closing

20.5. Auditor Competence and Evaluation
20.5.1. Auditors' Responsibilities and Functions
20.5.2. Determining the Competence of the Auditor and Audited Personnel
20.5.3. Selecting Auditing Teams

20.6. Tools and Application Techniques Audit Development
20.6.1. Interview Techniques
20.6.2. Checklists or Verification Lists
20.6.3. Checklist Templates

20.7. Tools and Application Techniques Final Report
20.7.1. Audit Report Preparation
20.7.2. Audit Report Distribution
20.7.3. Audit Report Models

20.8. Tools and Application Techniques Processing of Findings
20.8.1. Audit Finding Generation
20.8.2. Audit Finding Treatment
20.8.3. Corrective Action Plans

20.9. Particular Aspects of Environmental Management System Audits
20.9.1. Verification of Methodologies for Identification and Assessment of Environmental Aspects
20.9.2. Specific Criteria for Validation of Environmental Aspects
20.9.3. Visit to the Facilities During the Audit Process

20.10. Particular Aspects of Energy Management System Audits
20.10.1. Verification of Energy Consumption Collection Methodologies
20.10.2. Criteria for Validation of Energy Performance
20.10.3. Visit to the Facilities During the Audit Process

You will strengthen your communication and negotiation skills, enabling you to influence diverse stakeholders and promote positive change in corporate culture."

07

Methodology

This academic program offers students a different way of learning. Our methodology uses a cyclical learning approach: **Relearning.**

This teaching system is used, for example, in the most prestigious medical schools in the world, and major publications such as the **New England Journal of Medicine** have considered it to be one of the most effective.

Discover Relearning, a system that abandons conventional linear learning, to take you through cyclical teaching systems: a way of learning that has proven to be extremely effective, especially in subjects that require memorization"

TECH Business School uses the Case Study to contextualize all content

Our program offers a revolutionary approach to developing skills and knowledge. Our goal is to strengthen skills in a changing, competitive, and highly demanding environment.

At TECH, you will experience a learning methodology that is shaking the foundations of traditional universities around the world"

This program prepares you to face business challenges in uncertain environments and achieve business success.

Our program prepares you to face new challenges in uncertain environments and achieve success in your career.

A learning method that is different and innovative

This TECH program is an intensive educational program, created from scratch to present executives with challenges and business decisions at the highest level, whether at the national or international level. This methodology promotes personal and professional growth, representing a significant step towards success. The case method, a technique that lays the foundation for this content, ensures that the most current economic, social and business reality is taken into account.

> *You will learn, through collaborative activities and real cases, how to solve complex situations in real business environments"*

The case method has been the most widely used learning system among the world's leading business schools for as long as they have existed. The case method was developed in 1912 so that law students would not only learn the law based on theoretical content. It consisted of presenting students with real-life, complex situations for them to make informed decisions and value judgments on how to resolve them. In 1924, Harvard adopted it as a standard teaching method.

What should a professional do in a given situation? This is the question we face in the case method, an action-oriented learning method. Throughout the program, the studies will be presented with multiple real cases. They must integrate all their knowledge, research, argue and defend their ideas and decisions.

Relearning Methodology

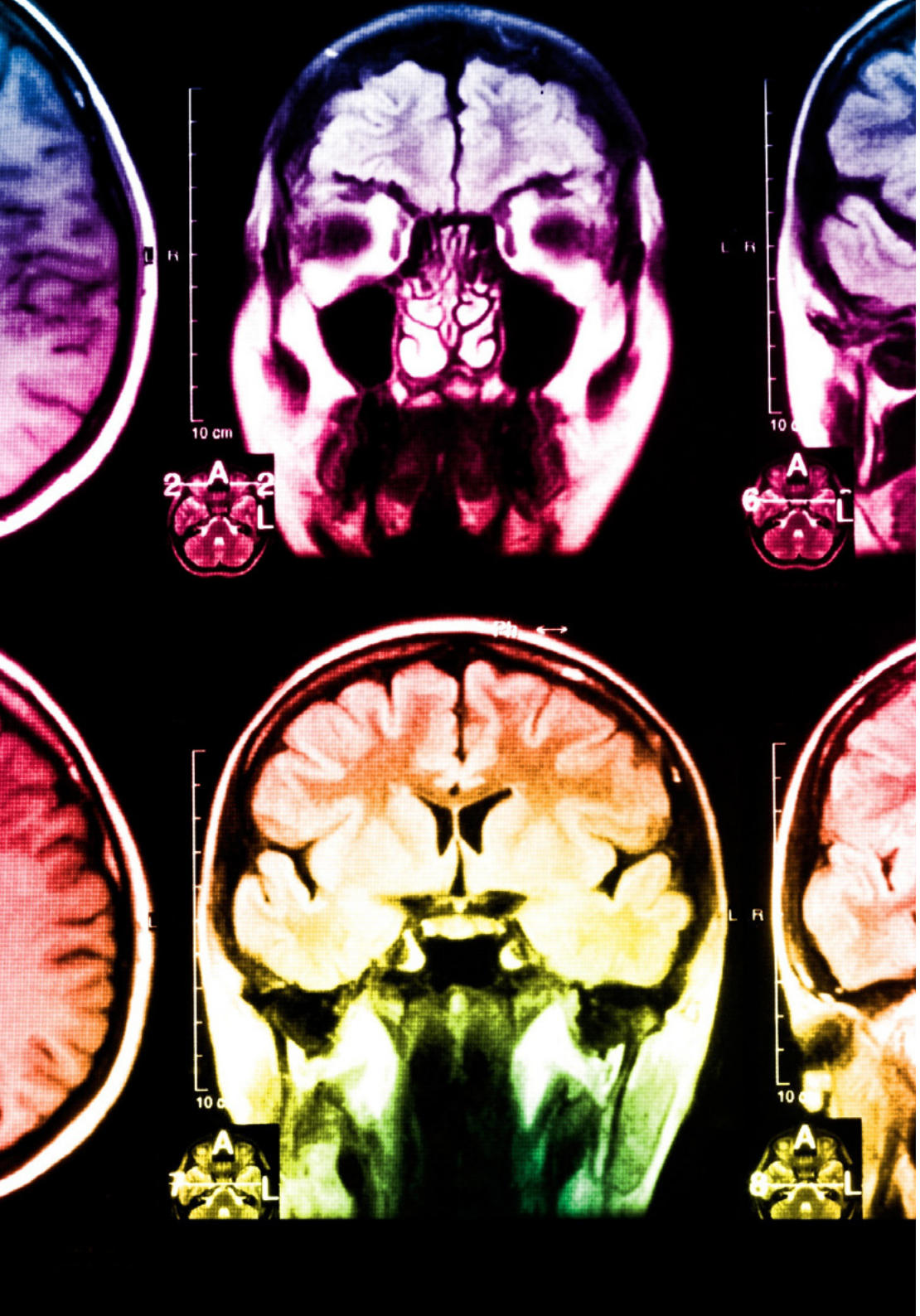
TECH effectively combines the Case Study methodology with a 100% online learning system based on repetition, which combines different teaching elements in each lesson.

We enhance the Case Study with the best 100% online teaching method: Relearning.

Our online system will allow you to organize your time and learning pace, adapting it to your schedule. You will be able to access the contents from any device with an internet connection.

At TECH you will learn using a cutting-edge methodology designed to train the executives of the future. This method, at the forefront of international teaching, is called Relearning.

Our online business school is the only one in the world licensed to incorporate this successful method. In 2019, we managed to improve our students' overall satisfaction levels (teaching quality, quality of materials, course structure, objectives...) based on the best online university indicators.



In our program, learning is not a linear process, but rather a spiral (learn, unlearn, forget, and re-learn). Therefore, we combine each of these elements concentrically. With this methodology we have trained more than 650,000 university graduates with unprecedented success in fields as diverse as biochemistry, genetics, surgery, international law, management skills, sports science, philosophy, law, engineering, journalism, history, markets, and financial instruments. All this in a highly demanding environment, where the students have a strong socio-economic profile and an average age of 43.5 years.

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.

From the latest scientific evidence in the field of neuroscience, not only do we know how to organize information, ideas, images and memories, but we know that the place and context where we have learned something is fundamental for us to be able to remember it and store it in the hippocampus, to retain it in our long-term memory.

In this way, and in what is called neurocognitive context-dependent e-learning, the different elements in our program are connected to the context where the individual carries out their professional activity.

This program offers the best educational material, prepared with professionals in mind:

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.

These contents are then applied to the audiovisual format, to create the TECH online working method. All this, with the latest techniques that offer high quality pieces in each and every one of the materials that are made available to the student.

Classes

There is scientific evidence suggesting that observing third-party experts can be useful.

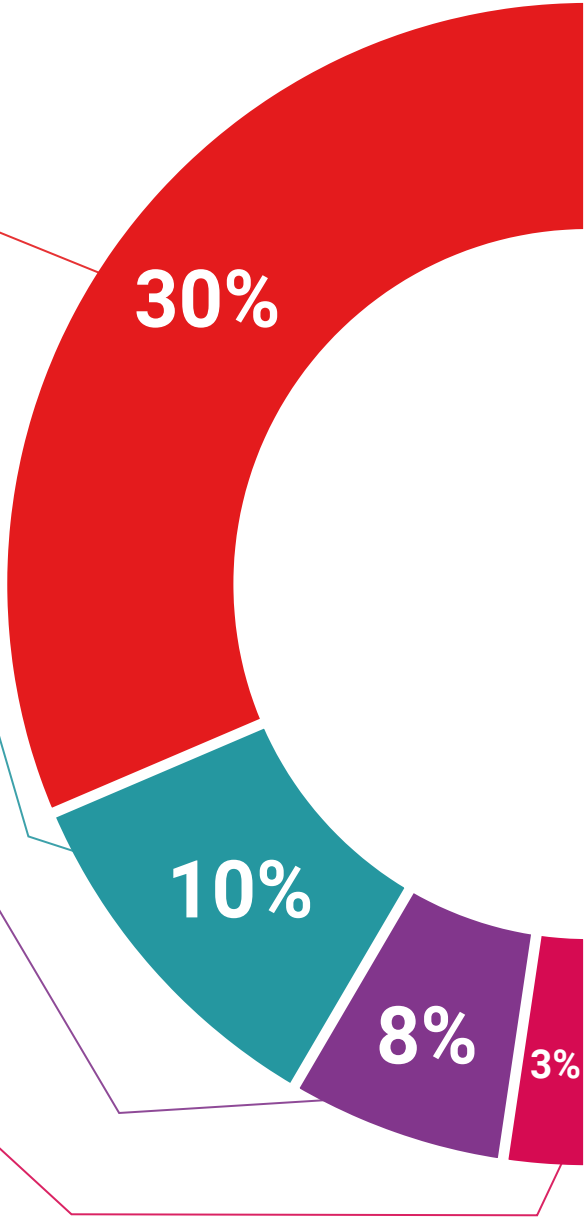
Learning from an Expert strengthens knowledge and memory, and generates confidence in future difficult decisions.

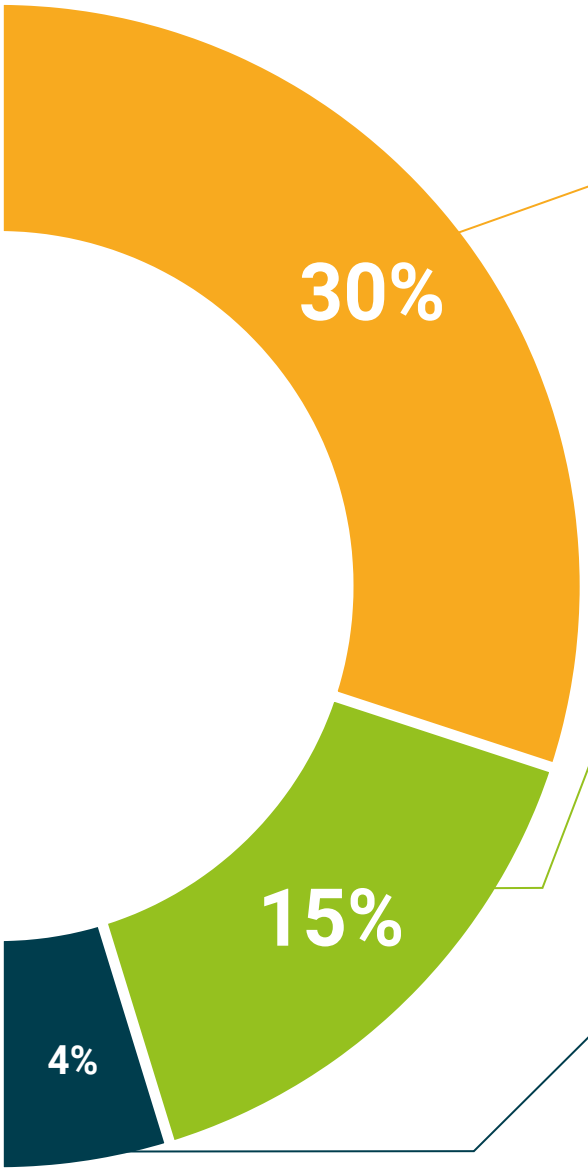
Management Skills Exercises

They will carry out activities to develop specific executive competencies in each thematic area. Practices and dynamics to acquire and develop the skills and abilities that a high-level manager needs to develop in the context of the globalization we live in.

Additional Reading

Recent articles, consensus documents and international guidelines, among others. In TECH's virtual library, students will have access to everything they need to complete their course.





Case Studies

Students will complete a selection of the best case studies chosen specifically for this program. Cases that are presented, analyzed, and supervised by the best senior management specialists in the world.

Interactive Summaries

The TECH team presents 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".

Testing & Retesting

We periodically evaluate and re-evaluate students' knowledge throughout the program, through assessment and self-assessment activities and exercises, so that they can see how they are achieving their goals.

08

Our Students' Profiles

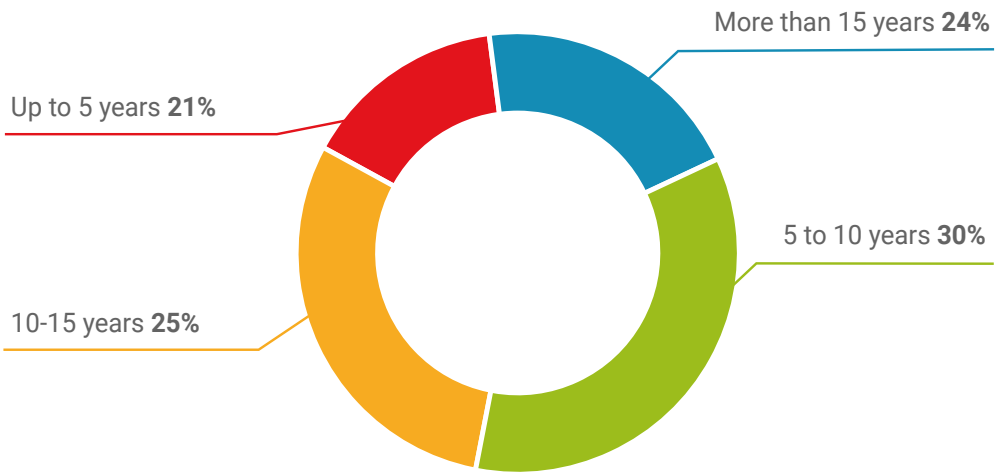
The profile of TECH Global University students is that of professionals with extensive specialization and experience, who understand the importance of continuing their studies during their professional career. In this particular case, these are professionals with previous knowledge in business management, who want to broaden their scope of action to senior sustainability management and they will achieve this through a high quality syllabus.

This program is aimed at people interested in improving their employability thanks to a first class study plan" Enroll now!"

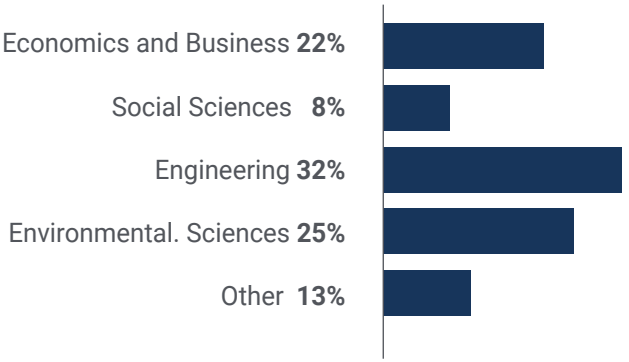
Average Age

Between **35** and **45** years old

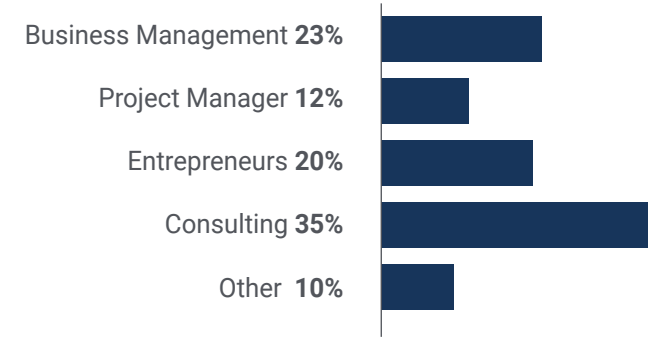
Years of Experience



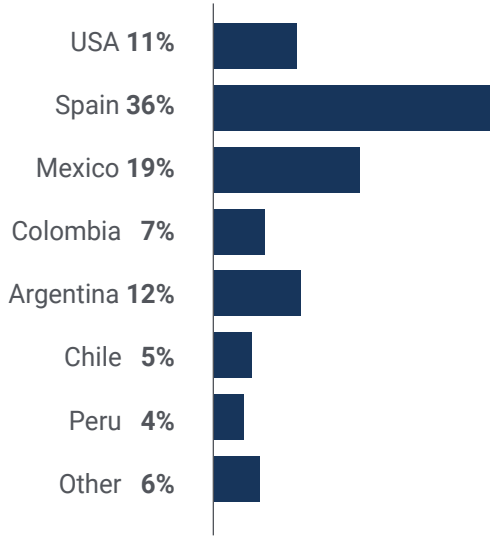
Training



Academic Profile



Geographical Distribution



Rodrigo Gutierrez

Company Director

"I have been on an incredible journey in the world of Corporate Sustainability! Completing this program in Senior Management of Corporate Sustainability has been is a boost to my company's long-term innovation and success. Now, I feel ready to bring this new green mindset to the corporate world and make my company a place where the planet and business thrive together"

09

Course Management

The professors have been carefully selected for their experience and expertise in the key fields of sustainability, business ethics and responsible management. and expertise in the key fields of sustainability, business ethics and responsible management. These professionals not only have a solid academic background, but also extensive practical experience in the field of sustainable business. in the field of sustainable business. Thus, their diversity of experience in various sectors will enable graduates to gain a comprehensive and practical perspective on the challenges and opportunities related to sustainability. of the challenges and opportunities related to business sustainability.

The teaching team of this Grand Master will prepare you to face the complex challenges of senior management in a context of sustainability, with all the TECH quality guarantees"

International Guest Director

With an exceptional professional career, Sarah Carson has focused her research on **environmental compliance** and **sustainability in higher education**. For more than 3 decades, she has been part of Cornell University's research team charged with implementing and analyzing the **impact** of **policies** for the **care** of **natural resources**. Thanks to her experience in this area of expertise, she has been chosen to lead the **Office of Campus Sustainability** at Cornell University.

In this way, this expert directs the **electricity supply projects**, aimed at **reducing the carbon footprint** of the higher education center. As such, she has implemented innovative technologies that help, for example, to maintain high temperatures during the winter in the educational facilities. Specifically, her team has opted to implement a **renewable geothermal heat source** called "ground-source heat", the beneficial results of which have already been reported in **several global impact reports**.

At the same time, she has actively participated in the **energy policy** of **New York**, related to the generation of renewable energy. To this end, she has collaborated in the volunteer program for the **Regional Greenhouse Gas Initiative** in the aforementioned North American state. The latter is based on the **Cap and Trade model**, which allows the university, the local government and other participants to **claim renewable energy credits.**.

As for her academic life, Carson holds a degree in **Natural Resources Management and Policy** from North Carolina State University. She also holds a degree in **Environmental Science and Policy** from the School of Environmental Science and Forestry at the State University of New York.

Ms. Carson, Sarah

- Director, Office of Sustainability, Cornell University, New York, United States
- Head of Campus Climate Action, Cornell University, New York, USA
- Environmental Management Specialist, Cornell University
- Environmental Information Officer, Cornell University
- B.S. in Natural Resource Management and Policy from North Carolina State University
- B.S. in Environmental Science and Policy from the State University of New York

TECH counts with a distinguished and specialized group of International Guest Directors, with important leadership roles in the most cutting-edge companies in the global market"

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 on boarding strategy and execution, collaborating with business leaders and **HR Managers** to meet operational and strategic hiring objectives. In particular, she aims to **build diverse**, **inclusive** and **high-performing teams** that drive innovation and growth of the company's products and services. In addition, she is adept at using tools to attract and retain the best people from around the world. She is also responsible for **amplifying** Mastercard's **employer brand** and **value proposition** through publications, events and social media.

Jennifer Dove has demonstrated her commitment to continuous professional development by actively participating in networks of **Human Resources** professionals and contributing to the on boarding of numerous employees at different companies. After earning her bachelor's degree in **Organizational Communication**from the University of Miami, she has held management positions in recruitment for companies in various areas.

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
- Graduated 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 most 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 **clouds**services **and** end-to-end process improvement. He has been recognized as a leader and manager of highly efficient teams, showing a natural talent for ensuring a high level of engagement among his employees.

He possesses innate gifts in strategy and executive innovation, developing new ideas and backing his success with quality data. His background at **Amazon** has allowed him to manage and integrate the company's IT services in the United States. At **Microsoft** he has led a team of 104 people, responsible for providing corporate-wide IT infrastructure and supporting product engineering departments across the company.

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

D. Gauthier, Rick

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

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

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**. Thus, 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

Do you want to update your knowledge with the highest educational quality? TECH offers you the most updated content in the academic market, designed by authentic experts of international prestige."

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 improvements in vendor risk assessment, resulting in process improvements and workflow management that have resulted in significant cost savings.

With more than a decade of work providing digital solutions and leadership for companies in diverse industries, he has extensive experience in all aspects of strategic solution delivery, including **marketing, media analytics, measurement** and **attribution.** In fact, he has received a number of accolades for his work, including the **BIM Leadership Award**, the **Search Leadership Award**, the **Lead Generation Export Program Award** and the **Export Lead Generation Program Award and the EMEA Best Sales Model Award.**

Arens also served as **Sales Manager** in Dublin, Ireland. In this role, he built a team of 4 to 14 members over three years and led the sales team to achieve results and collaborate well with each other and cross-functional teams. He also served as **Senior Industry Analyst,** Hamburg, Germany, creating story lines 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 - Google, Ireland
- Senior Industry Analyst at Google, Germany
- Accounts Manager - Google, Ireland
- Accounts Payable at Eaton, UK
- Supply Chain Manager at Airbus, Germany

Bet on TECH! You will have access to the best didactic materials, at the forefront of technology and education, implemented by internationally renowned specialists in the field."

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 **Products**, **Merchandising** and **Communication**. All of this linked to with 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 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**..

On the other hand, in companies such as **Calvin Klein** or **Gruppo Coin**, he has undertaken projects to boost the **structure**, and **development** of **different collections**. He has been in charge of creating **effective calendars** for buying and selling **campaigns.** He has also been in charge of the **terms**, **costs**, **processes** and **delivery times** of different operations.

These experiences have made Andrea La Sala one of the main and most qualified **corporate leaders** in **Fashion** and **Luxury**. A high managerial capacity with which he has managed to effectively **implement the positive positioning** of **different brands** and redefine their key performance indicators (KPIs).

Ms. 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
- Graduate of Business and Economics at Università degli Studi del Piemonte Orientale

The most qualified and experienced professionals at international level are waiting for you at TECH to offer you a first class teaching, updated and based on the latest scientific evidence. What are you waiting for to enroll?"

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 Cafe 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 Luminate'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. Therefore, 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 Cafe
- Independent Business Intelligence and Data Science Consultant
- Director of Business Intelligence at Capgemini
- Senior Analyst at Nordea
- Senior Business Intelligence Consultant at SAS
- Executive Education in AI and Machine Learning at UC Berkeley College of Engineering
- Executive MBA in e-commerce at the University of Copenhagen
- B.Sc. and M.Sc. in Mathematics and Statistics at the University of Copenhagen

Study at the best online university in the world according to Forbes! In this MBA you will have access to an extensive library of multimedia resources, developed by internationally renowned professors."

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.
- M.A. in Creative Writing from the University of California
- B.S. in Telecommunications from the University of Florida

Achieve your academic and career goals with the best qualified experts in the world! The faculty of this MBA will guide you through the entire learning process"

International Guest Director

Eric Nyquist, Ph.D., is a leading **international sports professional**who has built an impressive career, noted for his **strategic leadership** and ability to drive change and **innovation** in **world-class** sports organizations.

In fact, he has held senior roles such as **Director of Communications and Impact** at **NASCAR**,based in **Florida, USA.** With many years of experience behind him at NASCAR, Dr. Nyquist has also held several leadership positions, including **Senior Vice President of Strategic Development** and **General Manager of Business Affairs,** managing more than a dozen disciplines ranging from **strategic development** to **entertainment marketing.**

Nyquist has also made a significant mark on **Chicago's top** sports franchises. As **Executive Vice President** of the **Chicago Bulls** and **Chicago White Sox** franchises, he has demonstrated his ability to drive **business** and **strategic success** in the world of **professional sports.**.

Finally, it is worth noting that he began his career in **sports** while working in **New York** as a **senior strategic analyst** for **Roger Goodell** in the **National Football League (NFL)** and, prior to that, as a **Legal Intern** with the **United States Football Federation.**

Mr. Nyquist, Eric

- Director of Communications and Impact at NASCAR, Florida, USA
- Senior Vice President of Strategic Development at NASCAR, Florida, United States
- Vice President of Strategic Planning at NASCAR
- Senior Director of Business Affairs at NASCAR
- Executive Vice President at Chicago White Sox Franchises
- Executive Vice President at Chicago Bulls Franchises
- Manager of Business Planning at the National Football League (NFL)
- Business Affairs/Legal Intern with the United States Soccer Federation
- Juris Doctor from the University of Chicago
- Master's Degree in Business Administration-MBA from the University of Chicago Booth School of Business
- B.A. in International Economics from Carleton College.

Thanks to this university program, 100% online, you will be able to combine your studies with your daily obligations, under the guidance of the leading international experts in the field of your interest. Enroll now!"

Management

Mr. Abreu Acosta, Guzman

- Technician in Territorial and Environmental Planning in Canarias S.A.
- Occupational Health and Safety Auditor, Specialization in OSHAS 18001
- Lawyer in his own law firm, specialized in Urban Development and Environmental Law.

Professors

Mr. Bueno Márquez, Pedro

- Technician of the Directorate General of Vocational Training, Ministry of Education and Sports
- Technical Professor of Vocational Training at the Consejería de Educación y Deporte (Regional Ministry of Education and Sports
- Technician at the Andalusian Energy Agency
- Project Engineer at Aldesa Ingeniería y Servicios
- Project Engineer at the Andalusian Group of Studies, Grande SL
- Chemical Engineer at the University of Huelva
- Postgraduate degree in Management and Development of Renewable Energies from the Catholic University of Avila

Dr. Granell García, Lilia

- Manager at Cercan, renewable energy consulting firm in the Canary Islands
- Manager and Administrator of ReCap Solar
- Coordinator of Consultancy in Energy Projects 40, S.L.
- Scientific advisor for the City Council of La Laguna
- Technical and commercial director of SEIFERMANN and SOTEC Group
- Doctorate in Physics and Nuclear Physics, M.V. Lomonosov Moscow State University
- Degree in Physics, specializing in Fundamental Physics, from the University of La Laguna

Mr. Contreras Acuña, Manuel

- Contract Researcher Department: Chemistry and Materials Science
- Doctor in Chemical Sciences Faculty of Experimental Sciences, University of Huelva
- Master's Degree in Instrumental Techniques in Chemistry, Faculty of Experimental Sciences, University of Huelva.
- Triple Master's Degree in Occupational Health and Safety, Quality and Environmental Management
- Interim Substitute Professor Department: Chemistry and Materials Science

Ms. De Aspe Doldán, Ana María

- Sustainability Technician and Ecomanager
- Expert in Energy Efficiency by Femxa
- Expert in Carbon Footprint Calculation by Centro de Formação Ingeoexpert
- Specialist in Sustainability, ESG and General Communication by the University of A Coruña
- Postgraduate degree in Water, Sanitation and Hygiene in International Cooperation from the University of Alcalá
- Degree in Chemistry from the University of Santiago de Compostela

Mr. Palanco Yaque, César

- Managing Director at INTENSA PROMILAB
- Independent Specialist in Engineering Services
- Installations Technician at TOGOGAS Huelva SL
- Production Manager at AZVI in Seville and Bucharest
- Project Manager at SACONSA
- Industrial Engineer, Specialist in Electromechanics by the University of Huelva

Mr. Espinosa, César

- Lawyer specialized in Environmental Management
- Legal coordinator of the Rural and Marine Environment and Environment Departments of the Island Council of El Hierro
- Head of the Environment Service of Arona City Council
- Technical responsible for the UNESCO Global Geopark in El Hierro
- Technical responsible for the World Biosphere Reserve on El Hierro
- Degree in Law

Mr. Díaz Perdomo, Alberto

- General Administration Technician in the City Council of San Cristobal de La Laguna
- Consultant and Auditor of Quality, Environmental and PRL Management Systems and business plans at Intemas Asesores SL
- Master's Degree in Quality and Environment from the European Business School
- Degree in Economics from the University of La Laguna

Ms. De los Reyes Flores, Marta

- Building Information Modeling Architect
- Architect at INECO
- Expert in Revit: BIM Expert
- Master's Degree in Interior Design from ESdesign Escuela Superior de Diseño de Barcelona
- Degree in Architecture by the University of Castilla-La Mancha

10

Impact on Your Career

This TECH program will be indispensable for business professionals who wish to turn their careers around, specializing in the dynamic area of senior sustainability management. Therefore, it is a Advanced Master's Degree that will include the most relevant aspects in this field, and that will mark a plus of quality in the student's resume. Undoubtedly, it will be the opportunity they were waiting for to improve their career.

Thanks to this program, you will learn how to successfully manage sustainability departments in any company"

You will get the job improvement you want, thanks to the specialization that TECH offers you with this Advanced Master's Degree.

Are you ready to take the leap? Excellent professional development awaits you

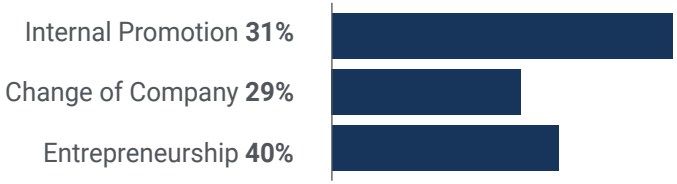
The Advanced Master's Degree in Senior Management of Corporate Sustainability of TECH Global University is an intensive program that prepares students to face challenges and business decisions internationally. Its main objective is to promote personal and professional growth Helping students achieve success.

Therefore, those who wish to improve themselves, achieve a positive change at a professional level and interact with the best, will find their place at TECH.

Bet on TECH! The world's largest digital university, according to Forbes, presents a unique program that will make your resume more competitive.

Time of Change

Type of change



Salary increase

This program represents a salary increase of more than **25%** for our students

11

Benefits for Your Company

This TECH program has been designed with the specialization needs of business professionals in senior sustainability management in mind, but also with what students will be able to contribute to the companies in which they work. Therefore, it will not only be a competitive advantage for the students themselves, providing them with greater employability, but also for the companies, where they will be able to contribute all their value and knowledge.

You will bring to the companies in which you work a new model of leadership and management in the area of sustainability, betting on a more respectful work with the environment"

Developing and retaining talent in companies is the best long-term investment.

01

Growth of talent and intellectual capital

The professional will introduce the company to new concepts, strategies, and perspectives that can bring about significant changes in the organization

02

Retaining high-potential executives to avoid talent drain

This program strengthens the link between the company and the professional and opens new avenues for professional growth within the company

03

Building agents of change

You will be able to make decisions in times of uncertainty and crisis, helping the organization overcome obstacles

04

Increased international expansion possibilities

Thanks to this program, the company will come into contact with the main markets in the world economy

05

Project Development

The professional can work on a real project or develop new projects in the field of R & D or business development of your company

06

Increased competitiveness

This program will equip students with the skills to take on new challenges and drive the organization forward

12

Certificate

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

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

This private qualification will allow you to obtain a **Advanced Master's Degree diploma in Senior Management of Corporate Sustainability** endorsed by **TECH Global University**, the world's largest online university.

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

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

Title: **Advanced Masters Degree in Senior Management of Corporate Sustainability**

Modality: **online**

Duration: **2 years**

Accreditation: **120 ECTS**

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Mr./Ms. _____, with identification document _____
has successfully passed and obtained the title of:

Advanced Masters Degree in Senior Management of Corporate Sustainability

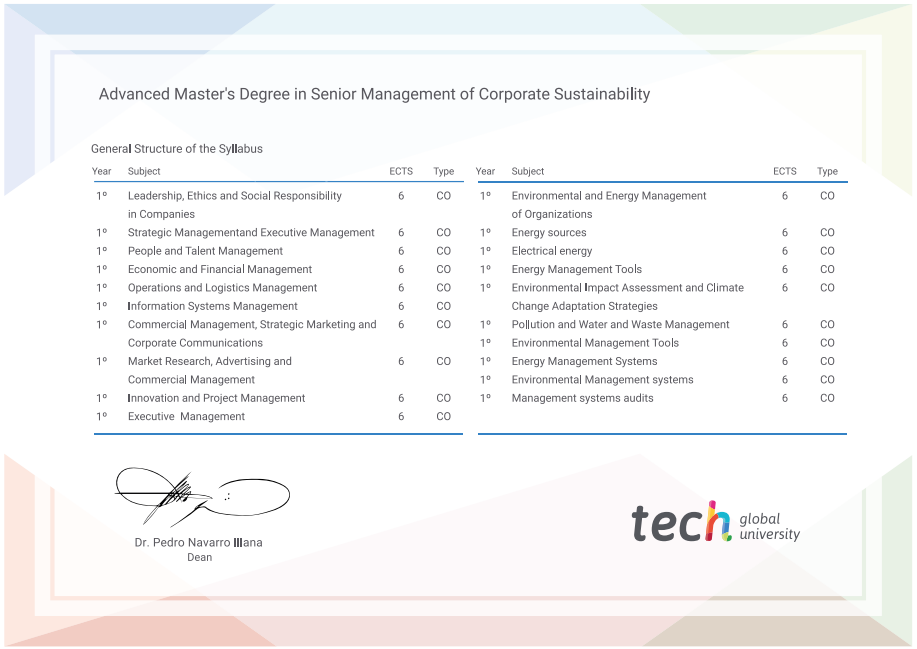
This is a private qualification of 360 hours of duration equivalent to 120 ECTS, with a start date of dd/mm/yyyy and an end date of dd/mm/yyyy.

TECH Global University is a university officially recognized by the Government of Andorra on the 31st of January of 2024, which belongs to the European Higher Education Area (EHEA).

In Andorra la Vella, on the 28th of February of 2024

Dr. Pedro Navarro Illana
Dean

Unique TECH Code: AFWORD23S techtitute.com/certificates



Advanced Master's Degree in Senior Management of Corporate Sustainability

General Structure of the Syllabus

Year	Subject	ECTS	Type
1º	Leadership, Ethics and Social Responsibility in Companies	6	CO
1º	Strategic Managementand Executive Management	6	CO
1º	People and Talent Management	6	CO
1º	Economic and Financial Management	6	CO
1º	Operations and Logistics Management	6	CO
1º	Information Systems Management	6	CO
1º	Commercial Management, Strategic Marketing and Corporate Communications	6	CO
1º	Market Research, Advertising and Commercial Management	6	CO
1º	Innovation and Project Management	6	CO
1º	Executive Management	6	CO
1º	Environmental and Energy Management of Organizations	6	CO
1º	Energy sources	6	CO
1º	Electrical energy	6	CO
1º	Energy Management Tools	6	CO
1º	Environmental Impact Assessment and Climate Change Adaptation Strategies	6	CO
1º	Pollution and Water and Waste Management	6	CO
1º	Environmental Management Tools	6	CO
1º	Energy Management Systems	6	CO
1º	Environmental Management systems	6	CO
1º	Management systems audits	6	CO

Dr. Pedro Navarro Illana
Dean

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

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Advanced Master's Degree
Senior Management of Corporate Sustainability

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

Advanced Master's Degree

Senior Management of Corporate Sustainability

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